

Interfirm Technological Concerns Regarding the Adoption of the Marketing Concept: The Case of the Manufacturing Sector in Jordan

Hussein Abdulla El-Omari

*Assistant Professor, Department of Business Administration and Accounting
Faculty of Economics and Administrative Sciences
The Hashemite University, Zarka, Jordan*

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Abstract. It is well-known, around the world, that well-managed business organizations have, for long, replaced the old strategy of a production orientation with a marketing orientation. A marketing orientation implies the "seriousness" of carrying out the marketing concept which, in turn, means satisfying customers' needs and wants. Most, if not all, business organizations in developing countries are production oriented and in an attempt to study this phenomenon, researchers and writers have related the negligence of the marketing concept in developing countries to factors like: The intangibility of marketing lack of natural resources, lack of specialized institutions,....etc. Almost none of those researchers and writers have investigated the interfirm technological concerns regarding the adoption of this concept in developing countries. The objective of this research was to study the interfirm technological concerns that hinder the adoption of the marketing concept by Jordanian manufacturers. The quantitative approach utilized for this study facilitated the examination of these concerns and therefore, many conclusions are reached which could be of great importance to writers and researchers. However, this study does not answer questions as to how these concerns could be resolved, or in what ways the firms of these countries could make good use of this concept, which are left for future research.

Introduction

The phobia about the marketing concept, both in the academic discipline and in the pragmatic field, has evolved and reached its peak during the last 30 years. To its importance,

marketers and researchers have borrowed heavily from the computer, quantitative, and behavioral fields[1]. This concept has lagged behind in developing countries for several reasons, the most important of them being : The nature of these markets as opposed to the markets of the developed world, lack of financial resources and technology, and lack of experimentation with newer concepts of, and methods for, data analysis.

Instead of providing general descriptive market data, researchers in developing countries should provide management with more problem-oriented information. However, once a marketer understands and tries to adopt the marketing concept, he soon realizes that markets are heterogeneous. He discovers that his previous "one shot" approach to get larger sales volumes needs to be grouped into specific actions directed at targeted market segments. His marketing program becomes an integration of the specific marketing plans designed to cater for selected market segments[2]. Without the use of proper technology, marketers will never be able to fulfill the needs and desires of these segments. Needs and desires are to be transformed into goods and services and the production of goods and services requires technology.

The Marketing Concept

The marketing concept means "working with markets to bring about exchanges for the purpose of satisfying human needs and wants"[3, p.10]. Thus, the aim of the marketing concept is to bring the attention of marketing managers to, and their emphasis on, satisfying broad segments of consumer needs rather than on the firm's current products. Effective marketing begins with strong emphasis on understanding consumer needs and wants in order to create products and services that satisfy these needs and wants[4]. With this objective in mind, marketing managers can satisfy customers in the present and anticipate changes in consumer needs more accurately in the future. It is hoped that the end result is a more efficient market in which the consumer is better satisfied and the firm is more profitable[5].

According to King [6], the basic elements of the marketing concept are as follows:

- a) Awareness and understanding of the importance of consumers' role in the existence and success of any firm at all managerial levels.
- b) Awareness and understanding of the importance of coordination regarding the interdepartmental activities. Production, Finance, Accounting, Personnel and Marketing departments must work together.
- c) Understanding of the importance of the innovation of products and services in satisfying consumers' needs and wants at all managerial levels.
- d) Awareness of the importance of new products and services to the firm's present and future profit positions at all managerial levels.
- e) Appreciation of the role of marketing intelligence at all managerial levels.

- f) Integrating all the above into a corporate strategy, based on a team-effort, to achieve departmental objectives and overall organizational goals.

Hence, the main task of the marketing function under the marketing concept is not to persuade customers to do what suits the interests of the firm, but rather to find effective and efficient means of making the business do what suits the interest of customers [7]. This is not to say that all firms practice marketing this way. Clearly, many firms still emphasize only production and sales [8].

Importance of Technology in the Adoption of the Marketing Concept

A major element that could not be ignored in today's business-world is technology. It is one of the most important forces in the business environment that can directly affect individuals, corporate livelihood and the society as a whole[9]. New products and new methods of doing things are the results of using technology, thereby new markets and opportunities develop[10]. Monitoring all that is taking place in the technological world is a must for every company in order to avoid going out of business as its products become obsolete[11]. The growth rate of an economy is directly related to the technological advances occurring in the form of major new products and services [12]. Consumer markets consist of individuals and households who buy or acquire goods and services to satisfy their needs and wants. Those needs and wants vary tremendously and change constantly[13]. In order to cope with changes in needs and wants, which constitute market opportunities and to anticipate marketing problems, managers need technology[14]. Managers cannot carry out marketing analysis, planning, implementation and control without monitoring and researching customers, competitors, dealers, and their own sales and cost data[15]. To manage a business well is to manage its future; and to manage the future is to manage information and this requires good technology[16]. Thus, keeping up with the marketing concept requires changing or modifying existing technology which emphasizes the intermarriage between technology and the marketing concept [17, p. 147].

With the above technological significance in mind, adopting the marketing concept in developing countries is easier said than done. This is true, especially when one remembers the huge technological difference between countries of the developed world and these of the developing world. These countries are usually characterized by low levels of per capita income which, of course, says a lot about the purchasing power of their citizens. In addition, most business organizations in developing countries are financially weak when compared with their counterparts in the developed world. Therefore, the financial situation, the type of management in these business organizations and the lack of certain skills amongst the workforce may hinder their ability to change or modify existing technology for new products and services and, hence, inadequate reliance on the marketing concept will take place.

Objective of the Study

The objective of this research is to study the main interfirm technological concerns regarding the adoption of the marketing concept by Jordanian manufacturers. The extensive literature search, which was carried out by the researcher, showed that research on this subject in developing countries, is almost non-existent. This clearly indicates the need for lots of research in this area of marketing.

The Study Hypothesis

Based on the literature review and the researcher's experience in the marketing field of Jordan, the following hypothesis was cited to be tested in this study.

H1: *Adopting the marketing concept requires new technology which may cause a concern to Jordanian manufacturers regarding their firms' operations.*

Methodology

In the following sections, measures, data collection method and statistical analysis will be discussed.

Measures

A multi-item measure (i.e., Q1a, Q1b, Q1c, Q1d and Q1e - see Table 2) was used to examine the adoption of the marketing concept. The measures were adapted from those developed by King [6]. In addition, reliability analysis was carried out between the measures and the results showed that coefficient = .73 which is greater than .65 suggested by Nunnally [18]. For measuring the technological concerns amongst Jordanian manufacturers, a multi-item measure was used and each item included was intended to examine a concern. All the items (i.e., Q2a, Q2b, Q2c, Q2d, Q2e, and Q2f - see Table 4) were adapted from Pride and Ferrel [5]. Thus, a high level of measurements' reliability was secured. Moreover, any construct that was not used in previous studies, was operationalized being guided by its definition or explanation in the literature. Thus, the content validity was also achieved.

Sampling procedure

Any research study has its limitation and this study is no exception. A single study like this cannot include all industrial enterprises in Jordan. According to the latest *Statistical Yearbook* [19], the total number of enterprises in Jordan is 18,980 of all sizes; small, medium and big (see Table 1). After intensive consultation with officials from Jordan's Department of Statistics and Chamber of Industry, a sample of 400 firms representing many industrial activities was selected using the quota sampling procedure. The following shows the quotas assigned to the different types of Jordanian industries:

Industry	Quota
Textiles	65
Leather and leather products	30
Footwear except vulcanized or moulded rubber or plastic footwear	65
Chemical and chemical products	60
Rubber products	10
Plastic products	50
Electrical machinery apparatus, appliances and supplies	12
Industrial services	108
Total	400 (sample size)

The sample was drawn from files obtained from Jordan's Department of Statistics. The reasons for using the quota sampling procedure and the difference in the quotas of the sample are related to the following:

- (a) To avoid small enterprises whose production does not depend, heavily, on new technology.
- (b) Some enterprises that appear in Jordan's Statistical Yearbook are no longer there, which meant that a replacement must be found. In some situations, as explained in (a), a replacement had to be found from another industry. This procedure was necessary to have a number of 400 enterprises, which was thought to be an adequate sample size for this type of study.
- (c) Two of the represented industries (i.e., rubber products and electrical machinery apparatus, appliances and supplies) have a small number of enterprises and, therefore, all of them were included.

Data collection

The marketing managers of these enterprises were chosen to be the sampling units and the source of information, as they should know a lot about the marketing activities of their business enterprises. Of the 400 distributed questionnaires, 282 usable questionnaires were returned, yielding a response rate of 70.5%. Assistance in delivering and explaining the purpose of the study, and receiving back the completed questionnaires was received from eight qualified persons*.

Data analysis

To achieve the main objective of this study, three issues needed to be examined. These are: (a) Adoption of the marketing concept; (b) concerns regarding the adoption of new technology; (c) the significance of these concerns in the adoption of the marketing concept.

Adoption of the marketing concept

To investigate manufacturers' adoption of the marketing concept, two statistical

*All of them are MBA graduates with good research skills.

Table 1. Number of enterprises, number of employees and kind of industrial activity

Industry	No. of enterprises	Total employees		Sample quotas
		Female	Male	
Mining and quarrying	125	174	8232	
Food manufacturing	2172	648	12418	
Beverage industries	23	113	1200	
Tobacco manufactures	4	37	971	
Manufacture of textiles	214	598	1813	65
Manufacture of wearing apparel except footwear	1536	1210	3981	
Manufacture of leather and leather products	68	27	326	30
Manufacture of footwear except vulcanized or moulded rubber or plastic footwear	291	97	1236	65
Furniture and wood products	2808	59	8489	
Paper and paper products	35	307	2022	
Printing, publishing and allied industries	281	115	2945	
Chemical and chemical products	115	1474	5796	60
Petroleum refineries	1	71	3773	
Manufacture of rubber products	10	0	125	10
Manufacture of plastic products (N.E.C.)	96	135	3457	50
Manufacture of nonmetallic mineral products	1740	100	11930	
Basic metal products	25	16	1361	
Manufacture of fabricated metal products except machinery and equipment	2299	87	7852	
Machinery other than electrical	63	45	1649	
Manufacture of electrical machinery apparatus, appliances and supplies	12	62	707	12
Manufacture of transport equipment	22	34	762	
Manufacture of professional, scientific, measuring and controlling equipment (N.E.C.)	2	51	94	
Other manufacturing industries	38	10	147	
Electricity	3	276	4739	
Industrial services	6997	1	16574	108
Total	18980	5746	102596	400

Source: Jordan's *Statistical Yearbook*, Department of Statistics, No.45, October 1995, p. 143, [19].

Table 2. Frequencies of marketing managers' answers to the statements included in question number one

Statement	Level of importance		Very important		Important		Uncertain		Quite unimportant		Not at all important		Mean value
	n	%	n	%	n	%	n	%	n	%	n	%	
Q1a- Learning about consumers' needs and wants and how they are satisfied by the current market.	90	31.9	99	35.1	60	21.3	15	5.3	18	6.4	3.81		
Q1b- Learning about the brands and products in the market and how they are perceived by consumers with respect to strengths, weaknesses and overall quality.	78	27.7	105	37.2	45	16.0	30	10.6	24	8.5	3.65		
Q1c- Coordination of production, finance, accounting, personnel and marketing departments to meet consumers' short-and long-term needs and wants.	84	29.8	60	21.3	42	14.9	33	11.7	63	22.3	3.24		
Q1d- The role of the marketing intelligence and other fact-finding and reporting units in achieving the above and in making better marketing decisions.	24	8.5	48	17.0	30	10.6	87	30.9	93	33.0	2.37		
Q1e- The integration of a,b,c.and d for determining the greatest opportunities for new brands or products and how a product or its image should be modified to achieve organizations' goals through customers satisfaction.	33	11.7	54	19.1	45	16.0	48	17.0	102	36.2	2.53		
Q1f- Other issues of importance in this regard, please specify													

282 cases, 0 missing value; scale used: 5 = very important, 1 = not at all important

procedures were followed. First, frequencies of respondents' answers to Q1a, Q1b, Q1c, Q1d and Q1e were calculated. Second, isolation of those who are more likely to have adopted the marketing concept and those who are not likely was done. Table 2 reveals the frequencies of respondents' answers to the statements included in Q1.

As it is evident from Table 2, the major conclusion that can be drawn is the fact that the majority of marketing managers considered consumers' needs and wants, consumers' perception of products' quality and coordination of activities to meet consumers' short and long term needs and wants relatively important (3.81, 3.65, and 3.24 respectively). On the other hand, a big majority of them attached little importance to the role of the marketing intelligence in making better marketing decisions and to the integration of the elements of the marketing concept.

To further examine data, the researcher isolated* those manufacturers who are more likely to have adopted the marketing concept from those who are not likely. This was done through the following procedure:

- If the aggregate score for Q1a, Q1b, Q1c, Q1d and Q1e is approximately normally distributed, then the following conclusions could be drawn:
- Manufacturers who score $> M + \sigma$ on the aggregate score can be classified as "more likely" to have adopted the marketing concept.
- Manufacturers who score $< M - \sigma$ on the aggregate score can be classified as "unlikely" to have adopted the marketing concept.

The distribution of the sample on the aggregate score was approximately normally distributed. The sample's Kurtosis and skewness are small (-.43 and -.04 consecutively). Therefore, the above statistical procedure was used and Table 3 shows the number of manufacturers who are more likely to have adopted the marketing concept and those who are not.

The following figure also explains the distribution of the sample on the aggregate score of Q1a+Q1b+Q1c+Q1d+Q1e, and highlights those who are more likely to have adopted the

Table 3. Number of manufacturers who are more likely to have adopted the marketing concept and those who are not likely

Category	n	%	Mean score
Respondents who are more likely to have adopted the marketing concept	99	35.1	4.32
Respondents who are not likely to have adopted the marketing concept	102	36.2	1.92

n = number of valid observations; 282 cases included in the sample

* Isolating these two groups was necessary to find out if significant differences exist between them regarding the interfirm concerns of adopting new technology. The mean score for manufacturers who are more likely to have adopted the marketing concept = 4.32 and the mean score for manufacturers who are not likely = 1.92.

marketing concept and those who are not likely.

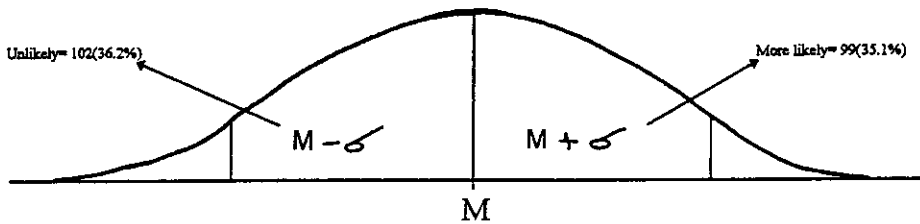


Fig. Distribution of the sample on the aggregate score.

As mentioned earlier, these two groups (i.e., 99 and 102) will be used, later on, to examine if significant differences exist between them regarding the interfirm concerns of adopting new technology.

Interfirm concerns regarding the adoption of new technology

Six measures (i.e., Q2a, Q2b, Q2c, Q2d, Q2e and Q2f) were used to examine these concerns. The importance of using question no.2 does not come, only, from showing the frequencies of respondents' answers, but rather from its necessity to reach the overall objective of this research. Table 4 exhibits the frequencies of respondents' answers.

It is evident from Table 4 that the majority of surveyed Jordanian marketing managers have to some extent technological concerns regarding their firms' financial capabilities and the level of skills amongst their workers, consumers' financial capabilities and willingness to buy the resulting product, the effects of using new technology on their firms' operations, and concerns regarding the possible objection of top management to the use of new technology (3.76, 3.93, 3.37, and 3.46 respectively). However, those managers have less concern regarding competitors' level of technology and the ability of their firms to protect the new products through patency.

To further investigate these technological concerns with respect to the adoption of the marketing concept, a Mann-Whitney test was employed. This test was used to find out if there was significant differences between manufacturers who are more likely to have adopted the marketing concept (99 manufacturers) and those who are not likely (102 manufacturers) regarding their interfirms technological concerns. The following table shows the results.

It is evident from Table 5 that the following conclusions can be drawn:

- 1) Marketing managers who are more likely to have adopted the marketing concept

Table 4. Marketing managers' level of concern regarding the adoption of new technology

Issues of concern	Level of concern				Mean value						
	To a very large extent	To a large extent	Uncertain	To some extent		Not at all important					
	n	%	n	%	n	%	n	%			
Q2a- Concerns regarding the firm's financial capabilities and the level of skills amongst its workes.	105	37.2	90	32.0	30	10.6	27	9.6	30	10.6	3.76
Q2b- Concerns regarding consumers' financial abilities and willingness to buy the resulting products.	114	40.4	96	34.1	24	8.5	33	11.7	15	5.3	3.93
Q2c- Concerns regarding the effects of using new technology on the firm's operations.	81	28.7	69	24.5	54	19.1	30	10.6	48	17.1	3.37
Q2d- Concerns regarding the possible objection of top management to the use of new technology.	66	23.4	84	29.8	75	26.6	27	9.6	30	10.6	3.46
Q2e- Concerns' regarding competitors' level of technology.	30	10.6	45	15.9	87	30.9	33	11.7	87	30.9	2.64
Q2f- Concerns regarding the firm's ability to protect inventions, through patency, that arise from the use of new technology.	24	8.5	48	17.1	69	24.5	21	7.4	120	42.5	2.41
Q2g- Other concerns, please specify											

376 Cases . 0 missing value; Scale used: 5 = to a very large extent, 1 = not at all

have a higher level of concern than those who are not, regarding the adoption of new technology at the 0.01 level and for the following reasons:

- a) The firms' financial capabilities and level of skills amongst their workers.
 - b) Consumers' financial abilities and willingness to buy the resulting products.
 - c) The effects of using new technology on the firms' operations.
 - d) The possible objection of top management to the use of new technology.
- 2) No significant difference was found between the two groups of marketing managers regarding the following issues:
- a) Competitors' level of technology.
 - b) Ability of the firm to protect its new products through patency.

Table 5. Those who are more likely to have adopted the marketing concept and those who are not likely by their levels of interfirm technological concerns

	Issues of concern	Level of concern	n	N	P value	Level of significance
Q2a-	The firms' financial capabilities and level of skills amongst their workers.	H	99	201	0.0035	* *
Q2b-	Consumers' financial abilities and willingness to buy the resulting products.	H	99	201	0.0019	* *
Q2c-	The effects of using new technology on the firm's operations.	H	99	201	0.0046	* *
Q2d-	The possible objection of top management to the use of new technology.	H	99	201	0.0101	* *
Q2e-	Competitors' level of technology.	L	99	201	0.0835	--
Q2f-	Ability of the firm to protect its new products through patency.	L	99	201	0.1023	--

n = Number of valid observations.

N= Number of cases included in the test

H = High

L = Low

* * Significant difference at the 0.01 level

-- No significant difference was found.

To examine if there was a significant difference between those who are likely to have adopted the marketing concept and those who are not, regarding their overall technological concerns, and to test the study hypothesis (H1), six statements i.e., Q2a, Q2b, Q2c, Q2d, Q2e and Q2f were combined together and a T-test was used. Reliability analysis for these six statements was carried out and the results gave encouraging Chronbach Alpha (= 0.70 which is greater than 0.65 suggested by Nunnally). The sampling distribution is approximately normal and when many scales are combined together, the raw data is converted from non-parametric to parametric. Therefore, the use of a T-test is appropriate in this situation. Table 6 reveals all the statistical results.

Table 6. Those who are more likely to have adopted the marketing concept and those who are not by their overall technological concern

Issue of concern	Level	n	N	T-value	dF	Chronbach alpha	Level of significance
Overall technological concern	H	99	201	3.06	199	0.70	**
n= number of valid observations		H= High					
N= Number of cases included in the test		** Significant difference at the 0.01 level					

It is obvious from Table 6 that the overall technological concern is higher for marketing managers who are more likely to have adopted the marketing concept than those who are not, at the 0.01 level. Thus, the study hypothesis (H1) which stated, "adopting the marketing concept requires new technology which may cause a concern to Jordanian manufacturers regarding their firms' operations" was accepted at the 0.01 level.

As mentioned earlier, consumers' needs and wants vary tremendously and change constantly. The marketing concept calls for achieving organizations' objectives through fulfilling these needs and wants. This, of course, requires changing or modifying existing technology which emphasizes the intermarriage between technology and the marketing concept.

By taking another look at Table 5, it can be said that adopting the marketing concept by Jordanian manufacturers is battered by many factors. This should not undermine the importance of the marketing concept as an effective business philosophy. However, one should not underestimate the factors that could hinder the adoption of this concept, such as the financial ability and willingness of the firm to use new technology.

Conclusion

It has been shown through previous research that marketing helps in developing the goals and direction of the organization more than any other functional area. Satisfying the target customer is the heart of the marketing concept. The management operating under the marketing concept realizes that consumers are the focal point of their firm and all resources and activities are directed at achieving corporate objectives through generating customers' satisfaction.

Researchers and writers have reported many precipitating factors that have led firms to adopt the marketing concept. First, the increase in competition have led organizations to place more emphasis on consumers and their satisfaction. Second, the increase in the level of consumer knowledge and sophistication. For example, consumers know more about product alternatives and prices than ever before. Therefore, consumers would buy those products which are more likely to satisfy their needs. This means that consumers are becoming more discriminating in their purchase decisions.

The enormous increase in production capabilities has also forced business organizations to adopt the marketing concept. This enormous increase in production capacity can only be successfully utilized through focusing on customers' satisfaction. The need for new products to satisfy customers and then to survive in the marketplace, has led to the adoption of the marketing concept.

The importance of the marketing concept cannot be underestimated. However, consumers' needs and wants are constantly changing and satisfying them may require the use of modified or new technology. New technology creates new markets and opportunities; therefore, the intermarriage between adopting the marketing concept and adopting new technologies is apparent.

The use of new technologies may place a heavy burden on the firm's financial and skilled manpower resources. In fact, many firms lose their markets because of their inability to keep up with the changing needs and wants of consumers. Of course, competition and other market conditions cannot be ignored.

The enormous burden of adopting a new technology on the firm's financial and skilled manpower resources, stands firm in the face of adopting the marketing concept in developing countries. This is true as these countries are characterized by low levels of per capita income (except for oil producing countries), government restrictions on production capacity, ownership by foreign corporations, imports and price increases. Even, in some developing countries, access to capital, technology, and foreign exchange is severely restricted by their governments.

The interfirm technological concerns regarding the adoption of the marketing concept, reported in this study, could not be separated from the overall characteristics of and conditions surrounding the developing countries. For example, objection of top management to the use of new technology, in some cases, could be related to prohibitive financial and manpower costs. Adopting new technology requires: (a) Large sum of money to acquire it, (b) retraining of existing workforce or hiring new more skilled labor, and (c) it may require the reorganization of existing operations.

As the results of this study show, Jordanian manufacturers have relatively high levels of financial concerns with respect to the use of new technology. The low level of per capita income in Jordan, which means weak purchasing power, may have contributed to top managements' objection to the adoption of new technology. Moreover, government price-intervention may be another reason, as the use of new technology may result in price increases. The lack of sufficient resources and technology are big obstacles in adopting the marketing concept.

The researcher is neither for pro-production concept nor for pro-old technology, but is

trying to highlight some of the problems that prevent some Jordanian manufacturers from adopting the marketing concept. In addition, the researcher is trying to answer those who underestimate the problems of adopting the marketing concept in developing countries. Though the long run benefits of adopting the marketing concept are rewarding, these problems should not be ignored.

Future research should focus on how these problems can be overcome, and how the marketing concept can be adapted to suit the economies of the developing countries. There is a strong need for research in this particular area.

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ANNEXURE: Questionnaire

Adoption of the marketing concept

Q1 As a marketing manager, what is the level of importance that your organization attaches to the following statements?

Statement	Level of importance	Very important	Important	Uncertain	Quite unimportant	Not important at all
a- Learning about consumers' needs and wants and how they are satisfied by the current market.		5	4	3	2	1
b- Learning about the brands and products in the market and how they are perceived by consumers with respect to strengths, weaknesses and overall quality.		5	4	3	2	1
c- Coordination of production, finance, accounting, personnel and marketing departments to meet consumers' short and long term needs and wants.		5	4	3	2	1
d- The role of the marketing intelligence and other fact-finding and reporting units in achieving the above and in making better marketing decisions.		5	4	3	2	1
e- The integration of a, b, c, and d for determining the greatest opportunities for new brands or products and how a product or its image should be modified to achieve organizations' goals through customers' satisfaction.		5	4	3	2	1
f- Other issues of importance in this regard, please specify		5	4	3	2	1

Adoption of new technology

Q2 To what extent would you say that the following factors would affect the adoption of new technology in your organization?

Statement	Extent	To a very large ext.	To a large extent	Uncertain	To some extent	Not at all
a- Concerns regarding the Firm's financial capabilities and the level of skills amongst its workers.		5	4	3	2	1
b- Concerns regarding consumers' financial abilities and willingness to buy the resulting products.		5	4	3	2	1
c- Concerns regarding the effects of using new technology on the firm's operations.		5	4	3	2	1
d- Concerns regarding the possible objection of top management to the use of new technology.		5	4	3	2	1
e- Concerns regarding competitors' level of technology.		5	4	3	2	1
f- Concerns regarding the firm's ability to protect inventions through patency that arise from the use of new technology.		5	4	3	2	1
g- Other concerns, please specify		5	4	3	2	1

الأسباب التقنية المؤثرة في تبني المفهوم التسويقي: حالة القطاع الصناعي في الأردن

حسين عبدالله العمري

أستاذ مساعد، قسم إدارة الأعمال والمحاسبة، كلية الاقتصاد والعلوم الإدارية،
الجامعة الهاشمية، الزرقاء، الأردن

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ملخص البحث. من المعروف عالمياً أن الشركات الناجحة ذات الإدارات الجيدة تتبنى مفهوم التسويق بدلاً من مفهوم الإنتاج وبالتالي، فهي تعمل على تحقيق أرباحها من خلال إشباع حاجات المستهلكين ورغباتهم.

إن معظم شركات الأعمال في الدول النامية تتبنى مفهوم الإنتاج بدلاً من مفهوم التسويق، وقد حاول الباحثون والكتاب دراسة أسباب إهمال مفهوم التسويق في هذه الدول، وتوصلوا إلى مجموعة من الأسباب مثل: عدم ملموسية التسويق، شح الموارد الطبيعية، قلة المؤسسات المتخصصة في التسويق... إلخ، ولكن هؤلاء الباحثين لم يتعرضوا للأسباب التي تأتي من مؤسسات الأعمال نفسها، والتي يمكن أن يكون لها تأثير مباشر على إهمال مفهوم التسويق.

لقد هدفت هذه الدراسة إلى التعرف على الأسباب الخاصة بمنشآت الأعمال والتي تؤثر على تبني مفهوم التسويق في البلدان النامية. وتمكن الباحث - باستخدام الأسلوب الكمي - من الوصول إلى عدد من النتائج التي يمكن أن تكون ذات نفع كبير للباحثين والكتاب. لكن هذه الدراسة لم تعط حلولاً للتغلب على هذه الأسباب ولم تقترح طرقاً لتبني مفهوم التسويق في هذه الدول، وتركت أمر هذه المواضيع للأبحاث المستقبلية.