
Marketing orientation in the Greek telecommunication market

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Abstract: The main objectives of the paper are to define and analyse the importance of marketing orientation across the Greek telecommunications companies and to develop an instrument for measuring the level of marketing orientation in these companies. The marketing orientation instrument was derived from analysis of the relevant marketing literature, leading to the development of a number of research hypotheses. Specifically, MARKOR scale (Jaworski and Kohli, 1993) was used to investigate the relationship between marketing orientation, customer intelligence and innovation in Greek telecommunication market. The empirical research findings confirmed positive relationships between marketing orientation, customer intelligence acquired by those companies and innovation, but not between marketing orientation and business performance.

Keywords: marketing orientation; MARKOR scale; telecommunication market; Greece.

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1 Introduction

Greek telecommunications companies are now orientating themselves towards client needs and expectations more than ever before. This paradigm shift is expected to result in the differentiation of the available products and services, as well as in the strengthening of long-term customer relations and in an overall improvement in performance (Papadimitriou, 2006). Increased interest in the marketing orientation concept has been brought about due to global changes, such as the dramatic increase in market competition, technological breakthroughs, shorter product life cycles and diminished customer loyalty towards specific products over long periods. At the same time, there is an increasing demand for hard evidence relating to the application of the marketing concept and its success.

2 Defining marketing orientation

Although the strong links between marketing orientation and overall company performance are well documented, the understanding of marketing orientation remains a thorny issue. Some researchers regard the marketing orientation concept as a philosophical construct, whereas others consider it a behaviourist idea. This difference in opinion has resulted in a relatively low research activity in this field (Gilmore et al., 2001; Esteban et al., 2002; Gray and Hooley, 2002; Kasper, 2002; McNaughton et al., 2002; Matear et al., 2002; Barry, 2005).

In general terms, the marketing orientation concept is based on three fundamental principles: client orientation, coordination and goal direction. These principles carry the following characteristics:

- *Client orientation*: according to this principle, marketing orientation takes the place of the customer and in doing so, aims to elucidate the needs and desires of the client base and their behaviour patterns under different sets of circumstances, with particular emphasis on their buying behaviour.
- *Coordination*: in this fundamental principle, there is the need for close collaboration within the organisation, spanning production all the way to sales and beyond. Everyone involved must have a marketing orientation view of the customers.
- *Goal direction*: if a company applies marketing orientation based on this principle then its success is measured against the satisfaction of customer needs and nothing else!

Felton approached the marketing orientation concept as a corporate way of thinking, based on the collaboration of marketing forces in conjunction with the company as a whole, strongly focused on long-term profitability (Lloyd, 1996). Decades later, in 1990, Cescedes, Deshpande and Webster viewed the marketing orientation concept from a philosophical and cultural perspective. In their research, they investigated the degree to which marketing orientation is applied within a company as a measure of its innovativeness (Winston and Dadzie, 2002). Furthermore, they used the term customer orientation to describe a specific set of values that prioritise customer needs and consider the needs of owners, managers and staff as less important.

As mentioned above, the marketing orientation concept has also been defined as a corporate philosophy (Dixon, 1990). In this case, three different marketing orientation fundamental principles have been described:

- a priority given to customer opinion relating to offered products
- b priority given to the promotion of marketing as an extension of the company's philosophy
- c priority given to the adaptation of existing products to market needs.

On the other hand, for some researchers, the marketing orientation concept essentially makes up the firm's behaviour. Ries and Trout (1986) perceived marketing orientation as an attempt to enhance market intelligence based on competition-related information. They, in fact, go a step beyond this and in spite of their support of the client orientation model; they propose the competitor orientation model as overall more effective. Based on the application of the latter model, a company would be able to identify the weaknesses of its competitors and thus move to gain a competitive advantage in the marketplace.

Elliot (Maltz and Kohli, 1996) also put forward a behaviourist notion of the marketing orientation concept, according to which the drafting of the corporate strategy should, in fact, be considered as part of the marketing orientation. Furthermore, attempts have been made to underline the importance of the marketing orientation concept within a company's marketing department. In order to achieve that, the set of marketing competences must be developed paying particular emphasis on the design and implementation of the relevant corporate strategies. Additionally, focus needs to be placed on the structural changes that need to be implemented at the corporate and marketing methodology levels (Kennedy et al., 2003). Jaworski and Kohli (1993) had suggested three different approaches for this behaviourist marketing orientation:

- emphasis on market intelligence
- emphasis on knowledge dissemination within the organisation
- emphasis on the corporate responsiveness to the collected intelligence and the disseminated knowledge.

Upon further examination of all the abovementioned definitions, it emerges that they are indeed not conflicting but rather complementary at places. It can therefore be deduced that:

Genuine application of marketing orientation requires the definition of specific practices and approaches. These two elements must be related to one another and inseparable (Chappell, 1994).

3 Marketing orientation in the EU telecommunications market

Nowadays, marketing orientation is considered as one of the key concepts of interest to the telecommunications sector. The concept's practical and effective application throughout a company's activities has reached paramount importance. Corporate interest remains high as companies allocate effort and increased budgets towards customer satisfaction and information relating to marketing orientation; in spite of this applying marketing orientation in the telecommunications sector is not readily documented in the international literature.

Following the deregulation of the European telecommunications market, key players in the field like BT and France Telecom invested heavily in the implementation of systems that would allow information collection regarding customers and their degree of satisfaction. For example, in 1999, BT was collecting information from 25,000 customers each month, enquiring on their degree of satisfaction (Kolar, 1999; Im and Workman 2004).

A key conclusion that can be reached is that the overall performance of a telecommunications company vis a vis its customers and the society at large is dependent upon four factors:

- total customer satisfaction
- value for money
- word-of-mouth/recommendations
- effectiveness of the relationship/marketing orientation.

Finally, it was observed that most telecommunications companies in Europe struggle to adapt to the new marketing realities, (such as the close relationship with the customer and client satisfaction), while they seem fixed on more traditional methods of customer satisfaction (Avlonitis and Gounaris 1999; Tesar, 2000, Gray and Hooley, 2002). It is apparent that consumer habits have changed, leading to changes in marketing orientation techniques. Adapting to these changing circumstances is a real challenge for telecommunication companies, especially for the Greek ones (primarily for OTE, Greek Telecommunications Company), where the true meaning of marketing orientation is practically unknown.

4 Critical review

The last few years have seen an increase in interest for the theoretical and practical application of the marketing concept at a research as well as a corporate level. This interest lies mainly in the attempts at popularisation of the marketing term as well as in the development and strengthening of the associated philosophy and its application. As far back as the early 1950s, a substantial part of the research centred on the study of the philosophical basis of marketing as well as on the operationalisation of the marketing concept at a corporate level (Johnson, 2003).

The marketing orientation philosophy makes up a key aspect of marketing and of strategic management alike. In spite of having been defined and assessed in practice as a *bona fide* method for business performance improvement, marketing orientation

definitions in the international literature appear problematic and to date, numerous attempts at measuring and defining marketing orientation have been made.

Aggarwal and Singh (2004) investigated the degree to which Indian firms have adopted marketing orientation and it was established to be high, with focus firmly placed on intelligence generation and dissemination. However, Indian firms displayed a low degree of responsiveness to the changes implemented by their competitors and reported inadequacies in the internal communication within their firms.

Kasper (2005) examined the relationship between marketing orientation and the so-called corporate culture, in other words, the philosophy that transcends staff relationships and the firm's relationship with its client. Below is a list of the most important building blocks of the market-oriented corporate culture:

- from the cultural side
 - its openness
 - its results orientation
 - its balanced pragmatic (customer needs) and normative culture
 - its employee orientation
- from the marketing side
 - its internal cooperation and internal communication (as issues on the coordination and dissemination of information throughout the organisation)
 - its learning from mistakes and encouraging feedback from the market
 - its clarity about the work to be done for the customer (as an issue from the customer orientation)
 - its better relative quality of products and services offered than competitors' (as an issue from the competitor orientation).

Santandreu et al. (2007) examined the degree to which small enterprises applied marketing orientation and how did they face up to the market competition in terms of strategy. The research revealed that this type of enterprise does indeed apply marketing orientation to a satisfactory degree and more specifically, their marketing activities are geared towards customer satisfaction. Discovering the needs and wants of the consumers, however, has become less of a priority as has the definition of new profit-increasing methods, which in the long-term will guarantee the survival of the company. Furthermore, continuous product improvement is considered very important as is customer feedback.

In spite of all the documented studies, most researchers focus on the relationship between marketing orientation and business performance, considering it as the key determining factor behind long-term profitability. Pitt et al. (1996) carried out their research in Malta and the UK in order to ascertain the link between the marketing orientation applied by firms in those countries and their performance; the study showed a positive correlation between performance and marketing orientation in both countries.

Han et al. (1998) studied the impact of innovativeness on business performance in market-oriented firms. Their key conclusion was that the adoption of marketing orientation created conditions more favourable to innovativeness, positively affecting the overall performance of the firm. Client orientation appeared to be the most influencing factor in that.

Balabanis et al. (1997) set out to examine the degree to which UK charity organisations had adopted marketing orientation in the period 1992–1997 and how this impacted on their performance. It was concluded that the degree to which marketing orientation is adopted by charity organisations was indeed low (higher for larger organisations), however, significant increases were observed year after year. Another key finding was the clear positive relation between the performance of the organisation and the marketing orientation level, however due to their non-profit character; the results of this link would not be made tangible until several years later.

Avlonitis and Gounaris (1997) studied, in turn, the link between marketing orientation level and business performance. In their research, they aimed to classify firms according to the degree to which they had adopted marketing orientation and subsequently, they set out to measure how and to what degree marketing orientation affected business performance. Their study revealed important differences between industrial companies and consumer goods companies; the former tended to be more sales-oriented and focused on production methods and the actual products whereas the latter tended to be more customer-oriented and more willing to increase marketing orientation levels in their business. Finally, the research showed that marketing orientation could improve business performance and aid in reaching short- and long-term targets.

Pulendran et al. (2003) aimed to shed light on the relationship between marketing planning, MO and business performance. The study indeed showed positive links between marketing planning and marketing orientation and also between marketing orientation and business performance. In general terms, a high quality marketing plan was shown to positively impact business performance but in order for that impact to bear fruit, the firm must have a clear market orientation.

Varela and Rio (2003) studied 200 SMEs in terms of the degree to which they adopted marketing orientation, their perception of the concept and the influencing factors behind their performance. The data revealed that marketing orientation was adopted to a satisfactory degree, with a stronger emphasis placed on responsiveness to knowledge. Information collection and generation was considered less important. Furthermore, the decision-making process among the firms in the sample was shown to be quite decentralised, increasing the degree to which marketing orientation was applied within the firm. Regarding the link between marketing orientation and business performance, the data clearly showed a positive relation. However, business performance was heavily linked to the decision-making process; the more centralised the decision-making process, the lower the marketing orientation level and the poorer the performance of the firm.

Deshpande and Farley (1996) built up a summary scale of market orientation, which was based on a meta-analysis of some earlier market orientation scales. The findings of Deshpande et al. (1993) showed that business performance is positively related to marketing orientation within Japanese companies.

Ellis (2006) presented quantitative evidence verifying the universal nature of the link between market orientation and performance. The idea that firms can boost their performance by fostering a culture that responds to changing customer needs with solutions that are superior to rivals, is demonstrably generic. He pointed out that rewards will accrue to those companies that are more market-oriented than their rivals.

As far as the telecommunications sector is concerned, the relevant studies focused mainly on the mobile communications market. Johnson (2003) sets out to ascertain the degree to which telecommunications operators in Asia had adopted marketing orientation

as well as the degree to which they actually applied it. Marketing orientation was shown to be applied to a satisfactory level across the board in the mobile communications sector in Asia. On the other hand, the companies believe that the market has not reached the necessary levels of maturity; they therefore offer those products and services that can translate into the highest profit margins possible in the short-term. One further conclusion was that based on assessment using combination performance indicators (such as share price, growth rate, revenues and profits, etc.) marketing orientation did not appear to be positively related to the firm's performance.

Kurtinaitiene (2005), at Vilnius University in Lithuania, examined marketing orientation levels across the European Union Member States' (15 at the time, 2004) mobile operators and investigated the factors those companies placed their focus on. Furthermore, the links between marketing orientation and innovativeness and learning were examined. Research showed that most mobile communications companies focused primarily on customer intelligence, followed by competitor intelligence and responsiveness to intelligence. However, less emphasis was placed on innovation. In conclusion, the research indicated that there is a positive relation between marketing orientation and business performance and between marketing orientation and learning orientation.

Based on the analysis above, the following research hypotheses can be expressed:

- H1 The marketing orientation level in telecommunications companies is positively related to business performance.
- H2 The marketing orientation level in telecommunications companies is positively related to the customer intelligence acquired by those companies.
- H3 The marketing orientation level in telecommunications companies is positively related to the innovation level of those companies.

5 Research methodology

5.1 The Greek telecommunication market

The operators examined in this research, are providing products and services in fixed and mobile telephony and they are the main players in the Greek telecommunications market. OTE is the largest fixed telephony company, currently dominating the market. It was state-owned and operated as a monopoly until 2001. It is privatised and its larger stockholder is Deutsche Telekom and the Greek State. Its greater strength is the fixed telephony network that spreads all over the country. COSMOTE is OTE's subsidiary company offering mobile telephony products and services. It is the largest mobile operator in Greece even though it started its operation four years later (1998) than its competitors. Its revenues and market shares are considered its key strengths.

Vodafone is a well-known international operator that provides mobile solutions and services. It has been operating in the Greek market since 1994 and it is the second largest mobile operator in Greece. It has a formidable network of shops and between its strengths lie its after sales service and the customer-oriented philosophy of its employees.

Wind is the third largest mobile operator. Recently, it became part of Marfin Group and since then it started a -tic with new sale points all over Greece, new competitive price

policy and expansion to the fixed telephony. Tellas started off as a fixed telephony operator that was created by the Public Electricity Organization. Now part of Wind and is trying to gain customers and market share. It is a relatively new company that is trying to reach difficult market goals and to learn how to cooperate with Wind.

Finally, Hellas On Line (HOL) is a fixed telephony operator that has approximately 250,000 clients all over Greece and is trying to expand its market share by using an offensive commercial policy. It seems to be one of the most active competitors of OTE, placing emphasis on customer satisfaction, new technologies and price differentiation.

5.2 Methodology

A number of different research approaches relating to marketing orientation analysis were detailed in Section 4; they employed different methodologies for the development of a tool that would enable the researchers arrive at their conclusions.

The empirical research instrument that was used during this study has incorporated the MARKOR scale (Jaworski and Kohli, 1993; Caruana, 1999; Varela and Rio, 2003; Bathgate et al., 2006) and the criteria set forth by Narver and Slater (1990). A total of five of those criteria were used:

- 1 customer intelligence generation
- 2 competitor intelligence generation
- 3 intelligence dissemination
- 4 responsiveness to acquired intelligence
- 5 innovativeness.

The innovativeness criterion proved most challenging during the definition of the parameters that would be included in this present study. Evaluating marketing orientation is largely based on the degree of innovativeness in a firm, given that the telecommunications market is fast-paced and competitive advantage is gained by companies that develop innovative products. However, although the work by Han et al. (1998) set innovativeness as a key criterion for the assessment of marketing orientation, their adopted methodology did not actually include it in its listed criteria. The reason behind this decision was two-fold: on the one hand, if new products or services were being developed, employees would be reluctant to disclose information to third parties for confidentiality reasons; on the other hand, given the rate of technological advances, a product or service that might be considered innovative during the course of the study, might subsequently be considered mainstream or even obsolete.

5.3 Instrument validity

The term validity with regards to the instrument used refers to the degree to which it is able to measure the parameters that need to be quantified during the empirical research. In order to maximise the validity, three tests are carried out: content validity, criterion validity and concept validity.

In order to check the validity (and reliability) of the questionnaire content, the Cronbach's alpha coefficient was used (Gliem and Gliem, 2003). This represents the most widely used method for validity assessment. The content reliability check is carried

out to ascertain whether or not the questionnaire manages to clearly express and accurately measure the variable (or item) for which it was constructed. Based on the international literature, if a questionnaire is awarded any score higher than 0.7, it is considered reliable (Kurtinaitiene, 2005).

In order to further test the reliability of the questionnaire an 'Alpha if item deleted test' was carried out (Pitt et al., 1996; Reynaldo and Santos, 1999). The test provides the researchers with a validity score following the removal of one element from the questionnaire. Scores higher than the pre-existing ' α ' score mean that the removal of the specific element actually increases the overall reliability of the questionnaire. Special attention needs to be paid to large variations or in cases where ' α ' lies very close to 0.7, essentially putting the validity of the questionnaire in doubt. This was not found to be the case in the present study, further enhancing the validity of the questionnaire in terms of measuring the marketing orientation of the Greek telecommunications companies (Appendix).

A concept is considered valid when it comprises the entire theoretical background on which it should be based. In order to achieve that in this present study, four basic guiding philosophies have been incorporated in the construction of the questionnaire: product orientation, sales orientation, marketing orientation and social-ethical marketing. If the marketing orientation measurement and its relationship to the marketing orientation concept are higher in comparison to the other philosophies, then the instrument is considered valid in terms of the concept (Peterson, 1989).

5.4 Data collection

Data regarding the marketing orientation level in the Greek telecommunications companies were collected using a questionnaire e-mailed to the largest companies in the sector. The questionnaire comprised 20 closed-type multiple choice questions. The company representatives were asked to fill out the questionnaire and return it.

The basic aim of the empirical research was to examine the level of marketing orientation within the largest of the telecommunications companies in Greece (OTE) and at the same time draw comparisons with the other companies in the sector, which were set up as private entities from the onset. The other companies to which questionnaires were sent, included On Line (HOL), which provides fixed telephony and internet services, Forthnet Telephony, which provides fixed telephony and internet services, Vodafone, which provides fixed and mobile telephony as well as well internet services, Wind, which provides mobile telephony and internet services, Cosmote which provides mobile telephony and internet services and Tellas which provides fixed telephony and internet services.

The questionnaire targeted company managers and marketing department managers. The department that was chosen as the focus of the empirical research was closely related to the sales division of those companies, given that this specific set of employees are well aware of their companies' internal strategy and processes as well as its external strategy in regards to the market and the competition. It should be mentioned that in certain occasions it did not prove possible to directly communicate with the companies' upper management and for that reason, the questionnaire was sent to the public relations department of those companies, which then forwarded it to the appropriate manager.

The questionnaire had a response rate of 60%. The set target of receiving at least ten questionnaires from each company, in order to gain a satisfactory view of how each

company regards marketing orientation in telecommunications, was reached. The total number of questionnaires received reached 80.

6 Results

6.1 Validity

In order to evaluate criterion validity of the questionnaire, the Cronbach's alpha coefficient was estimated using the SPSS statistical system. Table 1 presents the validity results for each criterion, where in most cases it exceeds the 0.7 level as Kurtinaitiene (2005) recommended. The Cronbach's alpha coefficient 'if Item Deleted' in most cases does not exceed the alpha coefficient measured for each criterion above (Appendix). To test the concept validity of the measuring instrument, a correlation analysis with Peterson's four basic propositions was performed. The results are given in Table 2. The correlation between marketing orientation philosophy and marketing orientation exceeds the 0.7 level and is higher than the coefficients for other business philosophies. Obviously, the concept validity of the proposed measuring instrument is acceptable.

Table 1 Validity results

<i>Criterion</i>	<i>No. of questions</i>	<i>Cronbach's alpha</i>
Intelligence about customers	6	0.858
Intelligence about competitors	3	0.728
Intelligence dissemination	5	0.830
Responsiveness to intelligence	3	0.661
Innovativeness	3	0.758

Table 2 Correlation with the basic business philosophies

<i>Business philosophy</i>	<i>Correlation coefficient</i>
Product orientation	0.6136
Sales orientation	0.3409
Marketing orientation	0.8102
Social-ethical marketing orientation	0.3113

The instrument was therefore used to assess the level of marketing orientation level in the surveyed telecommunication operators, with the outcome summarised in Figure 1. The conclusion is that managers in this sector devote most attention to competitors' intelligence generation. The lowest result was for the intelligence dissemination and the innovativeness criterion.

The above-mentioned data reveals the uniformity of attitudes and culture within the Greek telecommunications market. It is further shown that knowledge dissemination internally is the last in the list in terms of investment allocation, confirming the widely held notion that Greek firms are indeed considered introverted. The reasons behind this finding are, primarily the distinct lack of marketing managers with the appropriate scientific expertise in their field as well as the intense sales and production orientation of the Greek telecommunications companies. Finally, the need to increase investments (in

the case of OTE) and the general financial crisis of recent months have contributed to the downgrading in importance of the innovativeness criterion.

The low level of measured intelligence dissemination and innovativeness influenced the measured level of general marketing orientation, which was calculated by summing up all evaluation criteria and dividing by the total number of instrument questions. The result was 3.43 points against a maximum score of 5: not a strong evaluation compare to the 4.03 points estimated by Kurtinaitiene (2005) for European Union mobile telecommunication market. The average marketing orientation levels in each of the seven organisations are shown in Figure 2.

OTE, the previously state-held monopoly in the telecommunications field, alongside Cosmote (a member of the OTE Group) held the lowest scores in terms of marketing orientation levels. This was attributed to their current efforts to rid themselves of outdated notions prevalent at the time of state ownership and radically change their operations and their working philosophy. The results of those efforts will be evident long-term especially in the field of marketing culture. On the contrary, companies likes Vodafone and Wind scored the highest in terms of marketing orientation. They are, after all, the first companies in the market to successfully employ a CRM system, unlike Cosmote, which is trying to do so since 1998 but has so far been unsuccessful.

Figure 1 Marketing orientation evaluation in Greek telecom market

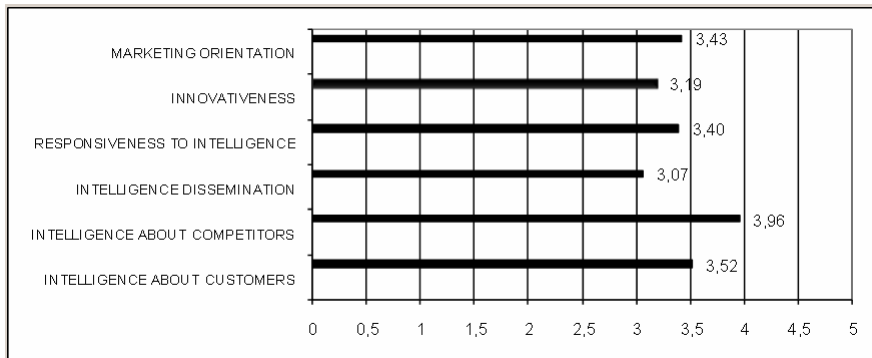
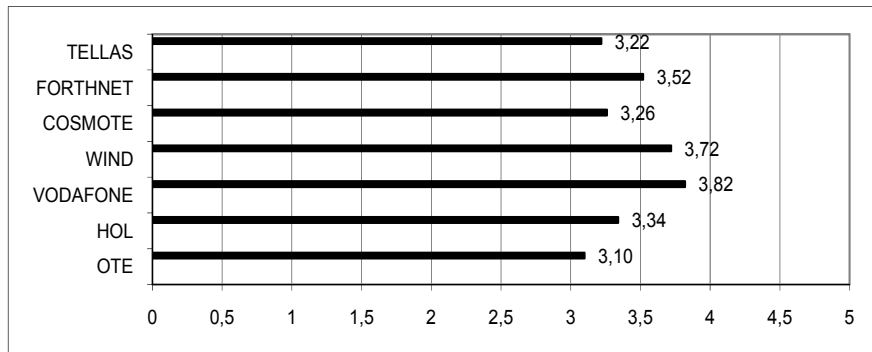


Figure 2 Average evaluation of marketing orientation of the Greek telecom companies



6.2 *Evaluation of research hypotheses*

H1 describes the relationship between marketing orientation level and business performance. Performance figures were evaluated against the biggest competitor in the market, taking into account the criteria of profitability, growth of the subscriber base and revenue per subscriber. Comparison shows that the highest correlation is between marketing orientation and profitability (0.48), confirming the conclusion drawn by other researchers, that profitability is a result of marketing orientation. The lowest correlation (0.24) was between marketing orientation and the revenue per subscriber. These results can be attributed to the fact that a number of companies (Wind, HOL, Forthnet and Tellas) are in fact not showing any profits in the last two years, due to their investments in broadband infrastructure and their attempts to increase market share, overlooking the increase of revenues per customer.

In recent years, OTE has invested heavily in improving the telecommunications infrastructure in order to be able to offer new services like IPTV. HOL, on the other hand, is constantly expanding its own network to such a degree that the company is now considered the key alternative to OTE with the most extensive company-owned network. The rest of the companies are going ahead with substantial investments aimed at increased market share. In regards to the mobile telecommunications sector, all three service operators are constantly investing in infrastructure upgrades, increasing their coverage and also the quality of the services they provide. In relation to this, one has to consider the geographic challenges in the region, which includes a number of remote areas and numerous islands.

The average correlation coefficient for performance results among Greek telecommunications firms does not exceed the 0.7 level and thus H1 is not accepted.

H2 predicts that marketing orientation and customer intelligence are positively related in the Greek telecommunication market. Correlation analysis of separate criteria showed the highest relationship between marketing orientation and customer intelligence. This underlines the importance of strong customer relations as a means towards a competitive advantage in the Greek telecommunications market.

The assessment of a correlation between the Greek operator marketing orientation and customer intelligence yielded a coefficient of 0.998. H2 is thus strongly supported.

H3 describes the relationship between marketing orientation and innovativeness. A significant correlation was observed between the general assessment of the innovativeness criterion and the marketing orientation evaluation (coefficient 0.766). H3 is thus supported. This finding reveals a trend among those companies towards product and service differentiation, aimed at increasing their market share particularly in the fixed telephony and broadband sectors. A number of responders consider innovativeness as the only way out of the financial impasse of recent years. This is particularly the case for companies scoring the highest marketing orientation levels.

7 Conclusions and further research

The aim of the present paper has been to define and analyse the importance of marketing orientation across the Greek telecommunications companies, in order to shed light on the structure and the function of the market and to define commonalities and differences with

similar companies in other parts of the world. Within this framework, a number of hypotheses, forming part of the empirical research, were addressed and a number of interesting insights into the Greek telecommunications market were gained. The key findings are:

- Greek telecommunications companies are primarily customer- and competitor-intelligence oriented
- innovativeness and intelligence dissemination are the lowest ranking among all criteria tested
- the telecommunications market in Greece is characterised by a large degree of differentiation regarding the products and services on offer, but not in terms of general attitudes and culture
- marketing orientation is not related to performance in the Greek telecommunications companies
- marketing orientation is positively related to customer intelligence in the Greek telecommunications companies
- marketing orientation is positively related to the innovation level of Greek telecommunications companies.

This present study could pave the way for further research in this field; parameters of research interest could be the extent to which the specific characteristics of each company (including organisation culture or customer satisfaction) influence the level of marketing orientation or any other business philosophy.

One further topic of interest could be the undertaking of sector-wide research studies at the national level (targeting for example the banking or transport sector), in order to gain a broader view regarding the marketing orientation level of the Greek businesses in general.

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Appendix*Item-total statistics for MARKOR, both samples*

<i>ITEM (question)</i>	<i>Corrected item to total correlation</i>	<i>Cronbach's alpha if Item Deleted</i>
Q1	0.657	0.832
Q2	0.746	0.816
Q3	0.656	0.832
Q4	0.698	0.824
Q5	0.627	0.837
Q6	0.507	0.859
Q7	0.544	0.648
Q8	0.534	0.661
Q9	0.574	0.615
Q10	0.725	0.772
Q11	0.571	0.812
Q12	0.576	0.814
Q13	0.620	0.799
Q14	0.669	0.785
Q15	0.359	0.698
Q16	0.579	0.414
Q17	0.507	0.526
Q18	0.561	0.713
Q19	0.588	0.675
Q20	0.637	0.625