

T.C.
GAZİANTEP ÜNİVERSİTESİ
SOCIAL SCIENCES INSTITUTE
INTERNATIONAL TRADE AND FINANCE DEPARTMENT

**EVALUATION OF SMALL AND MEDIUM-SIZED SYRIAN
COMPANIES FROM THE PERSPECTIVE OF MARKETING
STRATEGIES**

MASTER THESIS

AHMAD ALBAKAR

Thesis Advisor: Dr. Öğr. Üyesi Erhan DURUR

GAZİANTEP
November - 2023

T.C.
GAZİANTEP ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
ULUSLARARASI TİCARET VE FİNANS ANA BİLİM DALI

Tezin Başlığı: Küçük ve Orta Ölçekli Suriyeli Firmaların Pazarlama Stratejileri
Perspektifinden Değerlendirilmesi
Adı ve Soyadı: Ahmad ALBAKAR
Tez Savunma Tarihi: 14 / 11 /2023

Sosyal Bilimler Enstitüsü Onayı

Prof.Dr. Mehmet SOĞUKÖMEROĞULLARI
SBE Müdürü

Bu tezin Yüksek Lisans olarak gerekli şartları sağladığını onaylarım.

Doç.Dr. Ferda NAKİPOĞLU ÖZSOY
Enstitü ABD Başkanı

Bu tez tarafımda okunmuş, kapsami ve niteliği açısından bir Yüksek Lisans tezi olarak kabul edilmistir.

Dr.Öğr.Üyesi Erhan DURUR
Tez Danışmanı

Bu tez tarafımızca okunmuş, kapsam ve niteliği açısından bir Yüksek Lisans tezi olarak kabul edilmiştir.

Jüri Üyeleri:

(Ünvanı, Adı ve SOYADI)

İmzası

Doç.Dr. Aslı ÖZPOLAT (Jüri Başkanı)

.....

Dr.Öğr.Üyesi Emre ÇOLAKOĞLU

.....

Dr.Öğr.Üyesi Erhan DURUR

.....

ETİK İLKELERE UYGUNLUK BEYANI

Gaziantep Üniversitesi Sosyal Bilimleri Enstitüsü Tez Yazım Kurallarına uygun olarak hazırladığım bu tez çalışmada;

- Tez içinde sunduğum verileri, bilgileri ve dokümanları akademik ve etik kurallar çerçevesinde elde ettiğimi,
- Tüm bilgi, belge, değerlendirme ve sonuçları bilimsel etik ve ahlak kurallarına uygun olarak sunduğumu,
- Tez çalışmada yararlandığım eserlerin tümüne uygun atıfta bulunarak kaynak gösterdiğimi,
- Kullanılan verilerde herhangi bir değişiklik yapmadığımı,
- Bu tezde sunduğum çalışmanın özgün olduğunu,

bildirir, aksi bir durumda aleyhime doğabilecek tüm hak kayıpların kabullendiğimi beyan ederim.

İmza:

Adı ve Soyadı: Ahmad ALBAKAR

Öğrenci Numarası: 200568111015

Tezin Savunma Tarihi: 14-11-2023

ÖZET

KÜÇÜK VE ORTA ÖLÇEKLİ SURİYELİ FİRMALARIN PAZARLAMA STRATEJİLERİ PERSPEKTİFİNDEN DEĞERLENDİRİLMESİ

ALBAKAR, Ahmad

Yüksek Lisans Tezi

Uluslararası Ticaret ve Finans Ana Bilim Dalı

Tez Danışmanı: Dr. Öğr. Üyesi Erhan DURUR

Kasım-2023, 87 sayfa

Strateji, gelecekteki hedeflere ulaşmayı amaçlayan uzun vadeli planları ve kararları tanımlayan bir kavramdır. Pazarlama ise mal ve hizmetlere ilişkin olarak şirketler tarafından yürütülen ve bireylerin, kuruluşların ve toplumun arzularını gerçekleştirmeyi amaçlayan süreçtir. Strateji ve pazarlamanın bir araya getirilmesiyle, organizasyonların tüketicilerin isteklerine ulaşmayı ve bu sayede organizasyonun hedeflerine ulaşmayı amaçlayan uzun vadeli süreçlerle ilgilenen pazarlama stratejileri kavramı üretilmiştir. Tez, bazı pazarlama stratejilerinin ve yöntemlerinin ayrıntılarını açıklayarak, pazarlama yönetimlerinin uyguladığı bilimsel ve pratik yöntemleri ortaya koymaktadır. Bununla birlikte Türkiye'deki bazı Suriyeli şirketlerle yapılan görüşmeleri sunarak, bu şirketlerdeki pazarlama yönetiminin etkinliğini ve bu şirketlerin pazarlama stratejilerini ne kadar bildiklerini, ayrıca bu şirketlerin güçlü ve zayıf yönlerini incelenmiştir. Araştırmamızın sonucunda Suriyeli şirketlerin kısa vadede geçici olumlu sonuçlar elde etmelerine rağmen pazarlama bilgileri eksikliklerinden dolayı pazarlama stratejilerini etkinleştirmemeleri ve uygulayamamaları şirketleri stratejik hedeflerden, büyümeden ve bir uluslararası şirkete dönüşümden alıkoyduğu ortaya çıkarılmıştır.

Anahtar sözcükler: Pazarlama stratejileri, Pazarlama Karması, Şirket Performansı.

ABSTRACT
EVALUATION OF SMALL AND MEDIUM-SIZED SYRIAN COMPANIES
FROM THE PERSPECTIVE OF MARKETING STRATEGIES

ALBAKAR, Ahmad

Master Thesis

Department of International Trade and Finance

Thesis Advisor: Asst. Prof. Erhan DURUR

November-2023, 87 pages

Strategy is a concept that describes long-term plans and decisions aimed at achieving future goals. Marketing is the process carried out by companies in relation to goods and services and aims to realize the desires of individuals, organizations, and society. The combination of strategy and marketing has produced the concept of marketing strategies, which deals with the long-term processes by which organizations seek to achieve the desires of consumers and thereby achieve the goals of the organization. The thesis explains the details of some marketing strategies and methods, revealing the scientific and practical methods operated by marketing management. It also presents interviews with some Syrian companies in Turkey to examine the effectiveness of marketing management in these companies and how much they know about marketing strategies, as well as their strengths and weaknesses. As a result of our research, we found that although Syrian companies achieve temporary positive results in the short term, their inability to activate and implement marketing strategies due to their lack of marketing knowledge prevents them from strategic goals, growth, and transformation into an international company.

Keywords: Marketing Strategies, Marketing Mix, Company Performance.

TABLE OF CONTENTS

	Page
ÖZET	i
ABSTRACT	ii
TABLE OF CONTENTS	iii
LIST OF FIGURES.....	vi

INTRODUCTION

A. Problem Statement.....	3
B. Purpose of The Thesis.....	4
C. Importance of The Thesis	4
D. Method of The Thesis	5
E. Research Questions of The Thesis	6
F. Sample and Area of The Thesis	6
G. Limitation of The Research	6
H. The National and International Theses / Studies on The Subject	7

I. SECTION

THEORETICAL FRAMEWORK

1.1. Definition of Marketing Strategy	13
1.1.1. Definition of The Strategy	13
1.1.2. Definition of The Marketing.....	14
1.1.3. Marketing Strategy	15
1.2. Marketing Elements Strategies (4P Strategies)	16
1.2.1. Product Strategy	17
1.2.1.1. Some Types of product strategy	18
1.2.2. Pricing Strategy	18
1.2.2.1. The importance of pricing strategy	19
1.2.2.2. Some types of pricing strategies	19
1.2.3. Place/Distribution Strategy	19

1.2.3.1 The importance of distribution	20
1.2.3.2. Some types of distribution strategy	21
1.2.4. Promotion Strategy	21
1.2.4.1. Some Types of Promotion Strategies.....	22
1.3. Product Designing and Development.....	23
1.3.1. The process of Product Designing and Development	23
1.3.2. Product Designing and Development Strategy.....	24
1.4. Competitive Intelligence	24
1.4.1. Definition of Competitive Intelligence.....	24
1.4.3. The Competitive Intelligence Elements	25
1.4.3.1. Planning.....	25
1.4.3.2. Collection	26
1.4.3.3. Analysis	26
1.4.3.4. Presentation	27
1.5. Blue Ocean Strategy	28
1.5.1. The History of The Blue Ocean Strategy	29
1.5.2. Blue Ocean Strategy Principles.....	29
1.5.3. Expected Obstacles During the Blue Ocean Strategy	31
1.5.3.1. Overcoming major regulatory hurdles.....	31
1.5.3.2. Building an implementation strategy.....	31
1.5.3.3. Implementation of blue ocean strategies	32
1.6. Measuring Marketing Performance	33
1.6.1. Some Examples of Marketing Performance Indicators.....	34
1.6.1.1. Deloitte report.....	35
1.6.1.2. Brian Wieser report.....	39
1.6.1.3. Ben Hallman report	40
1.7. Marketing Management in International Companies	42
1.7.1. List of Some Largest Advertisers Ccompanies in The World	42
2.1. Interviews and The Evaluation	44

II. SECTION

FINDINGS AND DISCUSSION

2.1.1. Study Samples	45
2.1.1.1. Alpha Pharma company.....	45

2.1.1.2. Stylish company	47
2.1.1.3. Atlas ES Makina company	50
2.1.1.4. Tucci company.....	52
2.1.1.5. Al-Duha company	54
2.2.2. The Evaluation of Interviews	57
2.2.2.1. The points that Syrian companies have in common	57
2.2.2.2. The points in which the Syrian companies differ	58
2.2.2.3. The main points of international companies in the scope of marketing	59

CONCLUSIONS AND RECOMMENDATIONS

REFERENCES	65
APPENDICES.....	79
VITAE.....	87

LIST OF FIGURES

Figures 1. Syria doing business.....	3
Figures 2. Marketing strategy.....	16
Figures 3. 4P strategies.....	17
Figures 4. The competitive intelligence elements.....	27
Figures 5. Comparison between blue ocean strategy and red ocean strategy.....	32
Figures 6. Marketing budgets by sectors.....	36
Figures 7. Spending on marketing.....	39

INTRODUCTION

In this section, marketing strategies will be talked about conceptually, and the types and importance of each section of the marketing mix will also be presented.

Some important marketing strategies will also be listed.

In addition, some reports will be highlighted that show the most important statistics related to the field of marketing for international companies.

The number of companies owned by Syrians in Turkey for 2019 has reached 13,880 companies, representing 29% of the total foreign-owned companies in the country.

The total capital of foreign companies is estimated at 151 billion and 794 million and 392 thousand and 805 Turkish liras, of which the Syrians' investments amount to three billion and 913 million and 276 thousand and 263 Turkish liras (Şahan, 2020).

According to the report issued by the Turkish Refugee Organization, the number of companies with at least one Syrian partner, quoting the statement issued by the Ministry of Trade, as of February 26, 2019, the number of companies with at least one partner of Syrian origin reached 15,159 (BBC, 2021).

Three million and 645,140 Syrians reside in Turkey, about 58,668 of whom live in temporary shelters, according to statistics from the General Directorate for Migration Management for the year 2021 (Göç İdaresi Başkanlığı, 2022).

The Central Bank of Turkey participated in a study it conducted on the mechanisms of the impact of Syrian refugees in the country on the performance of local companies, the effects of refugee "shock" on company sales and profit margin, market structure, and export.

According to the study, the increase in Syrian refugees in Turkey led to an increase in sales of Turkish companies, and an increase in the number of companies registered in Turkey by 5%, and the expansion of the ability to export.

Refugees bring not only their work, but also their human capital in terms of entrepreneurial skills, language ability, and business networks, and this may contribute to the expansion of existing companies, by improving export networks with Arabic-speaking countries for example, and the creation of new companies (Akgündüz vd., 2021).

The Turkish Economic Research Foundation (TEPAV) said that the number of companies established by Syrians during the period between July and August 2018 reached 148, with an estimated capital of 26 million liras, thus adding refugees as a positive support to the Turkish economy.

This came according to what was reported by the Research Foundation, citing the Turkish Chamber of Commerce and Stock Exchange. The Foundation pointed out that the number of Syrian companies established during the mentioned period increased by 105.6%, compared to the number of Syrian companies established in Turkey, from the beginning of 2017 until August of the same year (Enabbaladi, 2021).

The Malatya Gongel website said that the capital of these companies increased by 239.6 percent from the beginning of 2018 until last August, compared to the same period, and the last year, bringing the number of Syrian companies established during this period to 1085 companies with a capital of 174.6 million Turkish liras.

In the same context, the Turkish Research Foundation said that more than half of the foreign companies established in the states of Mersin and Kilis, which numbered more than 1,180 companies, were by Syrian traders.

The Syrian traders own 58.5 percent of the companies established in Mersin, and 57.1% In Kilis, among these companies, 148 companies, or approximately 12.5%, are jointly held by the Syrians and foreigners (Malatyaguncel, 2018).

Many Syrian companies, regardless of their sizes and specializations in which they operate, still consider the marketing department as an additional supplementary department rather than an essential and fundamental department in the progress of the company's business.

This thesis reviews the expansion of knowledge of marketing management, the tasks and roles of this department, the most important modern strategies used, and some analysis and practical studies that review the results provided by the marketing department at the technical, financial, and strategic levels of companies.

Finally, the thesis proves that the strength, continuity, and expansion of the company are closely related to the marketing department and the practical and cyclical matters on which this department works.

A. Problem Statement

The absence of marketing strategies and the failure to activate the real role of the marketing department and the central administration of many Syrian companies to take marketing decisions had a major role in the inability of these companies to compete with international companies, and this had a negative impact on the present and future of all these companies from the technical and financial side.

In the same context and in a previous study on the importance of adopting the Blue Ocean Strategy in Syrian companies operating in the field of food industries in order to obtain a competitive advantage and help them achieve more profits and gain a sustainable competitive advantage (Massoudi and Ahmed, 2021).

In reference to the research problem, Raphaeli (2007) study on comparing between the conditions in which the export process takes place for Syrian companies compared to the export conditions in other countries and the Middle East, including with the Organization for Economic Cooperation and Development.

Indicator	<u>Syria</u>	<u>Region</u>	<u>OECD</u>
Documents for export	9	7.1	4.8
Time for export (days)	40	27.1	10.5
Cost of export (US\$ per container)	1,300	924	811
Documents for imports (number)	11	10.3	5.9
Time for import (days)	19	35.4	12.2
Cost of import (US\$ per container)	1,962	1183	883

Figures 1. Syria Doing Business (Raphael, 2007)

B. Purpose of The Thesis

The purpose of the thesis is to define the main and real reasons for the weakness of Syrian companies, which limit the development of these companies and keep them at the local level and not move them to the international level and reach results and recommendations that may change the situation of these companies and put them in a competitive framework with international companies.

C. Importance of The Thesis

The existence of marketing strategies has become a necessity for all companies that are considering growth and expansion.

The existence of marketing strategies in the companies has a positive technical and financial impact on all companies.

All international companies work on the continuous development of their marketing strategies.

All companies aspire to reach the greatest level of expansion and the highest level of profits. When talking about Syrian companies, it is rare to see that these companies have been able to reach more than these companies are local companies with some small branches or warehouses in other countries.

The central management of these companies by the company's owners, not participating in the marketing and strategic decision-making process, the absence of marketing strategies, and the failure to give importance to the marketing department in companies are the most important reasons for the weakness of these companies and the problems that limit their development.

Here comes the role of the thesis in emphasizing that the marketing department is a major department and not a secondary one, and it has an effective role in this expansion and progress and its results appear in achieving the greatest benefit to the consumer first, the company second, and the society as a whole third.

D. Method of The Thesis

This study has been designed as qualitative research. Qualitative research, especially within social science studies, is a widely used research group. In this research, in-depth interviews, a type of qualitative research method, have been employed. In-depth interviews are often a non-structural, direct, and face-to-face single-participant research technique. The aim is to reveal the habits, beliefs, attitudes, and emotions related to a specific topic during interviews with participants, provide expert opinions on the subject, and gain an in-depth understanding of the industry and topic (Kurtuluş, 2010: 45).

Depending on the scope of the research topic and interview rules, interviews can be structured, semi-structured, or unstructured. Structured interviews are conducted with pre-prepared open-ended questions, semi-structured interviews are conducted with both open-ended and specific-answer questions depending on the content of the interview, and unstructured interviews are conducted in a conversational style with open-ended questions, delving into the details of the research topic (Ateşoğlu, 2011: 410).

Within the scope of this study, face-to-face oral in-depth interviews were conducted with the founders, owners, or managers of 5 Syrian firms. The purpose of conducting in-depth interviews is to give more emphasis to individuals' opinions, to conduct a more detailed study, and to ensure that individuals understand the questions as accurately as possible and provide more accurate answers. Interview questions were formulated in both open-ended and specific-answer formats, that is, in both structured and semi-structured forms.

In this study, the descriptive analysis method, one of the qualitative data analysis methods, was preferred. In descriptive analysis, the opinions of the interviewed individuals can be vividly reflected, and direct quotations can be included. The aim of this type of analysis is to present the obtained data to the relevant individuals in an organized and interpreted form (Yıldırım and Şimsek, 2018: 239). In this context, unstructured interviews were conducted in the research to allow for a more intimate environment and to delve into the details of the topic more comfortably. The obtained data were summarized and interpreted using the descriptive analysis method.

E. Research Questions of The Thesis

The aim of the research is to answer the following questions:

- Do Syrian companies suffer from the absence of a marketing strategy?
- What prevents Syrian companies from adopting the marketing strategy?
- How much do Syrian companies know about marketing strategies?
- Are there financial and technical implications for not adopting the marketing strategy in Syrian companies?
- Were there any changes in the strategy or operations of the Syrian companies after they moved to Turkey?

F. Sample and Area of The Thesis

Syrian companies are allocated in several regions of Turkey and do different industries such as cosmetics, sterilizers, shoes, and textiles.

The areas of thesis in which the thesis was conducted in Turkey (Gaziantep, Istanbul, and Adana).

The time which the thesis was conducted from February 2021 to November 2023.

G. Limitation of The Research

The limits of search can be limited to the following points:

- Conducting some interviews by phone due to some restrictions for Covid-19 and some locations of some companies.
- The lack of cooperation by some companies because of their fear that competitors direct the interview to obtain some information informally, as some of the questions are related to the company's current markets and the company's plans.
- Interviews were used because it was difficult to obtain sufficient information through the questionnaire.
- The study did not delve much into the marketing details of the product, pricing, place, or promotion due to the lack of sufficient information on marketing by the interviewees.

- It was not possible to interview in some cases the main manager of the company due to his lack of availability. Therefore, the interview was conducted with other managers or representatives.

H. The National and International Theses / Studies on The Subject

The studies that dealt with the issue of marketing strategies for Syrian companies may be few or unavailable, but some studies dealt with marketing and marketing strategies in different fields and countries. Some of them have been reviewed, and some of these studies will be presented.

According to the study of Abdul Rahman (2004), the problem of this study was represented in the marketing obstacles that could prevent the development of sales and development of sugarcane honey according to the requirements of the consumer and according to the ability of the establishment to maintain its share of the product in the target market, which mainly focused on the stages of packaging, storage, and distribution. the study ended with the following recommendations, the necessity of making the necessary efforts to enable the reproduction, marketing, and increase of the quantity produced and the expansion of the market, the need to add the necessary improvements to produce so that it can compete with global production and rise in export, production of small packages and medium packages, and the addition of an inner casing of tin to enable tightness of the lid, production of small designs suitable for fast food in addition to dairy products. Arbitrating the role of direct dealing with distribution outlets and educating the industrial sector about the multiple uses product, adopting the development of integrated marketing plans that include all aspects that would enable the consumer to gain loyalty and to keep buying.

Based on the study by Pickton (2000), the study presents bad administrative practices, and the reason for these practices is the gap between marketing work and marketing ideas and common myths that surround marketing management, which makes it difficult for the marketing department to develop and progress. Marketing. The aim of this study is to challenge these myths, which are the supremacy of the customer, the marketing mix, customer orientation, and the ability of marketing managers to lead the marketing function.

A study by Idris vd., (2016), aimed to study the impact of marketing strategies on productivity and product returns. the island project was chosen as a case for the study, as the productivity of the project is considered to fluctuate and less than what is possible and what is available. this decline in the productivity of the acre may be attributed to poor selection of crops, ignoring or the absence of marketing strategies, strategic planning, and lack of knowledge of marketing information systems. The analytical descriptive approach and the case study were followed, and the study relied on secondary and primary data. This study was conducted at the level of irrigation departments on the island and the transporters. The most important results have been reached, the most important of which is that the absence of marketing strategies led to poor selection of crops in the Gezira project and the absence of marketing strategies led to low product returns, as well as the absence of an effective marketing device in the Gezira project led to a lack of benefit from comparative advantages and competitive capabilities. The study reached several recommendations, including training producers on modern marketing and administrative systems, the need for state intervention to serve the interests of the different parties, and attention to comparative advantages and competitive capabilities so that they can be exploited properly.

According to the study of Inkpen and Choudhury (1995), The study reviews the current interest of researchers in the current processes and policies without concern for the development of strategies for activities and processes that need the presence of distant goals that institutions and companies seek to achieve in order to reach the organizational strategy for the entire entity of these institutions and companies. This study also reviews the extent of the importance of strategies for researchers in the field of business administration.

According to the study of Timan and Barbar (2011), The study dealt with the importance of following the appropriate marketing strategy that enables to meet the desires of consumers, as well as striving to find the optimal marketing mix for biscuit factories. the study concluded that the establishments' adoption of marketing strategies and marketing mix programs lead to raising efficiency and achieving the desired goals that the Sudanese consumer prefers imported biscuits over local ones, and that Al-Baraka facility did not conduct marketing studies on consumer behavior. It recommended the need to rehabilitate and develop facilities so that they can contribute positively to the local national product, as well as the need for an

independent marketing department to be able to conduct marketing research and studies, in addition to the importance of following a strategy for diversity in products and improving the existing qualities.

Based on AL Shibly (2009), this study aimed to identify the international marketing strategies of some Jordanian companies exporting to foreign markets. On the other hand, I tried to find out which elements of the marketing mix [product, pricing, promotion, and distribution] can be adapted or integrated by the Jordanian companies, the study sample when international marketing. this study relied mainly on primary data collected through a questionnaire distributed to a sample that included managers and heads of departments responsible for marketing Jordanian products to international markets, as descriptive statistics were applied. the study concluded with several recommendations, including: - Paying attention to providing a marketing information system on the current and (potential) targets, in order to find out the local and international manufacturing and marketing operations, and the compatibility with foreign markets. Searching for sources of raw materials for the manufacture of these drugs (medicinal herbs, medicinal plants...etc.), Continuous development, improvements, and research from high-quality sources of supply and its reflection on international marketing.

According to the study of Timan vd., (2010), the study dealt with the obstacles to strategic planning in public institutions and concluded that managers' lack of knowledge and culture of the importance of strategic planning leads to poor performance of public institutions. The adoption of public institutions for commercial goals leads to increased interest in strategic planning and achieving goals and the interest of public institutions in strategic planning leads to increasing and raising performance rates.

According to the study of Babiker (2010), the study dealt with the price policy that affects the profitability and competitiveness of production and exports of oilseed crops (sesame and groundnut). The study showed the profitability and competitiveness of oilseed crops (sesame and groundnut) in various agricultural systems in the areas selected for the study and concluded that groundnut in the irrigated sector is more competitive than the rain-fed sector, and sesame in the automated sector is more competitive than sesame in the traditional sector. Peanuts are more competitive in terms of relative and absolute competition and profitability

than automated sesame. In addition, the study found a slight increase in the implicit support to produce oilseed crops, especially in North and South Kordofan. Despite this, the study showed a high tax rate for each of the two crops in the two different sectors. To establish and build a stable price policy to produce oilseeds crops, the study recommended the necessity of having integrated relationships and time harmony between price policy tools, as well as strengthening effective export policy packages to increase exports of oilseed crops. The study recommended a review of price policies (such as taxes and levies) and improvement of the quality of the seed as it leads to a vertical expansion in production in the distant future, in addition to the integrated coordination between government units related to the production, processing, and marketing of oilseed crops to reflect on reducing production and marketing costs.

According to the study of Thabit (2008), the study dealt with the marketing policies of Yemeni organizations and their impact on achieving the competitive advantages of Yemeni products in the foreign market. the study concluded that there is an important positive impact relationship between product policy on competitive advantage, while that relationship was negative about the impact of pricing, distribution, and promotion policies on competitive advantage. The study recommended the need for Yemeni organizations to realize that the external marketing decision for their products should be at the forefront of their concerns, and they should understand that the current environment is highly changing, and develop their performance they should enjoy the elements of competitiveness, and work to enhance the competitiveness of Yemeni products with comparative advantage through Adopting marketing policies that enable the use of the comparative advantages that Yemeni products possess to enhance their competitive advantages in foreign markets.

Based on the study of the Arab Organization for Agricultural Development (2010), the study dealt with the development of policies and systems for the strategic stock of oilseed crops and vegetable oils in the Arab world. On the scientific, legislative, administrative, commercial, institutional, and technical bases to ensure flexibility and continuity.

According to the study of Bilal (2005), the study dealt with the marketing of insurance services in Sudan, reached several results, including the absence of an effective role for marketing departments and the neglect of marketing, in addition to the belief of some service organizations that they do not need modern marketing

methods, in addition to the need to adopt promotional plans and strategies Integrated pricing and distribution in service organizations.

As per study of Faraj (2017), this study aimed to identify the nature of the relationship between entrepreneurial marketing and marketing performance in small and medium-sized companies in the delta region. Considering the review of previous studies, the theoretical framework for the main dimensions of both entrepreneurial marketing and marketing performance was extracted. this study was conducted on a sample of leaders responsible for the various marketing and production activities in these companies, to the nature of the data used in the analysis, considering the conditions required to be met, by using different methods of analysis. the study found that there are fundamental differences between the companies under study in the strategies they follow in improving marketing performance, with positive correlations between the dimensions of entrepreneurial marketing and the marketing performance indicators of these companies as reflected in the answers of the respondents from them. Some of the marketing problems faced by small and medium-sized companies.

According to the study of Nour (2015), the study referred to achieving nonstop competitive advantage as the main ideal, which guarantees the institution to stay in the arena of competition, on the cosmic position, depending on the chops, knowledge, and medications that are available in intellectual means that interact and are harmonious with each other for continued excellence and the most important fields. This study aimed to evaluate the Influence of Marketing on competitive advantage strategies, where he was the target of this research Sudan Telecommunications Zain. Was used study descriptive-analytical method, the results showed a relationship between marketing strategies, competitive advantage, and influential parts. Reached study several recommendations, including work to increase campaigns and promotional activities of ads. a television public road that describes the types and characteristics of goods provided by the companies, increases the interest of the organization department under market planning and management of market information and gives it the proper importance to achieve competitive advantage.

Based on the study of Abdelhak and Radwan (2019), the main objective of this research is to identify the reality of marketing in sports institutions, to identify their financial strength, to try to find a relationship between the two variables, as well as to highlight the importance of marketing in sports institutions as a source of funding for

them and a solution to get out of their financial problems, as well as to sensitize those in charge of them to the need to rely on marketing to develop sports institutions and improve At the level of athletes and sports in general, and to determine where the study relied on the descriptive-analytical approach to be consistent with the subject of our study, and we relied on the data collection on questionnaires, the results revealed that there were statistically significant differences between the observed and expected frequencies. in the end, the results of the study resulted in the failure of the first partial hypothesis to be fulfilled, and the fulfillment of the second hypothesis. the goal of the study has been proven, i.e., highlighting the value and position of marketing in increasing the capital of sports institutions. Knowing the position of marketing and the extent of the interest of sports institutions in it, and considering all the above, the study proposes the establishment of a marketing department at the level of sports institutions to qualify cadres and competencies in the field of marketing and introduce marketing and its benefits to attract economic institutions to invest in it.

I. SECTION

THEORETICAL FRAMEWORK

1.1. Definition of Marketing Strategy

1.1.1. Definition of The Strategy

The most comprehensive and simple definition of a strategy is: Strategy is the major decision that affects the long-term and achieves the long-term goals of the organization.

The strategy is roots of the term strategy go back to the Greek word “Stratos” which means army, and “Agein” which means leadership, meaning that the meaning of strategy is to lead the army, but unlike tactics, which are local and limited (Cummings, 1995).

In terms of time and space winning a battle, the strategy has a broader, long-term goal of winning the war where the strategy is a specific method from several methods to choose the best tactic from among several possible actions (Tzu, 2018).

The "Art of War" by the Chinese general "Sun Tzu" who lived in the fifth century BC, is the oldest known book (manuscript) on strategy, and its main idea revolved around forcing the enemy to abandon resistance (Horwath, 2006).

Strategy is an action taken by managers to achieve one or more goals of the organization. Strategy can also be defined as a general specific direction of the company and its various components to achieve the desired state in the future. Strategy outcomes from the detailed strategic planning process (Barry, 1997).

Each strategy can also be defined as knowledge of goals, the uncertainty of events, and the need to consider the potential or actual behavior of others.

Strategy is the blueprint for decisions in an organization that shows its goals and objectives, outlines the main policies, and plans for achieving these goals, define the business to be conducted by the company, and what kind of economic and human organization it wants. and the contribution it plans to make to its shareholders, customers, and society at large (Hooley and Greenley, 2005).

Strategy is an ongoing process conforming to three phases that include analysis, structuring, and perpetuation.

During the analysis phase, the operation needs to look both internally and externally. To know all the factors that will affect making strategic decisions. It is then necessary to structure appropriate plans for current and future conditions.

Finally, these decisions are implemented to ensure that the line is put into practice.

Each of the previous stages has independent importance, and the strategy is not applied until all the stages are implemented, as the strategy then enters implementation and begins to become a practical reality through which the strategic goals are reached (Horwath, 2020).

The strategy from an administrative concept is a science and art concerned with forming, coordinating, and evaluating the various administrative functions in order to achieve integration between all functions to reach the success of the institution (Morin, 2005).

1.1.2. Definition of The Marketing

There are numerous definitions of marketing, some new and some old, which explain the introductory rudiments of marketing.

Marketing is presently defined by (the American Marketing Association [AMA], 2017) as the exertion, set of institutions, and processes for creating, communicating, delivering, and swapping immolations that have value for persons, originations, and society at large.

Marketing is also defined as the process of creating, researching, and providing the best value for goods and services to customers (Cerf vd., 2017).

Marketing can be defined as the process by which goods and services move from a mere concept to a basic need of consumers and users. In other words, marketing

is the process of getting people interested in a company's product or service to know it and buy it. This happens by conducting market research, analyzing, and understanding the ideal customers that are intended to purchase the product. Additionally, marketing relates to all aspects of the business, including product development, distribution methods, sales, and advertising. Marketing is divided into many elements and different types; the following is an explanation of each (Darroch vd., 2004).

A group of operations or activities that work to discover the desires of customers and develop a group of products or services that satisfy their desires and achieve profits for the organization during an appropriate period (Kotler, 1980) and 2018 defined it as the process by which companies engage customers, build strong customer relationships and create customer value to capture value from customers in return (Kotler vd., 2018).

An affiliated description, from the deals process engineering perspective, defines marketing as a set of processes that are interconnected and interdependent with other functions of a business aimed at achieving customer interest and satisfaction (Selden, 1997).

1.1.3. Marketing Strategy

When linking strategy and marketing, we thus achieve the long-term goals of marketing management, which in turn are linked to the strategic objectives of all the departments of the organization, all of which achieve the vision, mission, and overall strategy of the organization (Berkowitz, 2011).



Figures 2. Marketing Strategy (Eric, 2011)

The strategic plans adopted by the marketing department are the basis on which all departments adopt in setting their strategic plans, which are directed to achieving the mission and strategic goal of the organization.

1.2. Marketing Elements Strategies (4P Strategies)

The marketing mix is defined as a set of integrated and interrelated marketing processes to perform the marketing function to the fullest, the marketing mix is one of the most important strategic elements in the marketing department of any organization. The process of formulating the mix and balancing its components is a unique process for each organization and even among the products in the same organization, and the general framework of the marketing mix must exist in all organizations, where the extent of their needs for the marketing mix has recently emerged. (Datta vd., 2017).



Figures 3. 4P strategies (McCarthy, 1964)

In addition, the marketing mix can be defined as a mixture of special marketing tools in the company that you use to achieve several marketing goals that the company aspires to in target markets, which are four components consisting of product, price, promotion, and place, and all these elements that make up the marketing mix are used to make marketing decisions (McCarthy, 1964).

1.2.1. Product Strategy

Kotler (2005) defined the product strategy as the most important element of the marketing mix, as other elements of the marketing mix depend on the presence of the product to carry out marketing activities. It includes physical characteristics, intangible services, people, places, and organizations.

With the growth of markets and demand, the multiplicity of customer needs, the increase in the purchasing power of the individual and the family, the government demand, and the demand of other sectors, at a time when the supply of goods and services exceeded the demand, and competition increased, this prompted the organization to move to the modern concept of marketing and production of products which appeared in the mid-fifties (Zolfaghari vd., 2012).

The modern concept of marketing is that the customer is the center of attention, not the product. The important thing is not to find a customer for the company's product, but for the company to find a product for its customer. It is based on producing what can be marketed, meaning that it focuses on marketing, not selling,

and focuses on the need to identify customers' needs and desires. The increasing demand for product diversity and customization has led to the development of a manufacturing approach known as mass customization, by designing and producing products to customer specifications in a cost-effective manner (Nagurney and Liu, 2013).

1.2.1.1. Some Types of product strategy

- Increase the number of products by adding new products.
- Increase the number of products from existing products.
- Development of existing products (Drummond vd., 2001).

1.2.2. Pricing Strategy

Damour and Ayesha (2005) defined the pricing strategy as the marketing activity that includes determining the monetary value or value of money paid by the buyer in return for obtaining the good or service, which is the sum of the exchange values obtained by the customer as possession or use of the product or service.

Suwaidan (2010) defined the pricing strategy as an element in marketing decision-making in companies that deal in different ways with setting an exchange value that is profitable for the company and reasonable for the consumer.

The price represents one of the elements of the marketing mix for services and goods alike, and it must be commensurate with the organization's marketing objectives, policies, and programs, and the price is the basis that generates revenue for service, production, and marketing organizations, and at the same time, it is the evidence on which customers are based in evaluating goods and services. Price is one of the factors of the organization's internal environment, and the organization's management can control it by reducing it or increasing it (Datta, 2017).

In business, several types of pricing strategies are used to determine the best price for a product or service, and the best strategy is determined by executives to determine the most efficient strategy (Smith, 2016).

Keller and Kotler (2015) defined price as the sum of money that the consumer exchanges in exchange for obtaining, owning, or using the benefits of the products or commodity, and they defined the price as a price paid by the consumer during the exchange process to obtain goods or services, the price is the money paid to complete

the exchange of goods or services, and it may also mean the time or effort spent to obtain either of them.

1.2.2.1. The importance of pricing strategy

Organizations, through pricing their services or products, aim to achieve a set of goals (Mone vd., 2013):

- Achieving the highest rate of profits.
- Maximizing the return on fixed capacity by changing prices and target customers.
- Cover all costs associated with providing the commodity.
- Building demand by maximizing the demand for the commodity.
- Encouraging customers to try the product and then adopt it.
- Obtaining a high share of the mark.

1.2.2.2. Some types of pricing strategies

- Pricing for Operations: This pricing is controlled by supply and demand, and its aim is to achieve the best efficiency of operational processes in order to improve production capacity.
- Pricing for Revenue: The main objective of this type is to increase profits based on existing costs and to achieve the best margin of income based on costs.
- Pricing for customers: The aim of this type is to achieve the largest increase in the number of customers and to divide prices according to the different levels of financial ability of customers (Dibb vd., 2013).

1.2.3. Place/Distribution Strategy

Although distribution is a simplified concept, in practice it includes many activities such as transportation, warehousing, logistics services, and managing distribution channels (Armstrong, 2014).

The essence of the distribution process means how the goods reach the prospective customer at the right time and place, how to ensure that they are well and positively perceived and ensure the completion of the effective exchange process on the part of the customer and the company. Access to suppliers of goods is not only related to physical access, but also includes the means of personal communication,

and thus the distribution channels used during the distribution process are among the important issues associated with the processes of access to the place of supply of products (Damour, 2008).

Kotler (2008) defines distribution as a group of agencies and institutions that are interdependent together to make a product or service available to the consumer when he needs it at the right place and time.

Service companies depend on indirect distribution channels and on coordination with other companies that integrate with the services they provide (Al-Saidi and Youssef, 2010).

1.2.3.1 The importance of distribution

Keller and Kotler (2015) refer to functions for the distribution, which are:

- Providing goods and services at the place and time that consumers desire, and the importance of the distribution system, it appears by presenting the distribution points for a variety of different goods and services in one distribution point.
- Financing all the functions covered by the distribution, as well as covering the necessary expenses through sales, and achieving profits.
- The physical distribution represents a distributive and marketing function and focuses on achieving the function of transportation and storage of tangible goods, and the transportation of goods that assist in the production, delivery, and storage of goods (Flint and Mentzer, 2006).
- Transfer of ownership, which includes ensuring the transfer of legal ownership of the products to buyers.
- Bearing the risks related to distribution activities in its corners the distribution channels, and the physical distribution (Murphy and George, 2009).
- Searching for information and determining the needs and desires of potential consumers.
- Providing products and goods from the place of production to customers upon request at the time, price, place, and quality that suits the customer.
- Creating confidence and stability for customers by continuing to ensure the flow of products to them, whether for goods or services.
- Increasing the value of the market share by meeting customer needs for products when they are needed (Murphy, 2017).

1.2.3.2. Some types of distribution strategy

- Push strategy: Through these strategies, advertisements and incentives are used for distributors, wholesalers, and retailers in order for them to pass them on to consumers through their stores.
- Pull strategy: this strategy is the opposite of the push strategy, where consumers are targeted with advertisements and incentives, and then these consumers put pressure on retailers and wholesalers to provide the product or service (Harrison vd.,2003).

1.2.4. Promotion Strategy

The contemporary philosophy of marketing in the present century does not only require the production and development of products, but organizations must also conduct a continuous and effective communication process with all customers to inform them of all the necessary information about these products, their importance, and the benefits that can be achieved by obtaining them (Keller and Kotler, 2015).

Promotion is another component of the promotional mix and includes advertising, personal selling, trade fairs, promotional events, and promotional speeches (Rajagopal, 2007).

Therefore, all communication efforts must be planned in a coordinated and effective manner to achieve the strategic goals of the organization. of the communications and promotions, you would like to do. The programs of the communication and promotion process must be efficient and effective in building, documenting, and maintaining the relationship with customers, because this relationship represents a special important point for service organizations to build profitable relationships with customers (Keller and Kotler, 2015).

Damour and Ayesh (2005) define promotion as a marketing activity that involves a process of persuasive communication that takes place and introduces a specific good, service, idea, place, person, or behavioral pattern to influence the minds of a particular audience to woo their behavioral response.

Dadzie (2017) defines promotion as all activities and direct and indirect contacts conducted by the company to build enhanced relationships of a strong nature with customers, by providing all information, and using persuasion methods that work

to maintain the continuity of the joint relationship between the company and the customer.

Keller and Kotler (2015) see promotion as an activity that takes place within the framework of marketing efforts, it involves a persuasive communication process.

Daniel vd., (2011) defined promotion as a type of communication, done by marketers to inform, persuade, and remind potential customers of the product to influence opinion or elicit a reaction through the development of a promotional strategy and a plan for the optimal use of promotional elements.

1.2.4.1. Some Types of Promotion Strategies

- **Hard sell strategy**

Hard selling depends on providing a lot of information about the importance, information, and benefits of the product and pressuring the buyer to make the purchase. It is a direct method when compared to soft selling. A set of methods are used in the hard selling strategy, such as reduced prices, granting incentives to distribution outlets, and providing a range of services (Okazaki vd., 2010).

That is, the hard sell strategy attempts to involve all outlets that deal with the commodity in providing marketing and promotional efforts so that the commodity reaches the consumer, convinces him of it, and urges him to buy it. Advertising and personal selling are the most important components of this strategy (Bradley vd., 1994).

- **Soft sell strategy**

This strategy depends on the method of simple conviction based on simple facts and not on pressure on the customer to complete the purchase process. This strategy depends on the method of dialogue and long-term persuasion with the potential customer, where this strategy is based on making the client make a final decision and he is fully convinced of this decision without any doubt (Beard vd., 2004).

Soft selling focuses more on the emotional side than soft selling, which is an indirect method in which the buyer makes a purchase without realizing that he has been directed to do the process (Okazaki vd., 2010).

- **Attraction strategy**

This strategy focuses on the consumer by directing promotional activities to him and the retailer, to increase demand in the markets that the organization deals with, meaning that the starting point in this strategy is the consumer. Advertising is important when relying on this strategy, in addition to publishing and some other promotional activities (Kotler, 2002).

1.3. Product Designing and Development

When talking about increasing sales, profits, and market share, the first thing to think about is reducing the price, entering new markets, or doing discounts and advertisements, but there is no talk about the development of the shape of the product or the addition of creative touches to the design of products or the creation of new products, which would create competitive advantages that would have a significant and strategic impact on customers, which would contribute to increasing the market share and sales and thus the profits of the institution (Hawker and Chris, 2005).

This development is done through the generation of creative ideas that lead to the creation of new products, which is an essential aspect in the process of designing these products by creating unique products in the market (Morris, 2009).

Product development and innovation of new products are not only the tasks of the marketing department, but it is a strategic matter that is being worked on by all departments in the organization, whereas keeping the old products or not making any modifications would lead to a change in the consumer's tendency to other more advanced and innovative products, which would satisfy the consumer's multiple and changing needs with the change of time and circumstances (Archer, 1974).

1.3.1. The process of Product Designing and Development

The product design and development process includes three main stages: concept, analysis, and installation. These stages differ according to the types of products to be developed, where another component is added, which is feedback when the continuous review is needed to review designs for the purpose of improvement or

to suit the main standards or other products that the company provides (Koberg and Bagnell, 1991)

1.3.2. Product Designing and Development Strategy

1-Innovating new products: This strategy is the strategy with optimal results, as it is based on several research and studies that result in several products, these products are appropriate and modern that meet the needs and provide the best service to the organization's customers (Morris, 2009).

2-Developing existing products: based on the company's existing products, the company makes some modifications to them to achieve the best satisfaction of the changing consumer needs (Archer, 1974).

In addition, it is important in the process of product development and innovation, that the organization should avoid copying products as much as possible to avoid being exposed to ethical and legal problems that may expose them to accountability. The company may resort to this type of imitation when resources are weak or try to imitate other successful products that have a large market share (Alsarn and Sakkour, 2020).

1.4. Competitive Intelligence

1.4.1. Definition of Competitive Intelligence

Competitive intelligence is defined as A structured, ethical, and legal process designed to gather, analyze and distribute data and information relating to current, and potential competitors (Drummond vd., 2001).

The success of competitive intelligence is linked to the transition from this data and information to actionable plans and decisions (Gilad, 2008).

Intense competition is not limited to close monitoring of competitors' behavior and anticipating their future business, but rather requires classified information that contributes to reading what appears to be not possible. The market and competitive intelligence in the complex and changing world of business is a solid base in the field of strategic decision-making (Singh, 2019).

The identification of competitive needs is the actual beginning of the competitive intelligence cycle, which is done by prioritizing the intelligence requirements of the organization to lead the path of the competitive intelligence

process in terms of collecting, downloading, and distributing information (Wolter, 2011).

Competitive intelligence is the process of collecting and analyzing information about competitors from many different sources (Madureira vd., 2021).

Competitive intelligence: It is the collection of information about competitors' products to support executive managers in the organization's strategic decision-making process (Singh, 2019).

Where the above definition clarifies that the marketing management work is not limited to achieving sales, but also protecting the organization from the danger of competitors, which may threaten the company's sales volume in the short and long term if it is not taken into consideration, as the competitive intelligence shows the weaknesses of the organization against competing institutions and thus work on Getting rid of them, in addition to the strengths that the competitor possesses to work to turn these points into strengths that the organization also possesses (Dishman and Calof, 2008).

"Know the enemy and know yourself, in a hundred battles you will never be defeated, Sun Tzu, The Art of War, 400 BC".

For instance Nokia the giant of the mobile phone industry in the past,

The main reason that got Nokia out of the competition field is that the company did not ride the wave of change those competitors in the mobile phone industry rode.

Here comes the importance of the role of competitive intelligence in studying the current data in the market to create a competitive value that makes the company a market share that is difficult for competitors to enter or control this market share.

As it came to the speech of the CEO of Nokia during one of the conferences of NOKIA, which was acquired by Microsoft, the CEO of Nokia ended the speech by saying:

"We did nothing wrong, but somehow we lost." (BBC, 2013).

1.4.3. The Competitive Intelligence Elements

The concept of competitive intelligence is divided into four elements:

1.4.3.1. Planning

First, the essential requirements for the competitive intelligence process must be defined, which include detailed information about competitors, complete

information for the organization about capabilities, resources, temporal and spatial framework, and all details that give important data to use in obtaining vital information useful in understanding the competitive position of the organization (Prescott, 1995).

This stage requires a detailed understanding of the business decisions that are being made and how the information is used, when prioritizing information, it will be “filtered” to build an overall picture of the competitive environment and to cover the competitive terrain on an ongoing basis. This process is concerned with obtaining a balance between them (Kahaner, 1997).

The role of planning in competitive intelligence is to identify the necessary needs that are useful in this process and begin with a question (Deltl, 2004):

What is required to know? This question may turn into what decision should be taken at each stage.

What are the most important questions that this process answers?

1.4.3.2. Collection

Based on the specific intelligence requirements, a collecting information strategy of competitive intelligence must be developed constantly. Then translate competitive intelligence requirements into more specific questions and then identify and monitor intelligence indicators. This indicator of intelligence is practical and can always be used in similar actions (Drummond vd., 2001).

The process of collection in competitive intelligence includes monitoring and continuous tracking of competitors and their activities to have continuous information about the latest updates regarding these competitors (Johnson, 2000).

1.4.3.3. Analysis

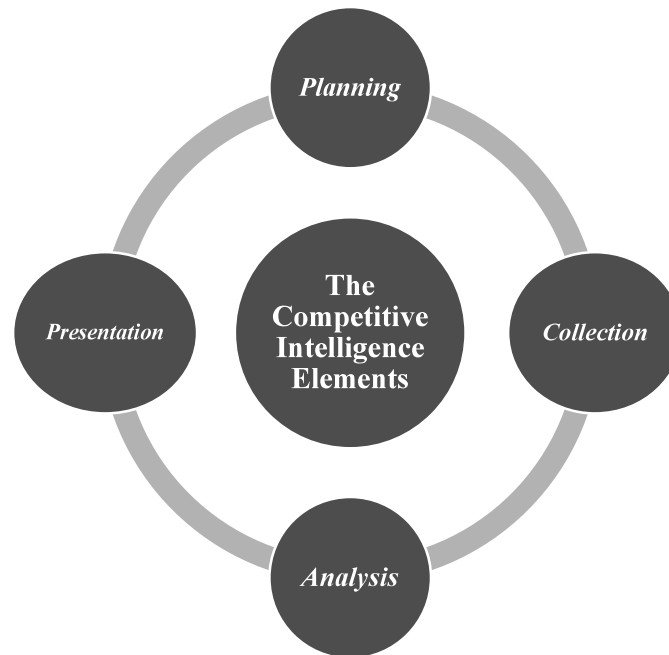
Analysis converts data into clear information that can be used and benefited from. Once this information is prepared and validated, it can be formulated in the form of decisions and plans that are useful in the competitive field (Prescott, 1995).

In the process of analysis in competitive intelligence, all potential current competitors are analyzed and all expected questions regarding these competitors are answered the most important ways to detect deviations in the marketing process are determined to know how to correct these deviations and reduce them to the minimum (Kairies, 1997).

1.4.3.4. Presentation

After the stage of planning, collecting, and analyzing data, we finally turn to translating the final form of competitive intelligence into current and future decisions and plans that will benefit the company in the short and long term to reach the main goal of competitive intelligence, which is to obtain the largest market share from competitors and reach the highest levels in the market. Difficult for competitors to catch up with, effective presentation depends on clarity, simplicity, and fit for the needs of the organization. Therefore, the presentation of competitive intelligence is critical. It should contain graphs and graphics, analysis, and interpretation of information, what would happen and how it will happen, alternative plans, and final actions (Drummond vd., 2001).

The presentation process in competitive intelligence is the most important, as all the previous stages will remain useless if this data and information is not presented in a good way that achieves the decision makers the greatest benefit from this data and helps them in the decision-making process (Lange, 1994).



Figures 4. The Competitive Intelligence Elements (Kahaner, 1997).

The elements of competitive intelligence are distributed on one line because they have the same outputs as competitive intelligence, and any deficiency in these elements leads to a deficiency in the overall process of competitive intelligence.

1.4.4. Sources of competitive intelligence

The sources through which data used in the competitive intelligence process are collected come from two sources (Taylor, 1993):

- Declared data

This data is divided into internal and external data:

1-Internal: that is available to any person or any official and unofficial entity, where it can be found in the official reports issued by them. Organizations or annual financial statements that organizations are obliged to announce to investors, stakeholders, and government agencies.

2-External: from some magazines, newspapers, or news reports that some official or media bodies may issue.

- Non-public data

This data is obtained by the organization through its internal sources by monitoring the sales prices of competing companies or monitoring new markets entered by competitors.

In the way to obtaining data, the organization must stay away from illegal or unethical methods of obtaining this data, which may expose the organization to accountability (Dishman and Calof, 2008).

1.5. Blue Ocean Strategy

One of the most important goals of the Blue Ocean Strategy is to achieve profit, but this goal is pursued by other than the usual methods. This strategy tries to achieve the best satisfaction for the customer first, then for the institution second, and for society as a whole in the end.

This strategy always seeks to find new and unusual markets and move from well-known markets where competitors are abundant to new areas that are not targeted by competitors and obtain new profits and gains away from competitors in these new markets (Carton, 2020).

1.5.1. The History of The Blue Ocean Strategy

Blue Ocean Standards appeared for the first time in the book of the same name “Blue Ocean Strategy” and was presented by two researchers in the field of business administration at INSEAD School of the Blue Ocean Institute, INSEAD University is a well-known university in the field of business administration is located in Malaysia, and from it came out Research in a book called “Blue Ocean Strategy” written by researcher Renée Mauborgne and researcher W. Chan Kim in the year 2005, in which the two researchers focused on the successes achieved as a result of creating new fields (Kim and Mauborgne, 2004).

1.5.2. Blue Ocean Strategy Principles

Through the blue ocean strategy, the researchers relied on a set of new elements and principles that exist outside the competitors in the red ocean, where these principles:

- Principle One: Rebuilding the Market Frontier

Kumar (2012) Using this principle, the well-known old standards are eliminated, and companies will be able to identify the markets that will be shared between them and the competitors, and special markets where competitors do not exist and develop appropriate plans for expansion in these areas. As for the areas that the company does not want to expand into, the company always tries to maintain the market share without increasing the expenses in this area or making more efforts to gain a larger market share or more profits. As for the unique markets, the company makes several basic points for expansion, including (Lindič vd., 2012):

- Looking at alternative or similar industries in which the company can operate in the new markets.
- Consideration of buyer and customer requirements in new markets.
- Considering the emotional trends of consumers in new markets.
- Study of time and time costs in new markets.
- The second principle: focus on the whole picture regardless of the numbers

The goal here is to clarify how the company will develop the right strategic plan through which you will be able to get out of the area of product improvement to create a new product, and this criterion is based on comparing your work with competitors and observing the advantages of the product and alternative services available to it, as it is necessary to determine the strategy to be followed during the case study of potential clients, and managers must follow four basic points to activate the role of the blue ocean strategy, and these points are (Kumar, 2012):

- Getting rid of redundant tasks that would put difficulties during execution and where managers will discover that these tasks are not important.
- Increasing the importance of continuous work to find new markets.
- Creating new features in existing products that will create new and unique markets for the company.
- The third principle: trying to obtain a new application

We must move from the stage of thinking only about the current products and limiting the focus on the products produced by the company to thinking about other products through a detailed study of customers, where customers can be classified as follows (Leavy, 2018):

- Customers who always look for good products and accept change easily are called "receptive customers".
- Customers who refuse any form of change and are not interested in new products are called "rejecting customers".
- Customers who are outside the scope of interest in the product and must determine how to attract this segment of customers are called "disinterested customers".
- Fourth principle: Develop a correct, systematic, sequential strategy

It should be planned to deliver the product to the largest number of customers in new markets and to obtain the largest number of profits and benefits for the company, as it is desirable to put several questions to evaluate the results that the company will obtain from this product or new market (Kim and Mauborgne, 2004):

- What is the level of benefit that will accrue to the customer: Will the new product convince the customer?
- The level of customer satisfaction with the price of the product A: Will the customer accept the price of this new product?
- The cost of the product: Will the price of the new product achieve customer satisfaction on the one hand and profits for the company on the other?
- The number of problems that the company will face: What are the problems that the company will face in new markets and products and how can they be overcome?

1.5.3. Expected Obstacles During the Blue Ocean Strategy

1.5.3.1. Overcoming major regulatory hurdles

The existence of a decisive and wise leadership capable of overcoming organizational obstacles can be clarified in the following points (Carton, 2020):

- Resource Obstacle: Focus resources on the target and reduce unimportant resources.
- The Motivation Obstacle: Get your employees motivated to change and focus on the important players in the process.
- Political Obstacles: Get rid of the frustration, find someone you trust, and put the believers in the forefront.

1.5.3.2. Building an implementation strategy

It depends on your competence as a captain of the ship to implement specific and important points (Lindič vd., 2012):

- Make everyone in the institution a clear and specific role with an implementation mechanism commensurate with his ability and the appreciation of the diligent.
- Indicate the basic specifications of the product, which consist of a fair price and specifications.

- Start implementing the strategy and focus on added values.

1.5.3.3. Implementation of blue ocean strategies

Where we can implement the blue ocean strategy through the following steps (Leavy, 2018):

- Getting rid of the old theory of the market and looking to open a new market and insisting on it, think about how to find the blue oceans.
- Looking beyond demand, focus on new things and products that consumers need and perhaps work on another product and focus on how to increase the size of the blue ocean you create.
- Re-evaluate the institution and learn about the possibilities available.
- Step away from the competition and try to find what sets you apart.
- Innovate, and get your team to think about innovation, not modernization.
- Develop appropriate plans based on a good analysis of the market and its requirements.
- Focus on the goal and stay away from the losers.

These are the goals and strategic implementation, but they need continuity, so you must focus on the consumer, and the extent of his acceptance, put your curves and competitors and monitor them all the time, and always try to be unique with the new, with a commitment to geographical expansion, (Kim and Mauborgne, 2004).

Red Ocean Strategy	Blue Ocean Strategy
Compete in existing market space.	Create uncontested market space.
Beat the competition.	Make the competition irrelevant .
Exploit existing demand.	Create and capture new demand.
Make the value-cost trade-off.	Break the value-cost trade-off.
Align the whole system of a firm's activities with its strategic choice of differentiation or low cost .	Align the whole system of a firm's activities in pursuit of differentiation and low cost .

Figures 5. Comparison between blue ocean strategy and red ocean strategy (Blue Ocean, 2021)

The most important points are compared between companies that implement the blue ocean strategy and those that do not (red ocean).

1.6. Measuring Marketing Performance

The most important principle in the world of marketing, and management in general is: What cannot be measured, cannot be managed. Marketing teams understand that tracking marketing performance indicators is an essential part of determining success and measuring performance (Warwick, 2011).

There are several "classic" key marketing performance metrics that all marketing departments must track to determine their progress toward their goals. The reason why these KPIs (Key performance indicators) are more popular to monitor is that goals such as getting a certain amount of revenue or leads are often, if not always.

Often, the marketer has difficulty identifying and choosing metrics or performance indicators, as well as knowing how to measure them correctly (Morgan vd., 2002).

Of course, noticing the increasing importance of the role of marketing at present, especially after the inflation of technology and the increase in the impact of social media on individuals, and the ease of access to the Internet through smartphones that accompany us all the time (Warwick, 2011).

All these circumstances created opportunities to enter the world of business and provide products and services of all kinds, which led to a multiplicity of choices and alternatives for the public or customers.

That strong competition between the providers of goods and services has led to a strong reliance on marketing so that they can reach the minds of the public and become their first choice (Sevin, 1965).

Organizations and brands have taken care of developing marketing strategies and tools in terms of spreading brand awareness, paying attention to content, gaining customer satisfaction, engaging in social media, and converting the potential customer into a new customer and the new customer into a permanent customer.

Words are not enough. If you answer this type of question, the answers to those questions need numbers, which after analyzing them become data, here comes the role of marketing performance indicators to answer those questions (Ambler vd., 2004).

1.6.1. Some Examples of Marketing Performance Indicators

As these indicators are the most popular indicators in measuring the marketing performance of most of the goals that the marketing department sets, which are:

- Return on investment (ROI)

All institutions are interested in knowing the return on investment to know the effectiveness of this investment and to achieve the best results from spending on it in the long and short term (Warwick, 2011).

- Customer lifetime value (CLV)

Time or lifetime value to a customer is the expected total amount of money a customer will spend buying from you during their journey as a customer. Although putting a number against each customer's value may seem odd, this KPI helps you and your team make effective decisions about investments in acquiring new customers and retaining existing customers (Berger and Nasr, 1998).

- Customer acquisition cost (CAC)

CAC is the total amount of how much it costs to convince a potential customer to become an actual customer. This marketing metric is often considered a KPI for the entire company; And if the cost of acquiring customers is greater than the amount of revenue that comes from those customers, your business model needs to be reviewed and switched over (Gupta vd., 2004).

- Customer retention rate (CRR)

The marketer understands that it is better to keep the same customers and convince them to buy again than to spend money to get new customers.

A high customer retention rate is an indication that your business offers real value that is hard to find elsewhere.

While this metric or indicator is important to sales departments, customer retention is also critical to marketing teams because it tells you how effectively you communicate the marketing message and the high value of your business. The longer can retain the customer, the greater the overall customer value, allowing you to focus your efforts on acquiring new customers who closely fit this personality (Thomas, 2001).

1.6.1.1. Deloitte report

Deloitte website posted an article titled Marketing Budgets Vary by Industry (Deloitte, 2017).

Deloitte conducted a survey called CMO, which aims to reveal the industries that spend the most on marketing and the budgets that these companies allocate for marketing.

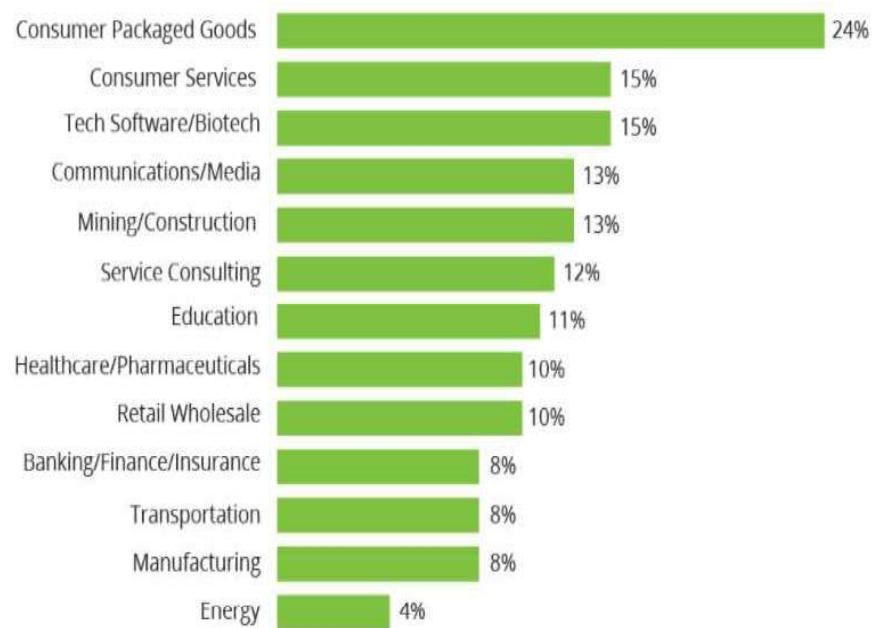
Marketing men constantly review the budgets allocated for marketing and discover whether these budgets are sufficient or weak and need more spending. What are the missing elements in these budgets? Is there anything that was not included in the previous budgets? Are there things that can be dispensed with? As the number of employees and distribution time, marketers also ask about the marketing strategies that should be followed based on the company's development or weakness. The CMO survey answers these questions and determines that in different industries to reach companies that allocate the largest amount of their budget to marketing and companies that allocate the least amount of their budgets (Moorman, 2017).

- Marketing spenders by sectors

Marketing budgets differ from one sector to another, as well as between companies in one sector, which results from the interest of these companies in marketing or not (Farris vd., 2010).

The current marketing budgets are estimated at 11 percent on average of the value of the company's total budget, The CMO survey shows the most spenders on marketing and the least based on sectors, as Consumer packaged goods companies come at the beginning of these sectors with 24% in what Then comes consumer services companies with a 15% share with tech software companies, and communication and media companies share 13% with construction companies.

And then the consulting services companies with 12%, and then the companies that spend a lesser part of their budgets, such as education, health care, transportation, insurance, banking, energy, and manufacturing companies (Moorman, 2017).



Figures 6. Marketing budgets by sectors (Merehead, 2021)

Technology companies are the most wasteful in expenses if the comparison between profits on the one hand and marketing expenses on the other hand, where companies spend 7.5% of their profits at an average rate on marketing, while marketing companies spend 13.8% of their profits on marketing, while consumer packaged goods companies spend 10.9% on average of its profits are on marketing (Moorman, 2017).

- What is the marketing budget?

It is the budget that is allocated to investment, and it includes all expenses related to marketing, market research, product development, promotions, sales, and services are all areas in which companies invest in marketing, where sales or organizations often allocate certain amounts to cover marketing expenses through a specific budget amount (Farris vd., 2010).

Marketing allocation varies between companies, with companies spending about 60% on direct marketing expenses and 50% on social media, as well as nearly 50% on employee salaries. These companies also include marketing research, marketing analysis, and marketing training within their marketing budget (Moorman, 2017).

- *Here is some explanation of the difference between the two types of these companies:*

The term B2B or Business to business refers to the relationship between one company and another company, which means that there is a business relationship that takes place between two large companies without the presence of a customer who buys the final product, in other words, this term describes a company that sells its products to a second company that will at a later stage sell to a customer or another company (Kumar and Raheja, 2012).

The term B2C or Business to the customer refers to the interaction between the company and the final customer for the product or service, and it focuses on many aspects, the most important of which is understanding the nature of the customer and how it will be dealt with during the sales process and beyond, as this term is the clearest to all. What you see or hear on TV and radio is just a form of B2C (Sandhusen, 2008).

- The differences between the two types of B2B and B2C:

1-The target audience

Marketing in B2B focuses on a narrow segment of customers such as companies and large businesses, for example, furniture manufacturers, while in B2C focus on specific interests or trends to target a wide segment of potential customers, for example, restaurants and retail stores (Kumar and Raheja, 2012).

2-Type of the business relationship

We conclude from the previous point that in the case of B2B the business relationship may last for a long period because the nature of dealing with companies lasts for long periods, and there will be dealing with more than one party to complete the buying and selling process, but in the case of B2C it may not form a fundamental relationship Between the seller and the buyer, and if any, it ends in most cases as soon as the payment process is completed (Joseph, 2015).

3-Make decision

When the trade is from the company to the customer, the producer is the basis for deciding to buy, and this decision comes from one person or a few people within a short period; On the contrary, the business relationship between companies takes place in the presence of many teams, and the process may take longer, especially in the case of large orders (Sandhusen, 2008).

- These were the most important differences between the two terms (B2B and B2C) and will be summarized in this shortlist (Kumar and Raheja, 2012):

- Dealing with a B2B company:

- Fewer clients.
- Bigger orders.
- The total value of the orders is large.
- The selling process takes a long time.
- Forming long-term business relationships.

- Dealing with a B2C client company:

- More clients.
- Smaller orders.
- The total value of the orders is small.
- The selling process takes a short time.
- The relationship ends once the sale is completed.

- Factors affecting marketing budgets

There are three gains that companies achieve by setting marketing budgets, and they lead to many results that distinguish them from companies that do not adopt the marketing budget as part of their budgets (Farris vd., 2010).

- Marketing is a major profit generator

The CMO survey indicates that the most responsible for the increase in profits growth in companies by 38.4% is marketing and that these companies allocate 14.5% of their budget to marketing, and this reflects the size of the positive relationship between marketing expenses and profits and would give other positive advantages related to the strategic goals of companies (Moorman, 2017).

- The company's revenue from market analysis

Market analysis also has great benefits for a company as results were reached through a CMO survey.

The companies that use market analysis and include these costs in their budgets have a significant impact on increasing profits over those companies that do not include these costs (Dillerup and Stoi, 2006).

The CMO survey was designed in 2008 and was applied twice and was completed in 2016 and was applied to 427 American companies in different industries in which they are located and different places in which they are located.

1.6.1.2. Brian Wieser report

Wieser posted an article titled: Sizing global marketing: expanding opportunities and outcomes, on the GroupM Website (GroupM, 2019).

Where companies around the world spend annually between 1.6 and 1.9 trillion dollars on marketing.

Where it spends about 40% of this amount on various media, especially social media.

It is expected that the increase in spending on marketing in the coming years, which is outrageous, will increase from the percentage of spending on the media and the same percentage that was mentioned at the beginning

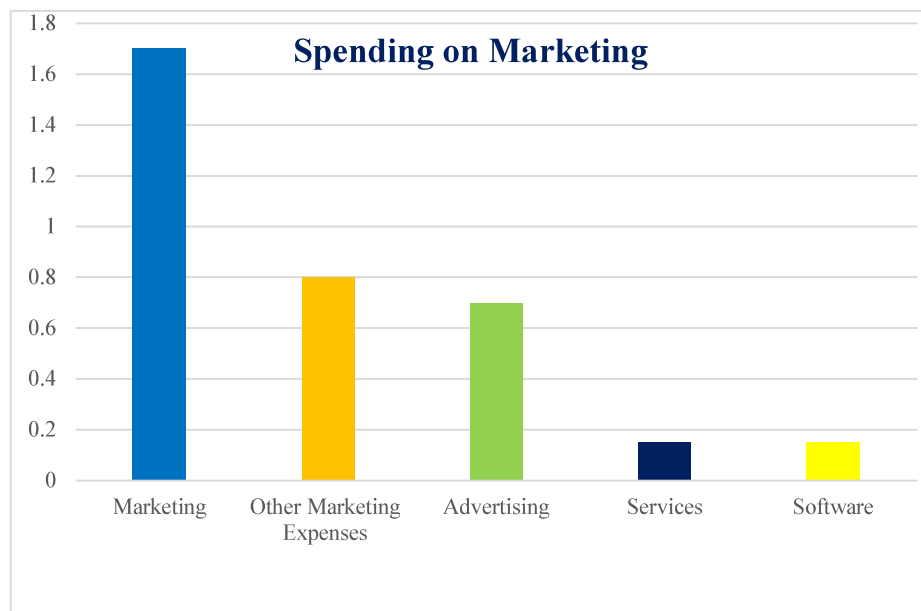
The details of these marketing expenses were also mentioned (Wieser, 2019):

1-Advertise expenses: Approximately 0.7 trillion.

2-Services expenses: Approximately 0.15 trillion.

3-Software expenses: Approximately 0.15 trillion.

4-Other marketing expenses included (Data, partner, support, event, sales, and sponsorships): Approximately 0.6-0.9 trillion.



Figures 7. Spending on Marketing (GroupM, 2019)

1.6.1.3. Ben Hallman report

Hallman posted an article titled "What Percent of Revenue Do Publicly Traded Companies Spend on Marketing and Sales?" The report reviews many medium and large companies in various industries such as manufacturing, energy, and retail, the budgets these companies spend, and the return on investment that these companies achieve based on this spending (Vtldesign, 2020).

- **Marketing budgets and return on investment (ROI)**

Most companies, regardless of their size, small or large, realize the importance of allocating marketing within their budgets. Several examples will be multiplied by these companies, as these companies spend 20% of their profits annually on marketing, and some of them reach 50%. All these companies share that their profits have also increased and doubled in a way.

All these companies realize that without marketing, they will lose a lot of their profits and market share, and their growth will become very slow, or they will fail to grow.

Marketing is responsible for the 38.4% growth in corporate profits, and we consider 10% acceptable to many companies.

- **Definition of ROI**

Marketing Return on Investment (ROI) is a term used to describe the profitability of an organization's or company's marketing efforts. It is also one of the most important components of the marketing campaign. It contributes to understanding whether marketing efforts are helping to improve the bottom line. In other words, this return can be said to represent the amount of revenue a company generates for every dollar spent on the tactics used in marketing the product or service. Moreover, the insights gained through measuring this return determine future strategies. So that it relies on real data to make smarter decisions in marketing services and products.

- **How is ROI calculated**

To calculate the ROI, you subtract the total value placed on the investment from the total value of the financial return and divide it again by the total amount spent on the investment.

Some examples of companies using the ROI

Salesforce specializes in **marketing and deal operator software**. Some figures related to the work of these companies will be displayed 46% of Salesforce's revenue is invested in marketing, nearly half of its revenue, which is about \$10.5 billion, which is a large percentage, but it led to a growth in its revenue by 25% from the previous year, this is what was shown by the annual reports published by the company in 2018.

Tableau is also a company specializing in **business software analysis**. It is a young company that spent 51% of its annual revenue on marketing and achieved a 32% increase in revenue over the previous year.

Where the company's annual reports showed that the company moved its revenue from \$412.6 million in 2014 to \$1.16 billion in 2018.

Also here are some examples of companies specializing in the field of Technology:

Microsoft, which spent 15% of its annual revenue and achieved revenue growth of 14% in the next year, according to the reports published by the company in 2018.

Intel, which works in the field of **Technology**, invested 11.9% of its revenue and achieved an annual growth in revenue of 12.9%, which is a good rate equivalent to almost 100% as a rate of return on investment.

In the same case **Google**, which is also specialized in the field of **Technology**, spent 11.9% of its annual revenue and achieved 23% growth in revenue annually.

By moving to **Manufacture** companies, for example, **Johnson & Johnson**, the company, according to annual reports, has invested 27.7% of its revenues in marketing, achieving a growth of 6.7% in annual revenues.

In the end, we will list some examples of **Education companies** such as **Grand**

Canyon University, which invested 13.9% of its revenue in marketing and achieved annual revenue growth of 13.2%.

Finally, we will present the **Bright Horizons Educational Institution**, which invested 10.2% of its revenue in marketing and achieved 8.7% growth in revenue.

1.7. Marketing Management in International Companies

Before going into the interviews that were conducted with Syrian companies and analyzing the results of these interviews, it was very necessary to list some articles about the costs that international companies spend on marketing and the importance these companies give to planning and developing marketing strategies to reach a comparison in the role played by the marketing department. International companies and Syrian companies.

1.7.1. List of Some Largest Advertisers Ccompanies in The World

The AdAge World's Largest Advertisers reports has shown a ranking of the 100 most advertisers by advertiser category, country, and region in 2021, and will review some of these advertisers (Marketing Mind, 2021).

1-Procter & Gamble:

It is the largest American company that offers consumer industries in various markets around the world. Examples of the “Brand” offered by this company are “Tide, Ariel, Crest, Pampers, and many more” and this company spent approximately 11.5 billion US dollars.

2-Amazon:

An e-commerce site founded by Jeff Bezos and located in the United States of America. It is the largest online retailer in the world in terms of total sales and market capitalization and this company spent about 10.9 billion US dollars.

3-L'Oreal:

A French company is considered one of the largest global institutions working in the production, manufacturing, and cosmetics sector, and has spent approximately 9.9 billion US dollars.

4-Samsung Electronics:

Samsung is the world's largest electronics and information technology company, headquartered in Suwon, South Korea, and has spent about 8.6 billion US dollars.

5-Alibaba Group:

Alibaba is a Chinese company whose business activities are focused on the Internet, including search engine shopping, cloud computing services, and online payment services, and has spent about 8.4 billion dollars.

6- Unilever:

Unilever is a British multinational company for consumer goods headquartered in London has spent about 8.1 billion US dollars.

7-Nestle:

Nestlé is a multinational company specializing in the production of canned foods, established in Switzerland, and has spent an amount of 7.8 billion US dollars.

8-Comcast:

A giant institution in the field of providing Internet and telephone services, it has also purchased one of the giant advertising agencies, which has a resonant name, CNB Agency, and this company has spent 6.7 billion US dollars.

II. SECTION

FINDINGS AND DISCUSSION

2.1. Interviews and The Evaluation

After reviewing a lot of statistics and financial figures about international companies that spent a large amount of money on marketing and marketing management and the positive impact of this spending on the revenues of these companies, we moved to research the Turkish companies established by Syrian.

As was indicated in the methodology used in the research, it will be directed to the use of interviews and focus groups, where a set of questions related to the main topic of the research has been developed.

The interview questions were put in three languages (Arabic - Turkish - English) to avoid any confusion or mistakes during the arbitration process or the interview and were conducted in several companies located in (Adana - Gaziantep - Istanbul - Mersin) the main cities where the companies are located.

Interviews were conducted during Jan/Feb/March 2022.

The interview questions were drawn based on a number of research:

- Haitham Hmoud Alshibly (2009), International Export Marketing Strategies Applied by Jordanian Companies.
- Bueziz Abdelhak and Ebad Radwan. (2019), The reality of marketing and its impact on increasing the capital of sports institutions.
- Matti Jaakkola. (2006), Strategic marketing and its effect on business performance: moderating effect of country-specific factors.
- Anas Rfet Abdel Hamid (2018), The Impact of Marketing Mix Elements on Competitive Advantage, A Field Study in Industrial Plastic Factories in Amman.

- Mustafa Abdo Nour. (2015), Marketing strategies and their impact on achieving competitive advantage. Sudan University of Science and Technology.

2.1.1. Study Samples

In this section, the questionnaire that was conducted on some Syrian companies will be presented and these companies were considered as a sample for the study.

2.1.1.1. Alpha Pharma company

Beginning with Alpha Pharma, which is currently located in the city of Adana, has more than 156 employees and approximately 9 managers. The company was established in Syria in 1984. The company contains 6 departments and is present in many markets in the Middle East, such as Iraq - Jordan - Libya – and Syria in addition to the internal Turkish market.

When we met with company administrators and asked them about the questionnaire, the response was as follows:

*The industry the company does: Sterilizers and Cosmetics.

*Your information about marketing and marketing management: Marketing consists in studying the market and studying customers and how to deliver the product to the customer in the easiest way and what the most important steps for that, and we are in the era of social media, we must know how to deliver the product in the easiest and best way.

*The long-term goals of the company: There are no clear plans for the company, and this is not good, there must be clear plans.

*The Syrian companies are competing companies with Turkish or international companies: Yes, the Syrian companies are competing with the Turkish companies, but they are not competing with the international companies because the Turkish companies are companies that share the mentality and plans with the Syrian companies.

*The presence of a special marketing department in the company will have a positive impact: Yes, the presence of a marketing department in the company has positive points for the company.

*The presence of a special marketing department in the company will have a negative impact: No, of course. The expenses that will be spent on this department will have positive results for the company.

*The reason that makes it difficult for Syrian companies to transform from local companies to international companies: There are no plans for the company, and if these plans are found, they are not realistic, and if these plans deviate, the reasons for their deviation are not determined and the treatment of this deviation.

*The strengths of the Syrian companies: The diversity of products of the Syrian companies, in addition to the presence of the Arabic language, which has a positive impact on the Arab customer.

*Weaknesses of Syrian companies: Turkish companies know more about the Turkish market, such as knowledge of legal matters and the internal environment of the Turkish market. This gives positive points to Turkish companies about Syrian companies, in addition to the issue of nationality, which affects the movement, whether internal or external for Syrians in Turkey.

*The future of Syrian companies in Turkey: Of course, there will be a future for companies that have survived to this time, and this is evidence of the strength of this company against the Turkish companies, which have a long time and experience in the Turkish market. the evidence is also a recent visit of the German ambassador in Turkey to the company despite the presence of many Turkish companies in Adana.

*There is a safe environment for Syrian companies in Turkey: No.

*There is a motivational environment for Syrian companies in Turkey: Yes, there is great encouragement from the government and incentives such as the incentives that the government gives to exporting companies.

*The company's ability to bear marketing expenses (employee salaries – advertisements and marketing research): Yes, but a certain limit.

*Marketing experience is currently available in the market: It is possible, but in a limited way, I searched for part-time people with a good salary and did not get any results.

*The company's distributors play the necessary role in marketing the company and its products: The distributor does not play any marketing role and his job is only to deliver the products.

Rate it from 1 to 5, where 1 is the least satisfaction and 5 is the greatest satisfaction					
Question	1	2	3	4	5
The company's current technical performance				✓	
The company's current financial performance			✓		
The company's current marketing performance	✓				
The company's current overall performance			✓		
The overall performance of Syrian companies in Turkey	x	x	x	x	x
Satisfaction with the company's current products				✓	
Satisfaction with the current prices of the company's products				✓	
Satisfaction with the current promotion of the company's products	✓				
Satisfaction with the current distribution and supply of the company's products				✓	
Satisfaction with the company's market share inside Turkey	✓				
Satisfaction with the company's market share outside Turkey		✓			
Desire to increase the company's market share, expand and acquire new markets					✓

2.1.1.2. Stylish company

In the second sample, we have a Stylish company located in the city of Gaziantep, which has more than 50 employees and approximately 5 managers. The company was established in Syria in 1999. The company contains 7 departments and is present in many markets, most of the internal markets in Turkey in addition to the external market Like Iraq, Libya, Palestine, and Russia.

When we met with company administrators and asked them about the questionnaire, the response was as follows:

*The industry the company does: Textile industry.

*Your knowledge of marketing and marketing management: production promotion.

*The company's long-term goals: expanding production lines in addition to targeting new markets.

*Syrian companies are competitors to Turkish or international companies: No, Syrian companies cannot compete with Syrian companies because Turkish companies are old companies in the Turkish market and have greater knowledge of the internal market. Therefore, Syrian companies tend to produce products that Turkish companies do not produce to be able to achieve good sales and profit margin.

*The presence of a special marketing department in the company will have a positive effect: Yes, to add new markets to the company.

*The presence of a special marketing department in the company will have a negative impact: No.

*The reason why it is difficult for Syrian companies to transform from local companies to international companies: There are two reasons: The first is that the Syrian companies system is not a professional system, but depends on a centralized management system (everything is under the control of the company manager only) in addition to limiting the company's management Within the relatives of the owner of the company and not among specialized administrative persons who can move the company from the local situation to the global situation.

The second reason is that the government in Syria did not provide the appropriate environment for these companies to raise and expand their production, as this government did not provide incentives and support for companies that could have moved from the local framework to the global framework.

In addition to that in Syria, the product was expensive, and life was cheap, but in Turkey, it is the opposite, the product is cheap, and life is expensive.

He explained that an increase in the price of the product leads to an increase in the profit margin, and if life and living were cheap, as in Syria, this leads to increased profits and thus increased savings. In Turkey, this is the opposite, because of life here with a high cost of living (high bills for electricity, water, and gas). and taxes imposed on persons or companies), this makes the cost of living higher, and this leads to reduced profits and weak savings that would increase investment in companies.

He added that in this case, and to control the market through the price of products, Turkish companies increase production significantly by withdrawing loans and borrowing from banks, in return, Syrian companies cannot do that for two reasons:

the first reason is that Syrian companies do not deal extensively with banks, and the second reason is the lack of a market that can accommodate the large production of Syrian companies because they are new companies in the Turkish market.

The transfer of the company from Syria to Turkey had a negative effect due to the loss of the company's customers. After moving to Turkey, many customers moved to obtain goods from Turkish companies because these companies offer a lot of payment facilities and sometimes it may be Paid even after selling these products by the customer, this is what the Syrian companies cannot afford because they are still new companies in the Turkish market, and they cannot deal with loans provided by banks.

*Strengths of Syrian companies: Offering different products from Turkish products.

*Weaknesses of Syrian companies: Poor liquidity.

*The future of Syrian companies in Turkey: Continuity and there are no alternative solutions.

*There is a safe environment for Syrian companies in Turkey: No.

*There is a motivational environment for Syrian companies in Turkey: Yes, but we have defaulted in asking and obtaining these incentives.

*The company's ability to bear marketing expenses (employee salaries - advertisements marketing research): Currently no, but when the company expands more yes.

*Marketing expertise is currently available in the market: I have no idea.

*The company's distributors play the necessary role in marketing the company and its products: We do not have distributors.

Rate it from 1 to 5, where 1 is the least satisfaction and 5 is the greatest satisfaction					
Question	1	2	3	4	5
The company's current technical performance				✓	
The company's current financial performance			✓		
The company's current marketing performance	✓				
The company's current overall performance			✓		
The overall performance of Syrian companies in Turkey		✓			
Satisfaction with the company's current products					

Satisfaction with the current prices of the company's products			✓	✓	
Satisfaction with the current promotion of the company's products		✓			
Satisfaction with the current distribution and supply of the company's products			✓		
Satisfaction with the company's market share inside Turkey			✓		
Satisfaction with the company's market share outside Turkey			✓		
Desire to increase the company's market share, expand and acquire new markets					✓

2.1.1.3. Atlas ES Makina company

Moving to metal industries, Atlas ES Makina company, which is currently located in the city of Gaziantep, has more than 40 employees and 10 administrators. The company was established in Syria in 1977. The company contains 5 departments. The company exports its products to Europe, Africa, Asia, Latin America, and all over the world.

When we met with the company's administrators, we asked them the questionnaire questions, and the response was as follows:

*The industry the company does: Chips and snacks production lines and food packaging.

*Your information about marketing and marketing management: The company produces products, and the task of the marketing department is to advertise and promote these products.

*The company's long-term goal is to control a large part of the market share to produce machines.

*Syrian companies are competitors to Turkish or international companies: Yes, our company is a competitor to Turkish companies because we control a large share of the Turkish market in the production of machines

And competitive with international companies, because we have a lot of foreign and European customers who buy our products because of the competitive prices and acceptable quality.

*The presence of a special marketing department in the company will have a positive effect: Yes because 90% of our sales come from the advertising provided by the marketing department.

*The presence of a special marketing department in the company will have a negative impact: Not, because marketing and advertising have now become a mainstay due to the transformation of the world into a small village through which all products are obtained from anywhere in the world through the Internet.

*The reason it is difficult for Syrian companies to transform from local companies to international companies: Our company now distributes its products to all parts of the world, but the most prominent problem that prevents it from moving to become an international company is the centralization of the management on which the company is currently based.

The transfer of the company from Syria to Turkey has a positive and negative effect:

1- Positive effect: If the products of the companies are consumed globally

2- Negative impact: If these companies produce special products for Syrians, these companies have not developed.

*The strengths of Syrian companies: These companies speak both Arabic and English.

*Weaknesses of Syrian companies: The administrative mentality that was in Syria still exists now, which is the mentality of the central management of these companies, the lack of participation in decision-making, and the failure to place people in senior management positions for people who do not belong to the family of the owner of this company.

*The future of Syrian companies in Turkey: It is related to the government's economic policy.

*There is a safe environment for Syrian companies in Turkey: Currently, yes.

*There is a motivational environment for Syrian companies in Turkey: Yes, there is encouragement from the government.

*The company's ability to bear marketing expenses (employee salaries - advertisements - Marketing research): Yes, in our company.

*Marketing expertise is currently available in the market: It exists, and it is related to the company's ability to spend on the marketing department and marketing matters.

*The company's distributors play the necessary role in marketing the company and its products: We do not have distributors.

Rate it from 1 to 5, where 1 is the least satisfaction and 5 is the greatest satisfaction					
Question	1	2	3	4	5
The company's current technical performance		✓			
The company's current financial performance	✓				
The company's current marketing performance				✓	
The company's current overall performance			✓		
The overall performance of Syrian companies in Turkey		✓			
Satisfaction with the company's current products				✓	
Satisfaction with the current prices of the company's products			✓		
Satisfaction with the current promotion of the company's products					✓
Satisfaction with the current distribution and supply of the company's products			✓		
Satisfaction with the company's market share inside Turkey		✓			
Satisfaction with the company's market share outside Turkey				✓	
Desire to increase the company's market share, expand and acquire new markets					✓

2.1.1.4. Tucci company

In another industry, Tucci Company, which is currently located in the city of Gaziantep, has more than 35 employees and approximately 5 managers. The company was established in Turkey in 2017. The company contains 5 departments and is present in many markets in the Arab world such as Iraq - Palestine – and Syria in addition to the market Turkish interior.

When we met with company administrators and asked them about the questionnaire, the response was as follows:

- *The industry the company does: the shoe industry.
- *Your information about marketing and marketing management: The marketing applied by the company is done through the intermediaries that the company deals with.
- *The long-term goals of the company: to open more branches of the company in the internal market in Turkey and the external market in different cities in the Middle East.
- *Syrian companies are competing companies with Turkish or international companies: there is no competition, but the Syrian company's industry is more desirable to our customers because of the skilled workforce.
- *The presence of a special marketing department in the company will have a positive effect: the same result, whether or not there is a marketing department.
- *The presence of a special marketing department in the company will have a negative effect: the same result, whether or not there is a marketing department.
- *The reason it is difficult for Syrian companies to transform from local companies to international companies: There is no difficulty in this, and Syrian companies can transform into international brands.
- *The strengths of Syrian companies: experience and workforce.
- *Weaknesses of Syrian companies: language and integration.
- *The future of Syrian companies in Turkey: ambiguous (not clear) in the hands of the Turkish state.
- *There is a safe environment for Syrian companies in Turkey: Yes.
- *There is a stimulating environment for Syrian companies in Turkey: Yes, there is support from the government for Syrian companies.
- *The company's ability to bear the marketing expenses (employee salaries – advertisements – marketing research): Yes, there is my ability to bear these expenses at a rate between 20% to 25%.
- *Marketing expertise is currently available in the market: Yes, there is.
- *The company's distributors play the necessary role in marketing the company and its products: there are no distributors for the company.

Rate it from 1 to 5, where 1 is the least satisfaction and 5 is the greatest satisfaction					
Question	1	2	3	4	5
The company's current technical performance					✓
The company's current financial performance					✓
The company's current marketing performance	✓				
The company's current overall performance				✓	
The overall performance of Syrian companies in Turkey					✓
Satisfaction with the company's current products				✓	
Satisfaction with the current prices of the company's products				✓	
Satisfaction with the current promotion of the company's products			✓		
Satisfaction with the current distribution and supply of the company's products				✓	
Satisfaction with the company's market share inside Turkey					✓
Satisfaction with the company's market share outside Turkey		✓			
Desire to increase the company's market share, expand and acquire new markets					✓

2.1.1.5. Al-Duha company

Moving to Al-Duha Company, which is currently located in the city of Gaziantep, which has 15 employees and 3 managers. The company was established in Turkey in 2018. The company contains 3 departments and exports its products to both Iraq and Palestine

When we met with company administrators and asked them about the questionnaire, the response was as follows:

*The industry the company does: the shoe industry.

*Your knowledge of marketing and marketing management: Providing a good product at a good price.

*The long-term goals of the company: Expand the size of the company in addition to expanding the fields of work, the company currently produces men's shoes, but in the future, it will produce women's shoes.

*The Syrian companies are competing companies with Turkish or international companies: Turkish companies are old companies, but they have no clear progress in their field of work, while Syrian companies are new companies, and they are competing with these companies in the field of shoes.

*The presence of a special marketing department in the company will have a positive effect: Yes, marketing is a good thing for the sake of fame and attracting more customers.

*The presence of a special marketing department in the company will have a negative effect: No, but there may be theft of the company's customers if the marketers are not trusted, people.

*The reason why it is difficult for Syrian companies to transform from local companies to international companies: Because Syrian companies are companies owned by specific people and the size of the company is limited to the effort and money of these people only, while international companies allow new people to enter the company framework by granting them Shares in the company and these companies benefit from the money of these people in expanding the field of work and the size of this company.

The establishment in Turkey of Syrian companies had great difficulty, as many companies could not succeed and adapt in Turkey, but the companies that adapted achieved a lot of profits.

*Strengths of Syrian companies: the ability to develop products The continuous and relentless effort of Syrian traders and industrialists to develop products and increase profits.

*Weaknesses of Syrian companies: The quality of Syrian products is lower compared to Turkish or international companies.

*The future of Syrian companies in Turkey: Syrian companies have a good future in Turkey.

*There is a safe environment for Syrian companies in Turkey: Kind of.

*There is a motivational environment for Syrian companies in Turkey: Yes, Turkey motivates traders and manufacturers.

*The company's ability to bear marketing expenses (employee salaries – advertisements Marketing research): Yes.

*Marketing expertise is currently available in the market: Yes.

*The company's distributors play the necessary role in marketing the company and its products: there are no distributors for the company.

Rate it from 1 to 5, where 1 is the least satisfaction and 5 is the greatest satisfaction					
Question	1	2	3	4	5
The company's current technical performance		✓			
The company's current financial performance		✓			
The company's current marketing performance		✓			
The company's current overall performance		✓			
The overall performance of Syrian companies in Turkey			✓		
Satisfaction with the company's current products			✓		
Satisfaction with the current prices of the company's products			✓		
Satisfaction with the current promotion of the company's products	✓				
Satisfaction with the current distribution and supply of the company's products			✓		
Satisfaction with the company's market share inside Turkey	x	x	x	x	x
Satisfaction with the company's market share outside Turkey			✓		
Desire to increase the company's market share, expand and acquire new markets					✓

2.2.2. The Evaluation of Interviews

These interviews were conducted with companies in various fields and sizes to reach the best generalization regarding the results.

After the interviews conducted with the Syrian companies. It was noted that several points in which these companies participate and the issues in which these companies differ are as follows.

2.2.2.1. The points that Syrian companies have in common

All the companies that were interviewed are the companies responsible for them are people from the owners of these companies at the level of senior management, and there is no independent company to manage it from the owners.

2- Dealing with banks and obtaining loans: All the companies interviewed do not deal with banks in obtaining any financial support, and that would reduce the ability of these companies to expand and increase production, which would reduce fixed costs and which would strengthen the capacity of these companies. On the competition with Turkish companies, where many Syrian companies mentioned that one of the biggest difficulties they face is that Turkish companies sell with debt because these companies borrow from banks or suppliers, which is something that Syrian companies do not.

3- Lack of marketing strategies and future marketing plans: most of these companies that were interviewed lack clear prior plans and the current marketing operations are limited to achieving current gains and profits without looking at the long or near future of these companies.

4- Weak knowledge in marketing: many of the answers about marketing and its importance or characteristics showed a lack of initial knowledge in marketing and the principles of the work of the marketing department and the basic operations conducted by marketing, and the answers were limited to that marketing is distribution - advertising - promotion of products.

5- These companies do not mind having a marketing department in the company: many of these companies have the desire to establish a marketing department, and there was no problem with the presence of this department and bearing its costs to a certain extent, with the desire of these companies to increase the

market share and expand these companies in new areas and increase profits in the result.

6- The incentive environment for Syrian companies in Turkey: There was almost complete agreement that the environment provided by the Turkish government is a stimulating environment for companies through the incentives provided by the government and attention to industrialists and traders. The fault of the government.

7-Attributing many of the problems of these companies to management or poor funding without mentioning the absence of an effective role for marketing management and its role in addressing many of these problems.

8- Competition of Turkish companies: Most companies mentioned the difficulty of competition that Syrian companies face with Turkish companies, due to several reasons mentioned by these companies, including:

- The large size of Turkish companies.
- Its ability to borrow and deal with Turkish banks.
- Extensive knowledge of internal market conditions and target segments.
- The language factor that makes it difficult to communicate with the Turkish internal market.
- The difficulty of accepting the internal Turkish market for Syrian products due to the difference in culture.

2.2.2.2. The points in which the Syrian companies differ

1- The transfer of these companies to Turkey: Some managers of these companies talked about the positiveness of this transfer. On the other hand, some other companies believe that this transfer had many negative effects, and this depends on the amount of success achieved by these companies in Turkey and that this transfer increased the size of these profits Companies, and on the contrary, if it hurt the size and profits of these companies.

2- Strengths and Weaknesses: There was a great and wide disagreement on the strengths, weaknesses, and strengths of these companies. Each company spoke from its point of view, which was different from the rest of the companies.

3- The safe environment for Syrian companies in Turkey: There was a dispute about the level of safety in which Syrian companies live in Turkey, due to the different conditions in which traders and industrialists live, which differ from the conditions of the rest of the existing nationalities. Many obstacles in the presence of a clear

mechanism for dealing or freedom of movement between internal Turkish cities or even outside Turkey, or the purchase of assets.

4- Availability of marketing expertise in Turkey: Some companies mentioned the lack of these experiences, as many people with marketing capabilities were searched, even part-time, and none of these experiences were available, whether as individuals or as companies, while some companies mentioned that these marketing experiences are in the market and are available under request.

5-The level of overall satisfaction with the company and its products: There was a difference in the level of satisfaction of the Syrian companies.

The overall evaluation differs from one company to another. Some are convinced of the results that the company is currently achieving, and some see that these results are bad and require a lot of effort and work at all levels, whether it is price, product, distribution, or promotion.

2.2.2.3. The main points of international companies in the scope of marketing

- Marketing is one of the main costs that must be included in the annual budget of the company, and not secondary or emergency expenses.
- International companies believe that increasing spending on marketing will increase profits, Where the relationship between marketing expenses and profits is a direct relationship that increases with increased spending and decreases with a decrease in this spending.
- Increasing the size of international companies leads to an increase in their human and material marketing costs in terms of increasing the level of promotional campaigns and increasing the number of workers in the marketing department, etc.
- The marketing costs differs according to the field of work of this company. The marketing costs of technology companies differ from the marketing costs of education companies.
- The marketing department may be an internal department of the company, and there may be external companies that are responsible for the marketing of these companies, and they may be together, that is, these companies have internal marketing departments and external marketing companies that help them in marketing operations.

- International companies are interested in preparing long, medium and short-term strategic plans, reviewing and continually evaluating these plans and linking them to the full vision and strategy of these companies.
- International companies tend to move away from centralization in management and decision-making and rely on decentralization in management and marketing decision-making.
- International companies are interested in the research conducted by the Marketing Department for the best countries that may serve the interest of these companies in saving production costs and ensuring their stability in political and economic terms for the countries in which these companies will establish factories on their land to carry out the production process.
- International companies attach great importance to the recommendations of the marketing department, which would determine the orientation of these companies in production, development of current products, or cancellation of any of them, promotional and distribution campaigns, targeting new markets, exiting old markets, or expanding in existing markets, and many of the basic decisions that produce About the Marketing Department
- International companies are interested in the research and development of the products or services provided by these companies, which are issued by the research conducted by the Marketing Department.

CONCLUSIONS AND RECOMMENDATIONS

This study examined the financial and technical impact resulting from the absence of marketing strategies and the absence of the effective role of the marketing department for the Syrian companies located in Turkey, which had a significant impact on the inability of these companies to have a major role at the international level.

This study also emphasis on the effective role of absence the marketing strategies on the inability of these companies to expand their activities and increase their profits and market share and their ability to compete in the local market with Turkish companies or the global market with international companies and to measure the extent of these companies' knowledge of marketing and its importance to the future

of these companies and the most important problems that these companies are currently experiencing in Turkey.

The study reviews the positive and negative factors for the transfer of these companies from Syria to Turkey by conducting many interviews with these Syrian companies of different sizes and different activities.

The study also answered the research questions, which include the suffering of the Syrian companies from the absence of marketing management, the reasons for not adopting marketing management, the extent of the Syrian companies' knowledge of marketing strategies, and the effects of the absence of the effective impact of the marketing management through the questionnaires it conducted on the Syrian companies.

The study also examined the relationship in international companies between increasing marketing expenses on the one hand and increasing profits and expansion of these companies on the other hand by highlighting the amount of expenses that international companies spend on marketing and the importance that these companies give to marketing management and the strategies issued by this department.

The study showed the most important factors that international companies adopt in their plans and strategies to achieve their goals of expansion and access to international stages.

The study also included a presentation of the most important marketing strategies that would help Syrian companies in the process of activating the role of marketing management, which could also support the position of these companies in the framework of their endeavor to grow, expand and increase their market share by presenting topics such as the definition and elements of competitive intelligence and the importance and types Marketing mix elements and blue ocean strategy with some practical studies for some companies.

This study also showed the level of satisfaction and desire of the Syrian companies present in Turkey, based on some of the questions of the questionnaires presented by this study.

The study also refers to the most important internal and external gaps that Syrian companies face. It can be said that some of these internal gaps can be controlled and overcome, and others are related to the external environment, which these companies cannot control.

The study also deals with the most important previous studies, which dealt with topics similar to the subject of the study, and dealt with the titles, methodology, and results of these studies.

The study also included the most important recommendations that would help the Syrian companies in their endeavor to move from the local framework to the international framework, and that this transition would serve the primary goal of any company, which is the pursuit of growth and development, increasing profits and market share, and also striving to achieve the greatest benefit to the consumer. And the company by providing the best products and services and obtaining the largest possible return.

The study tried as much as possible to assist companies that are trying to search for a better reality than the current one, as it presented the simplest and most important inputs that these companies can work on and turn them into outputs through which they achieve the best-expected results at the current and future levels.

Startup companies can follow the methods, results, and recommendations of this study in order to achieve their goals of expansion, growth, and profitability. At the beginning of the practical section, many articles, studies, and analyses were discussed about international companies and their activation for the role of marketing management.

The study also discussed other problems that these companies suffer from in their current environment inside Turkey to find out any other problems that may be the reason for the Syrian inability to compete with international companies as it was pointed out at the beginning of the study that the purpose of this study is to improve the role of the marketing department in Syrian companies, which is a major and essential department that cannot be excluded and activating this department will certainly lead to achieving much better results than the current results in terms of profits or expansion.

The study also contributed to identifying the most important weaknesses that Syrian companies suffer from in the field of marketing strategies, and it is necessary to continuously strive to get rid of these points and work to turn them into strengths for the company and to return all expenses incurred on marketing and marketing strategies.

This company will be profitable and expand in the short and long term the company.

Considering the results of the study, the following recommendations can be made:

- Increasing the interest of Syrian companies in marketing management in general and in various types of marketing strategies, as it is one of the basic departments that help them in providing new services and improving existing services, as well as designing new processes and products and improving existing processes so that they can adapt to the outputs of technical development and the intense competition conditions in the Turkish and international markets.
- Working to increase campaigns and promotional activities such as advertisements and exhibitions that explain the types and features of goods offered by companies.
- Increasing the interest of corporate management in market planning and managing market information and giving it importance
- appropriate to achieve a competitive advantage.
- Deepening awareness among managers and employees within the company about the positive relationship of marketing (relationships and influence between marketing strategies and competitive advantage).
- The company's management should pay more attention to the concept and types of marketing strategies (distribution channels and market planning) because of that contribution and promotion to survival and growth in highly competitive markets.
- Forming a marketing department capable of making marketing decisions and setting the appropriate strategy by employing qualified marketing personnel.
- Working to separate the management from the owners of the companies, because of its negative effects on the decisions of these companies and limiting their growth.
- Working on strategic planning aimed at transferring the company from the local level to the international level by developing marketing strategies aimed at achieving the largest expansion in the least time, with the help of the marketing department to determine the best markets that serve this expansion at the lowest costs.
- Focusing on making more efforts to expand in the Turkish market and targeting more Turkish customers, because most of these companies have a limited market share within limited areas inside Turkey.

- Focusing on employing experienced and talented people in various positions in these companies without looking at the relationship of the officials of this company with these people.
- Obtaining more information about the laws and facilities provided by the Turkish government that benefits companies operating in Turkey.
- Work to expand the vision and strategies of Syrian companies through the preparation of short, medium, and long-term plans and monitoring and evaluating these plans continuously.

The result of this study agreed with some other studies, as it showed by evaluating the relationship between marketing strategy and competitive advantages.

The study also proved the existence of a positive relationship between activating the role of marketing management and positive technical and financial results.

Many studies examine the relationship between financing, production, and management in the future of companies without considering the role of marketing management in the future.

The results of the research can be published in all official and unofficial bodies, institutions, websites, and programs that are concerned with the relationship of marketing management to the future of these companies.

REFERENCES

- Akgündüz, Y. E., Bağır, Y. K., Cılasun, S. M., and Kırdar, M. G. (2021). *Consequences of a Massive Refugee Influx on Firm Performance and Market Structure*.
- Abdelhak, B., Radwan, A. (2019). *The reality of marketing and its impact on increasing the capital of sports institutions*. Akli Mohand Olhaj University, Bouira.
- Alshibly H (2009), *International Export Marketing Strategies Applied By Jordanian Companies: A Field Study*”, Journal of Human Sciences.
- Ambler, T., Kokkinaki, F. and Puntoni, S. (2004) *Assessing Marketing Performance. Reasons for Metrics Selection*. Journal of Marketing Management. 20(3-4): 475-498.
- Abdul Rahman, S. (2014). *Marketing opportunities and their impact on product development and improvement strategies*. Sudan University of Science and Technology.
- Armstrong, G., Adam, S., Denize, S. and Kotler, P., Principles of Marketing, Sydney, Australia, Pearson, 2014, pp 297-394.
- Alsarn, R., and Sakkour M., *Marketing Strategies, and Policies*, Publication of Syrian Virtual University (SVU) 2020.
- Al-Saidi, Jassim, M., and Youssef, Othman, R., *Cognitive Marketing: a strategic quantitative and analytical approach*. Amman: Dar Al Manhaj for Publishing and Distribution, 2005.
- Armstrong, G., Adam, S., Denize, S. and Kotler, P., *Principles of Marketing*. Sydney, Australia, Pearson, 2014, pp 297-394.
- A Pomeroy, G Noble, LW Johnson, Australasian Marketing Journal 17 (2), 106-114, 2009 Academy of Marketing Conference, Aberdeen, Scotland, 2008.

Ateşoğlu, İ. (2011). Nitel Araştırmalar ve Nitel Verilerin Analizi. Ayşe Şahin ve Burak

Kartal (Eds.). Pazarlama Araştırmaları içinde (ss. 403-418). İstanbul: Lisans Yayıncılık

Archer, B. (1974). *Design awareness and planned creativity in industry*. (p. 87). Toronto:

Thorn Press Limited.

Abdel Hamid, A. R. (2018). The Impact of Marketing Mix Elements on Competitive Advantage, A Field Study in Industrial Plastic Factories in Amman. Middle East

University, College of Business, 24.

Beard, F. K. (2004). *Hard-Sell “Killers” and Soft-Sell “Poets” Modern Advertising's Enduring Message Strategy Debate*. Journalism History, 30(3), 141-149.

Bradley, S., Hitchon, J., and Thorson, E. (1994). *Hard sell versus soft sell: A comparison*

of American and British advertising. Global and multinational advertising, 141-57.

Bilal, H.A. (2005). *Sustainable Development Options in the Gezira Project*, Sudan – Khartoum.

Blue Ocean Strategy Overview". Flevy. Retrieved 20 November 2012.

Barry, B. W. (1997). *Strategic planning workbook for nonprofit organizations Minnesota: Amherst H. Wilder Foundation, Rich Horwath./23-9-2020, www.strategyskills.com, Retrieved 29-4-2021. Edited.*

Berger Paul D., and Nasr Nada I. (1998), “*Customer Lifetime Value: Marketing Models*

and Applications,” *Journal of Interactive Marketing*. 12(Winter), 17–30.

Babiker, E.I. (2010). *Price Policies in the Competitiveness of Oilseed Production in Sudan*. University of Gezira, Sudan.

- Chen J, et al. (1994). *Binding of TFIID to the CYC1 TATA boxes in yeast occurs independently of upstream activating sequences.*
- Colin, Warwick. (2011). *"It's Not Marketing If It's Not Measured"*. Archived from the original on 2011-05-06.
- Cummings, S. (1995). *"Pericles of Athens-drawing from the essence of strategic leadership"*. Business Horizons, 38 (1), 22-28.
- Carton, Guillaume (2020-02-03). *"How Assemblages Change When Theories Become Performative: The case of the Blue Ocean Strategy"* Organization Studies.
- Carton, Guillaume (2020-02-03). *"How Assemblages Change When Theories Become Performative: The case of the Blue Ocean Strategy"*. Organization Studies. 41 (10): 1417–1439.
- Clark, S. (2000). *Work-Family Border Theory a New Theory of Work-Life Balance.* Human Relations, 53, 747-770.
- Cerf, M. ; Garcia-Garcia, M. ; Kotler, P. (2017). *Consumer Neuroscience*. The MIT Press
(in French). MIT Press. p. 281.
- Dadzie, K. Q., Amponsah, D. K., Dadzie, C. A., and Winston, E. M. (2017). *How Firms Implement Marketing Strategies in Emerging Markets: An Empirical Assessment of the 4A Marketing Mix Framework*. Journal of Marketing Theory and Practice 25(3), 234-256.
- Damour, Hamed, H., *Marketing of Services*, Jordan, Amman: Wael Publishing House, 2008.
- Dent, J., *Distribution Channels: Understanding and Managing Channels to Market*, Kogan Page, 2011, Chapter 1.

Dibb, S., Simkin, L., Pride, W.C. and Ferrell, O.C., *Marketing: Concepts and Strategies*,

Cengage, 2013, Chapter 12.

Dishman, P. L., and Calof, J. L. (2008). *Competitive intelligence: a multiphasic precedent*

to marketing strategy. European Journal of Marketing.

Damour, Hani, Huda, and Ayesha, (2005). *The effect of the elements of the service marketing mix of five-star hotels in Jordan on the image perceived by tourists. The*

Jordanian Journal of Business Administration, Volume 1, (1) 120-101.

Drummond, G., Ensor, J., and Ashford, R., *Strategic Marketing Planning and Control*,
Second edition 2001.

Deltl, J. (2004). *Strategische Wettbewerbsbeobachtung: So sind Sie Ihren Konkurrenten*

laufend einen Schritt voraus, Wiesbaden.

Datta, H., Ailawadi, K. L., and van Heerde, H. J., *How Well Does Consumer-Based Brand*,
2017.

Dillerup, R., Stoi, R. (2006). *Unternehmensführung. München: Vahlen*.

Eric N. Berkowitz. *Essentials of Health Care Marketing*. Jones and Bartlett Learning
Publishers, 2011.

Eccles, Robert G., Jr. *"The Performance Measurement Manifesto"*. Harvard Business
Review 69, no. 1, 1991.

E-commerce, an Indian perspective. P.T. Joseph, S.J. 2015. pp. 43–45.

Farris, Paul W., Neil T. Bendle; Phillip E. Pfeifer; David J. Reibstein
(2010). *Marketing*

Metrics: The Definitive Guide to Measuring Marketing Performance. Upper

Saddle River, New Jersey: Pearson Education, Inc.

Freibichler, W. (2006). *Competitive Manufacturing Intelligence, Wiesbaden* .

Farag, A.A.M. (2019). *The impact of using entrepreneurial marketing on the marketing*

performance of small and medium-sized companies in the Delta region, “an applied study.” Journal of Financial and Commercial Research, 20 (No. 2- Part 1), 255-275. doi: 10.21608/jsst.2019.60987.

Flint, D. J., and Mentzer, J. T., "*Striving for Integrated Value Chain Management Given*

a Service-dominant Logic for Marketing," In R. F. Lusch and S. L. Vargo (Eds.), *The Service-dominant Logic of Marketing: Dialog, Debate, and Directions*, Armonk, New York, ME Sharpe, 2006, pp 139–149; Tokman, M., and

Beitelspacher, L. S., "Supply Chain Networks and Service-dominant Logic: Suggestions for Future Research," *International Journal of Physical Distribution*

& Logistics Management, Vol. 41, No. 7, pp 717-726; Yazdanparast, A., Manuj,

I., and Swartz, S. M., Co-creating Logistics Value: A Service-Dominant Logic Perspective," *International Journal of Logistics Management*, Vol. 21, no. 3, 2010, pp 375-403.

Glock, C. H., Mohamad, Jaber, M. Y., and Zolfaghari, S. (2012). *Production planning for a ramp-up process with learning in production and growth in demand. In: International Journal of Production Research*, 50 (20), pp. 5707-5718.

Gilad, Ben. "*The Future of Competitive Intelligence: Contest for the Profession's Soul*",

Competitive Intelligence Magazine, 2008, 11(5), 22.

Gupta, S., Lehmann, D.R. and Stuart, J.A. (2004). *Valuing Customers*. *Journal of*

Marketing Research, 41, 7-18.

Horwath, R. (2006). *"The origin of strategy"*. Strategic Thinking Institute, 1 (1), 1-5.

Hawker, Chris (2005). *The Inventor's Mind: 10 Steps to Making Money From Inventions*.

Columbus: Trident Design.

Harrison, T.P., Lee, H.L. and Neale., J. J., *The Practice of Supply Chain Management*, Springer, 2003.

Hooley, Greenley, Cadogan, and Fahey (JBR 2005). *What do we mean by "marketing" resources and competencies?*. Michael Gibbert*, Francesca Golfetto, Fabrizio Zerbini Bocconi University.

Hamsici, M. 2021, Augustus, 26. *Türkiye'deki Suriyeliler hakkında güncel bilgiler neler?*.

BBC. <https://www.bbc.com/turkce/haberler-turkiye-58329307>.

Idris, T., Shukrat Allah, A.B., Abdul-Wahhab, A.A. (2016). *The impact of marketing strategies on productivity and product returns*. University of Gezira, Sudan.

Inkpen, A., & Choudhury, N. (1995). *The seeking of strategy where it is not: Towards a theory of strategy absence*. Strategic management journal, 16(4), 313-323.

Johnson, A. (2000). *An Introduction to Knowledge Management as a Framework for Competitive Intelligence*. online: <http://www.aurorawdc.com/ekma.htm>, last update: 2000, date visited: 2009-07-20.

Jaakkola, M., Moller, K., Parvinen, P., Evanschitzky, H., & Muhlbacher, H. (2006). *Strategic marketing and its effect on business performance: moderating effect of country-specific factors*. Unpublished Master thesis, Helsinki University of Technology.

Kotler, P. (2002). *Marketing places*. Simon and Schuster.

Kotler, P.P., and Keller, K. (2015). *Marketing Management*, (13th ed). Pearson Education

International.

Kotler, P., Edition, 11, illustrated. Publisher, Prentice-Hall, 1980.

Kotler, P., Gary M. Armstrong, Marc Oliver Preisk. Pearson Education South Asia Pte

Limited, 2018.

Kumar, A. S., "*Blue Ocean Strategy*". TechnoparkToday.com. Retrieved 20 November 2012.

Kurtuluş, K. (2010). *Araştırma Yöntemleri*. İstanbul: Türkmen Kitapevi

Kotler, P., *Marketing Management*, Millennium Edition, Custom Edition for University of Phoenix, Prentice-Hall, 2001.

Kahaner, L., *Competitive Intelligence*, Touchstone, 1997.

Kotler, P., Armstrong, G., Brown, L., and Adam, *Principles of Marketing*, 2006.

Kotler, P., Wong, V., Saunders, J., and Armstrong, G. (2005). *Principles of marketing*. (4th ed.), UK: Pearson Education.

Kotler, P., and Armstrong, G. (2008). *Principles of marketing*. (12th ed.), New Jersey: Prentice Hall.

Kumar V. and. G. Raheja. (2012). *Business to Business (B2B) and Business to Consumer*

(B2C) Management, International Journal of Computers and Technology.

Koberg, J., and Bagnell J. (1991). *The universal traveler: A soft systems guide to creativity,*

problem-solving and the process of reaching goals. W. Kaufmann.

Kairies, P. (1997). *So analysieren Sie Ihre Konkurrenz: Konkurrenzanalyse und Benchmarking in der Praxis*, Renningen-Malmsheim.

- Liu, Z., and Nagurney, A. (2013). *Supply chain networks with global outsourcing and quick-response production under demand and cost uncertainty*. Ann Oper Res 208, 251–289.
- Lindič, J., Bavdaž, M., and Kovačič, H. (2012). *Higher growth through the Blue Ocean Strategy: Implications for economic policy*. Research policy, 41(5), 928-938.
- Lange, V. (1994). *Technologische Konkurrenzanalyse, Wiesbaden*.
- Lamb, W.C., Hair, J.R., Joseph, F., and McDaniel, C. (2011). *"Marketing" Thomson-South Western, Cengage Learning*.
- Leavy, B. (2018). *"Value innovation and how to successfully incubate "blue ocean" initiatives"*, *Strategy & Leadership*, Vol. 46 No. 3, pp. 10-20.
- Mone, S. D., Pop, M. D., and Racolta-Paina, N. D. (2013). *The "what" and "how" of marketing performance management*. Management and Marketing, 8(1), 129.
- Massoudi, A. H., & Ahmed, M. E. (2021). *The Adoption of Blue Ocean Strategy to Sustain Competitive Advantage in the Syrian Food Industry*. UKH Journal of Social Sciences, 5(2), 34-49.
- Morgan, N.A., Clark, B.H. and Gooner, R. (2002) *Marketing productivity, marketing audits, and systems for marketing performance assessment: Integrating multiple perspectives*. Journal of Business Research. 55(5): 363-375.
- McCarthy, J.E. (1964). *Basic Marketing. A Managerial Approach*. Homewood, Illinois: Irwin. pp. 769.
- Madureira, L., Popovic, A., and Castelli, M. (2021). *Competitive Intelligence: A Unified*

View and Modular Definition. Technological Forecasting and Social Change, 173,

121086. <https://doi.org/10.1016/j.techfore.2021.121086>.

McCarthy, Jerome E. (1964). *Basic Marketing. A Managerial Approach*. Homewood, IL: Irwin.

Murphy, P.E., "George E Brenkert - *Marketing Ethics*," book review, Notre Dame Philosophical Reviews, 24 May 2009.

Murphy, J., "Amazon is Coming to Australia, and if these Projections are Correct, it's Arrival is Going to be Massive", News.com, 29 April 2017; Pearce, L., "Amazon:

Everything You Need to Know about its Plans for Australia," Huffington Post, 22

August 2017.

Morin, E. (2005) *Introduction à la pensée complexe*. Paris: Éditions du Seuil.

Miles, R.E. and Snow, C.C. (1978) *Organizational Strategy, Structure, and Process*. McGraw-Hill, New York.

Marketing Science Institute (MSI) Relevant Knowledge Series Paperback – April 1, 2004.

Morris, R. (2009). *The fundamentals of product design*. AVA Publishing. ISBN 978-2-

940373-17-8.

Nour, M.A. (2015) *Marketing strategies and their impact on achieving competitive advantage*. Sudan University of Science and Technology.

Okazaki, Shintaro; Mueller, Barbara; Taylor, Charles (2010). "Measuring Soft-Sell Versus

Hard-Sell Advertising Appeals". *Journal of Advertising*. 39 (2): 5–20.

Peter, F. D. (1966). *The Effective Executive*. Harper and Row, 178 pp. Show all authors. Paul H. Sheats.

- Penrose, E. (1959). *The Theory of the Growth of the Firm*. Basil Blackwell, Oxford.
- Prescott, J. E. (1995). *The evolution of competitive intelligence. International review of strategic management*, 6, 71-90.
- Porter, M. E. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press, 1980.
- Paul H Selden; Joseph M Juran. Publisher: Milwaukee (Wis.): ASQ Quality Press: American Society for Quality, cop. 1997.
- Proctor, T. *Strategic marketing: an introduction*. Routledge, 2000.
- Pickton, D., and Wright, S., (2000). *Poor Understanding of Marketing Principles Has Led to Poor Marketing Management Performance: consideration of four marketing myths*. *Comportamento Organizacional e Gestão (Organisational Behaviour and Management)*. 6. 109-118.
- Raphaeli, N. (2007). *Syria's fragile economy. Middle East Review of International Affairs*, 11(2), 34-51.
- Rajagopal (2007). *Marketing dynamics theory and practice*. New Delhi, New Age International.
- Stoelhorst, J.W. and van Raaij, E.M. (2004). *On explaining performance differentials, Marketing, and the managerial theory of the firm*. *Journal of Business Research*. 57: 462-477.
- Study of the Arab Organization for Agricultural Development (2010). *A study of the development of policies and systems for grain, oilseeds and oils crops in the Arab world*. Sudan - Khartoum.

Sandhusen, Richard. (2008). *Marketing. Hauppauge, N.Y: Barron's Educational Series.* p. 520.

Suwaïdan, Nizam (2010). *Contemporary Marketing: With new concepts that emerged after 2004 and 2007.* Edition 1, Amman: Dar Al-Hamid for Publishing and Distribution.

Singh, Arjan (November 1, 2019). "Collecting Competitive Intelligence At Conferences".

Life Science Leader.

Sevin, H. Charles, *Marketing Productivity Analysis.* (New York: Mc Graw-Hill Book Company, 1965.

Smith, T., *Pricing Strategy: Setting Price Levels, Managing Price Discounts and Establishing Price Structures,* Cengage Learning, 2011, pp 270-272.

Smith, T. (2016). *Pricing Done Right.* John Wiley and Sons.

Şahan, Fazlı. 2020, January, 23. *Ekonomide yabancı ivmesi.* Yenısafak.

<https://www.yenisafak.com/ekonomi/ekonomide-yabanci-ivmesi-3522808>.

Thomas Jacquelyn (2001). "A Methodology for Linking Customer Acquisition to Customer Retention. *Journal of Marketing Research*, 38(May), 262–68.

Timan, A., and Barbar, T. (2011). *the role of marketing mix strategies in raising the efficiency of food establishments.* University of Gezira, Sudan, pp. 37-65.

Thabit, A.G. (2008), *The Impact of Price Policies on profitability and Competitiveness of*

Oil Seeds in Sudan, Administration School of Management Studies, University of

Khartoum, Sudan.

Timan, A., Al-Sayed, A.Z., Amal Allah, S. (2010). *Obstacles to strategic planning in public institutions,* University of Gezira - Sudan, pp. 32-63.

Tzu, S. (2018). *Savaş sanatı (Çev.: P. Oktan ve G. Fidan, 9. bs.).* İstanbul: İş bankası

kültür yayınları.

The American Marketing Association [AMA], 2017.

Taylor, J., ‘*Competitive intelligence: A status report on US business practices*’,
Journal

of Marketing Management, Vol. 8, No. 2, 1993.

Theory to Practice. California Management Review. 47 (3): 105–121. JSTOR
41166308.

Archived from the original on June 30, 2017.

Thomas V. Bonoma, Bruce H. Clark. (1988). *Harvard Business School Press, Marketing*

Performance Assessment.

Wright, R., *Marketing: Origins, Concepts, Environment*, Holborn, London, Thomson
Learning, 1999, pp 250-251.

Wolter, K. (2011). *Competitive Intelligence, Application Management - Challenges –
Service Creation - Strategies* (pp.183-215).

Walker Jr., O.C. and Ruekert, R. (1987). *Marketing's Role in the Implementation of
Business Strategies*

W. Chan Kim; and Renée Mauborgne. *Blue Ocean Strategy*, Harvard Business School
Press.

Yıldırım, A ve Şimsek, H. (2018). *Sosyal Bilimlerde Nitel Araştırma Yöntemleri*.
Ankara:

Şeçkin Yayınları.

[-https://www.groupm.com/sizing-global-marketing-expanding-opportunities-and-outcomes/](https://www.groupm.com/sizing-global-marketing-expanding-opportunities-and-outcomes/).

[-https://deloitte.wsj.com/articles/who-has-the-biggest-marketing-budgets-1485234137](https://deloitte.wsj.com/articles/who-has-the-biggest-marketing-budgets-1485234137) PUBLISHED ON: Jan. 24, 2017, 12:01 am ET.

[-https://vtldesign.com/digital-marketing/content-marketing-strategy/percent-of-revenue-spent-on-marketing-sales/](https://vtldesign.com/digital-marketing/content-marketing-strategy/percent-of-revenue-spent-on-marketing-sales/).

- <http://investors.mindbodyonline.com/phoenix.zhtml?c=254024&p=irol-sec>.
- <http://investor.salesforce.com/about-us/investor/financials/default.aspx>.
- <http://d18rn0p25nwr6d.cloudfront.net/CIK-0001303652/3b0a8748-5b73-4de2-af7b-0b792b0b220e.pdf>.
- <https://www.bottomline.com/application/files/5115/0764/8891/2017-Annual-Report.pdf>.
- <https://www.microsoft.com/investor/reports/ar17/index.html>.
- https://abc.xyz/investor/pdf/20161231_alphabet_10K.pdf.
- <http://investor.apple.com/secfiling.cfm?filingID=320193-17-70&CIK=320193>.
- <http://d18rn0p25nwr6d.cloudfront.net/CIK-0000050863/95929269-70c0-4a41-836b-773322f725c7.pdf>.
- <http://d18rn0p25nwr6d.cloudfront.net/CIK-0001341439/05215062-8f4e-4311-8d1f-5cfc40237a9b.pdf>.
- www.strategyskills.com, Retrieved 29-4-2021. Edited.
- <https://vtldesign.com/digital-marketing/content-marketing-strategy/percent-of-revenue-spent-on-marketing-sales/>.
- <https://www.idexx.com/files/corporate/about-idexx/sec-documents/2016/10k2016.pdf>.
- <http://www.investor.jnj.com/secfiling.cfm?filingID=200406-17-6&CIK=200406>.
- <http://www.strayereducation.com/secfiling.cfm?filingID=1558370-17-669>.
- <http://investors.brighthorizons.com/node/9831/html>.
- <https://www.goc.gov.tr/gecici-koruma5638>.
- <https://www.bbc.com/news/technology-23947212>.
- <https://www.groupm.com/sizing-global-marketing-expanding-opportunities-and-outcomes/>.
- <https://www.enabbaladi.net/archives/456578>.

-<http://www.malatyaguncel.com/suriye-ortakli-148-yeni-sirket-kuruldu-1068614h.htm>.

-<https://www.bbc.com/turkce/haberler-turkiye-58329307>

-<https://www.blueoceanstrategy.com/what-is-blue-ocean-strategy/>.

-<https://vtldesign.com/digital-marketing/content-marketing-strategy/percent-of-revenue-spent-on-marketing-sales/>.

-Yearly Report of Salesforce 2017:

<http://investor.salesforce.com/about-us/investor/financials/default.aspx>.

-Yearly Report of Tableau 2016:

<http://d18rn0p25nwr6d.cloudfront.net/CIK-0001303652/3b0a8748-5b73-4de2-af7b-0b792b0b220e.pdf>.

-Yearly Report of Microsoft 2017:

<https://www.microsoft.com/investor/reports/ar17/index.html>.

-Yearly Report of Google 2016: https://abc.xyz/investor/pdf/20161231_alphabet_10K.pdf.

-Yearly Report of Intel 2016:

<http://d18rn0p25nwr6d.cloudfront.net/CIK-0000050863/95929269-70c0-4a41-836b-773322f725c7.pdf>.

-Yearly Report of Johnson & Johnson 2016:

<http://www.investor.jnj.com/secfiling.cfm?filingID=200406-17-6&CIK=200406>.

-Yearly Report of Grand Canyon University 2016:

<http://investors.gcu.edu/phoenix.zhtml?c=221997&p=irol-SECText&TEXT=aHR0cDovL2FwaS50ZW5rd2l6YXJkLmNvbS9maWxpbmcueG1sP2lwYWdlPTExNDA0NTgyJkRTRVE9MCZTRVE9MCZTUURFU0M9U0VDVEIPTI9FTIRJkUmc3Vic2lkPTU3>.

-Yearly Report of Bright Horizons 2016:

<http://investors.brighthorizons.com/node/9831/html>

APPENDICES

- **The content of interview questionnaire**

- The Questionnaire and Used Criteria

As indicated in the methodology used in the thesis, it will be directed to the use of interviews and focus groups, where a set of questions related to the main topic of the research has been developed.

The interview questions were put in three languages (Arabic - Turkish - English) to avoid any confusion or mistakes during the arbitration process or the interview and were conducted in several companies located in (Adana - Gaziantep - Istanbul - Mersin) the main cities where the Syrian companies are located.

Interviews were conducted during Jan/Feb/March 2022.

The questionnaire questions were discussed with the supervisor responsible for the thesis to reach the final version, which will be presented to each company separately, and the answers of these companies will be evaluated to list the conclusions and recommendations.



A questionnaire about
The marketing strategies of Syrian companies in Turkey

SOSYAL BİLİMLER ENSTİTÜSÜ
ULUSLARARASI TİCARET VE FİNANS ENSTİTÜ
GAZİANTEP ÜNİVERSİTESİ

اسم الشركة
The Company's name
Şirketin adı
عدد الموظفين الأجمالي في الشركة
Şirketteki toplam çalışan sayısı
The total number of employees in the company
عدد الأشخاص الإداريين الموجودين في الشركة
Şirketteki yönetici sayısı
The number of managers in the company
مكان تأسيس الشركة
Şirketin kuruluş yeri
Place of the establishment of the company
تاريخ تأسيس الشركة في تركيا
Şirketin Türkiye'de kuruluş tarihi
The date of establishment of the company in Turkey
عدد الأقسام الموجودة في الشركة
Şirketteki departman sayısı
The number of departments in the company
الأسواق التي تتواجد فيها الشركة
Şirketin bulunduğu pazarlar
Markets in which the company is located

ما نوع الصناعة التي تقوم بها الشركة-1

1-Şirket ne tür bir endüstri yapıyor?

1-What type of industry does the company do?

هل تمتلك الشركة قسم تسويق-2

2- Şirketin pazarlama departmanı var mı?

2- Does the company have a marketing department?

ماهي معلوماتك عن التسويق وإدارة التسويق؟-3

3- Pazarlama ve pazarlama yönetimi bilginiz nedir?

3- What is your knowledge of marketing and marketing management?

ماهي الأهداف البعيدة للشركة؟-4

4- Şirketin uzun vadeli hedefleri nelerdir?

4- What are the long-term goals of the company

هل تعتقد ان الشركات السورية هي شركات منافسة للشركات التركية أو العالمية ولماذا؟-5

5- Suriyeli şirketlerin Türk veya uluslararası şirketlere rakip olduğunu düşünüyor musunuz ve neden?

5- Do you think that Syrian companies are competitors to Turkish or international companies, and why?

هل تعتقد ان وجود قسم تسويق خاص في الشركة سوف يكون له اثر ايجابي ولماذا؟-6

6- Şirkette özel bir pazarlama departmanına sahip olmanın olumlu bir etkisi olacağını düşünüyor musunuz ve neden?

6- Do you think that having a special marketing department in the company will have a positive impact and why?

هل تعتقد ان وجود قسم تسويق خاص في الشركة سوف يكون له اثر سلبي ولماذا؟-7

7-Şirkette özel bir pazarlama departmanının olmasının olumsuz bir etkisi olacağını düşünüyor musunuz ve neden?

7-Do you think that having a special marketing department in the company will have a negative impact and why?

ماهو السبب الذي يجعل من الصعب على الشركات السورية ان تتحول من شركات محلية الى شركات عالمية؟-

8

8- Suriyeli şirketlerin yerel şirketlerden uluslararası şirketlere dönüşmesini zorlaştıran sebep nedir?

8- What is the reason that makes it difficult for Syrian companies to transform from local companies to international companies?

ماهي ابرز الاختلافات بين وضع الشركات في سوريا وتركيا؟-9

9- Suriye ve Türkiye'deki şirketlerin durumu arasındaki en belirgin farklar nelerdir?

9- What are the most prominent differences between the situation of companies in Syria and Turkey?

هل تعتقد ان انتقال الشركة من سوريا الى تركيا كان له اثر ايجابي او سلبي ولماذا؟-10

10- Şirketin Suriye'den Türkiye'ye taşınmasının olumlu veya olumsuz bir etkisi olduğunu düşünüyor musunuz ve neden?

10- Do you think that the company's move from Syria to Turkey had a positive or negative impact, and why?

ما هي نقاط القوة لدى الشركات السورية؟-11

11-Suriyeli şirketlerin güçlü yönleri nelerdir?

11- What are the strengths of Syrian companies?

ما هي نقاط الضعف لدى الشركات السورية؟-12

12- Suriyeli firmaların zayıf yönleri nelerdir?

12-What are the weaknesses of Syrian companies?

ما هو مستقبل الشركات السورية في تركيا؟-13

13-Türkiye'deki Suriyeli şirketlerin geleceği nedir?

13- What is the future of Syrian companies in Turkey?

هل تعتقد ان هناك بيئة آمنة للشركات السورية في تركيا؟-14

14-Türkiye'de Suriyeli şirketler için güvenli bir ortam olduğunu düşünüyor musunuz?

14- Do you think that there is a safe environment for Syrian companies in Turkey?

هل تعتقد ان هناك بيئة تحفيزية للشركات السورية في تركيا؟-15

15- Türkiye'de Suriyeli şirketler için bir teşvik ortamı olduğunu düşünüyor musunuz?

15- Do you think there is a stimulus environment for Syrian companies in Turkey?

هل هناك قدرة الشركة على تحمل المصاريف التسويقية (رواتب موظفين- اعلانات - ابحاث تسويقية) -16

16- Şirket pazarlama giderlerini karşılayabiliyor mu (çalışan maaşları - reklamlar - pazarlama araştırması)

16- Is the company able to bear the marketing expenses (employee salaries - advertisements - marketing research)

هل تتوفر الخبرات التسويقية في السوق حاليا -17

17- Pazarlama deneyimi şu anda piyasada var mı?

17- Do you currently have marketing experience in the market?

هل يقوم موزعين الشركة بالدور اللازم للتسويق للشركة ومنتجاتها؟ -18

18- Şirketin distribütörleri, şirketin ve ürünlerinin pazarlanmasında gerekli rolü oynuyor mu?

18- Do the company's distributors play the necessary role in marketing the company and its products?

قيم من ١ الى 5 حيث ١ اقل رضا و 5 اكبر رضا

1'in en az memnun olduğu ve 5'in en büyük memnuniyet olduğu 1'den 5'e kadar derecelendirin

Rate it from 1 to 5, where 1 is least satisfied and 5 is greatest satisfaction

الاداء الفني للشركة حاليا - 19

19- Şirketin mevcut teknik performansı.

19 - The company's current technical performance.

الاداء المالي للشركة حاليا - 20

20 - Şirketin mevcut finansal performansı.

20 - The company's current financial performance.

الاداء التسويقي للشركة حاليا - 21

21- Şirketin mevcut pazarlama performansı.

21- The company's current marketing performance.

الاداء الأجمالي للشركة حاليا - 22

22 - Şirketin mevcut genel performansı.

22 - The company's current overall performance.

الاداء الاجمالي للشركات السورية في تركيا - 23

23- Suriyeli şirketlerin Türkiye'deki genel performansı.

23- The overall performance of Syrian companies in Turkey.

الرضى عن المنتجات الحالية للشركة - 24

24- Firmanın mevcut ürünlerinden memnuniyet.

24- Satisfaction with the company's current products.

الرضى عن الاسعار الحالية لمنتجات الشركة - 25

25- Şirketin ürünlerinin güncel fiyatlarından memnuniyet.

25- Satisfaction with the current prices of the company's products.

الرضى عن الترويج الحالي لمنتجات الشركة - 26

26- Şirketin ürünlerinin mevcut tanıtımından memnuniyet.

26- Satisfaction with the current promotion of the company's products.

الرضى عن التوزيع والتوريد الحالي لمنتجات الشركة -27

27- Şirketin ürünlerinin mevcut dağıtım ve tedarikinden memnuniyet.

27- Satisfaction with the current distribution and supply of the company's products.

الرضا عن الحصة السوقية للشركة داخل تركيا -28

28- Şirketin Türkiye içindeki pazar payından memnuniyet.

28- Satisfaction with the company's market share inside Turkey.

الرضا عن الحصة السوقية للشركة خارج تركيا -29

29- Şirketin Türkiye dışındaki pazar payından memnuniyet.

29- Satisfaction with the company's market share outside Turkey.

الرغبة في زيادة الحصة السوقية للشركة والتوسع والحصول على اسواق جديدة -30

30- Şirketin pazar payını artırma, genişletme ve yeni pazarlar edinme arzusu.

30- Desire to increase the company's market share, expand and acquire new markets.