An investigation into the existence of quality management principles and the application theirof amongst managers within the Oranje Toyota Group.

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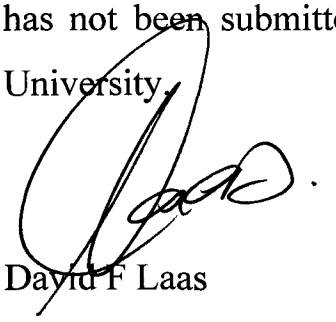
A research report submitted to the graduate School of management of the University of KwaZulu Natal, in partial fulfilment of the requirements for the degree of Master of Business Administration

DECLARATION

I declare that this research report is my own, unaided work. It is being submitted in partial fulfilment of the requirements for the degree of Masters Of Business Administration in the University of KwaZulu Natal, Westville. It has not been submitted before for any degree or examination in any other University.



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SUPERVISORS' DECLARATION:

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"An investigation into the application of qualitative marketing management as a business strategy designed to add value to business stakeholders"

I am satisfied that the student has made an attempt to follow my guidelines and in my opinion, the work is adequate enough to be examined.

Signature:
Prof Sam Lubbe

Date:

ACKNOWLEDGEMENTS

I would like to thank Professor Sam Lubbe for supervising in such a warm and generous manner.

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ABSTRACT

The motor industry in South Africa has experienced exceptional growth during the past four years mainly due to a stable economy and exchange rates, economic growth and the low interest rates. However, the quality of management has not seen the same growth as the industry itself.

This study sets out to investigate the quality of marketing management principles and its ability to influence the marketing assets that adds value to the business. A survey was carried out to support the investigation.

It is concluded that quality management principles are interdependent with most of the correlation values being greater than 0.5, marketing assets are interdependent with correlation values ranging from 0.5 to 0.9 and that quality management principles influences the quality and value of marketing assets with the amount of variation in marketing assets explained by each of the quality management principles range between 24% to 78%. A problem in one of the quality management principles will have a snowball effect on the other marketing quality management principles as well as on the marketing assets.

This study recommends the introduction of a quality management system as a management tool that will direct and facilitate the implementation of a marketing quality management improvement program.

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An investigation into the existence of quality management principles and the application theirof amongst managers within the Oranje Toyota Group.

1.1. Introduction

Traditional sources of wealth generation, such as natural resources, healthy national economies and cheap labour are no longer the foundation for economic development. Technological innovations, inexpensive and reliable transportation and communication made it possible to design and market better quality products and services. Unfortunately, superior quality products alone no longer sustain competitive advantage. Companies need to add a dimension of value to their outputs. This implies that products must be supported by a service that appeals to customers. Only service can differentiate one vendor from the next and the only "difference maker" are people (Cortada, 1993). The greatest competitive advantage any company can have is the skills and cumulative learning of its workforce. The workforce represents the one asset, which do not duplicate worldwide with the same consistency, as is the case with technology. This calls for a system, a set of processes and willing people that will enable traditional functions to be supported by one another. The development of business excellence philosophies like quality management facilitates, guide managerial activities to this effect (Chvala, 1997).

1.2 Problem Statement

The retail motor industry enjoyed unparalleled growth the past five years. This was mainly instigated by lower interest rates, increase in income due to economic growth, and stability of the exchange rates. The Oranje Toyota dealership network in central South Africa, benefits from these lucrative market conditions. A variety of new products and product ranges were launched during this period. The growth in the industry, major investments by the local distributor and the increase completion on dealership level has brought about new challenges and expectations from all stakeholders. The executive management of Oranje Toyota group identified a need for management development. Generally, the executives found the quality of the management inferior and ascribe their success to industry growth

and not resources based growth. Departmental managers are replaced from time to time and due to a lack of succession planning the majority of the staff lack the management capabilities to fill these vacancies. Therefore a management development programme was introduced. Newly graduates were entered into a management cadet program. Unfortunately this programme failed to meet corporate potential, as the expectations of these trainee managers were much more than the available opportunities. Also, mentoring managers did not support these learner managers. Additional support tools like operational manuals; training manuals; business plans; communication opportunities; and policy and procedure documentation, simply did not exist. The need arose to investigate the application of qualitative marketing management as a business strategy designed to add value to business stakeholders.

1.3 Objectives of the study

This study gives the researcher an opportunity to analyse the quality of the management currently in charge of a business unit. Ideally, the strategy and actions delivered by the management should add value to internal customers (employees), external customers (the public at large) and to investors and owners (shareholders). An assessment of the application and valuation of quality management principles could determine the quality level of management. Such an analysis could also measure whether these principles are applied in a way that not only meets the quality goals and standard, but also exceeds them to a level where value is added.

1.4 Outline of the report:

Chapter two provides the theoretical basis for this report. It examines the nature of business excellence concepts and how the various authors defined each of these concepts. It attempts to define quality management and to identify the quality management principles that guide business excellence concepts. Various frameworks and models are presented. After exploring the features and benefits of these business excellence concepts, the literature study explores the creation of value through quality management principles and in specific the role of marketing assets. The chapter concludes with defining the research questions.

Chapter three presents the research mythology. It covers the research design and outlines the research methodology used for data collection and analysis required to fulfil the

research objectives. It deals with data requirements and the development of the questionnaire.

Chapter four investigates the findings of the research according to the application of documented resources; the behaviour of management regarding quality management principles; the importance management attach to the principles of quality management; and the level of satisfaction that management holds regarding their own competence and skill in each of these management principles. In addition the chapter investigates the correlation between quality management principles, marketing assets and quality management principles and marketing assets. The chapter concludes with a discussion on the findings on the Six Sigma statistical research done on the importance and satisfaction ratings of the quality management principles.

Chapter five presents an analysis of how the research objectives was met and review the highlights of the study. This chapter recommends a two-fold management guideline as a business tool designed to improve the application of quality management principles needed to increase the value of marketing assets. The chapter discusses the basics elements of quality management systems and introduces the concept of Marketing Quality Management and the Marketing Quality Management wheel. The chapter concludes identifying the shortfalls of the research and also suggests further research opportunities.

1.5 Summary

This chapter set out to organise the structure of this report and deals with the problem statement, objectives, outlines of the report and summarises the chapters to follow. The next chapter deals with the literature study.

Chapter 2

2.1 Introduction

Every time we fly in a aeroplane or have a surgery a in the hospital theatre we realise how important quality has become in our lives. Nowadays more and more people demands quality and this means that quality must become a priority within companies. Marketing enjoys the unique opportunity to lead all quality efforts, helping companies maximise customer satisfaction at the lowest delivered cost. As companies experience vicious competition the role of marketing led quality becomes more and more important. Unfortunately a sustainable competitive advantage can not be achieved with quality products alone. The challenge is to be able to add value to the quality product through quality management and quality service. Service differentiates one vendor from another and as service is delivered by people. Therefore the only difference maker is people. Companies need to capitalize on their human resources and management. While employees work in a system, it is the job of managers to work on the system, with their help (Chvala, R. 2000). This chapter sets out to investigate the available theory on quality management and other business excellence concepts in order to define the variables that determine marketing quality.

The literature research is found on the EBSCO database website. The keywords used are: Business Excellence, Quality Management, Total Quality Management, Process Management, Value Management, Six Sigma, Knowledge Management, Enterprise Recource Planning, Continuous Improvement, Resource Based View.

To gain an understanding of existing quality management definitions, principles and frameworks, it is necessary to explore the available theory on quality management and other relevant business concepts. Accordingly, this study will do exactly that: explore the available theory on quality management and other relevant business excellence concepts. This chapter attempts to define quality by means of a comprehensive analysis of relevant literature. The differences and relationships between quality management and other business excellence concepts will also be covered. Following the explanation of quality frames and structure development, the goals and benefits of implementing managerial excellence tools will be discussed. In the light of value creation, stakeholder and customer value will be defined by means of a discussion on quality in marketing management

variables. The critical success factors for implementing business excellence models are explained, followed by a brief overview of quality management authorities and measurement systems. Following the build-up, research questions are formulated and the chapter concludes with a summary on the most important facts.

2.2 Defining Quality

Quality standards and expectations constantly change. Customers determine quality guidelines and expectation levels. Continuous improvement practices by competitors cause quality to become a moving target. Hence, managers are continuously forced to adapt and meet these improved quality standards. Management are challenged to find new and unique ways to deliver quality, save cost and improve the total offering to the client (Addey, 2004). Accordingly, a system or process that allows traditional functions to support one another efficiently is required. It is necessary for all departments to be empowered and work in unison, without the need for managerial co-ordination (Mohr-Jackson, 1998). All departments must service the supply chain as one seamless process. The roles of managers and staff differ due to the fact that employee's works within a system and managers must work on the system. Management should, by means of continuous improvement and the help of their staff, improve the business processes and systems. According to Deming (1983) quality comes from improving the process and not by finding the bad ones. Therefore managers should focus on the soft skills like encouragement and coaching (Turner, 1998).

Quality management must be implemented in all departments and not only in the production factories. In order to improve the product and service experience received by the customer, operations need to become one watertight synergy with smaller processes working within the greater whole. Departments supporting each other create value. All indications indicate however, that the next era in the evolution of quality will be marketing led (Gooley, 1993).

Quality Management has many definitions. Philip Kotler (1980) defines quality as "the totality of features and characteristics of a product or service that bears on its ability to satisfy stated or implied needs". Deming (1950) viewed quality as reducing and

eliminating variation. Juran (1954) defines quality as "fitness for use" meaning that the product or service should be able to do what it was bought for. Sparks and Legault (1993) took eight dimensions of quality and applied it to a firm's value chain. The quality process consists of several elements and include more than what the customer sees. It includes those elements defined by the business as quality. Examples of quality can be a differentiated product or service offering, delivery time, or the skills and accumulative learning of its workforce. Kotler's (1980) definition that highlights the relationship between product or service creation and fulfilling customer needs, is best suited for this study.

2.3 Quality Management and other Business Excellence Concepts

Business Excllence became a weapon to wear off competition. In order to differentiate themselves, many companies initiated business excellence programmes as an attempt to gain some form of competitive advantage. Various business excellence concepts have been attempted, including Quality Management, Total Quality Management, Process Management, Value Management, Six Sigma, Knowledge Management, Enterprise Recource Planning, Continuous Improvement, and Resource Based (Thawani, 2004 and Dedhia, 2005). These will be investigated briefly:

2.3.1 Quality Management

Quality Management is a set of tools and techniques that have been developed over a period of time to tackle specific issues and problems in quality control, assurance and total quality. According to Peters (1999), it is based on the following key perspectives:

- Fitness for purpose: Understanding what people want from a product or service
- Conformance to specification: Drawing detailed specifications based on the articulated customer needs and delivering carefully to them
- Process control: Understanding and managing the variables in the service / manufacturing delivery process which can lead to deviation form specification
- Audit / Document control: Keeping detailed records of the process

2.3.2 Quality Assurance

After quality management, quality assurance followed suit. The goal of quality assurance (QA) is to use problem solving and prevention techniques to remove the root of poor quality in order to achieve specified quality levels. Quality assurance delivers reliability and operational efficiency (Peters, 1999).

2.3.3 Total Quality Management

Total quality management came about when organisations started using quality management principles and applied quality assurance to all activities in order to achieve a zero defect offering. TQM is a management philosophy. It has specific principles, practices and techniques (Mohr-Jackson, 1998) and is a people focussed management system. TQM is aimed at continuously increasing customer satisfaction at continually lower real costs. As it is a total approach and not a separate programme or area, it forms an integral part of high-level strategy. Internally it involves all functions, departments, and employees and externally, all suppliers and distributors externally (Rampey & Roberts 1992). TQM changes behaviour and attitude, as it is not only frontline employees who are being asked to bear the responsibility of delivering quality service, but backroom employees are also held accountability. As holistic concept, Kanji (1990) states that quality management requires that all the people in an organisation should be quality motivated and focus on a common quality goal. This would involve everyone's daily commitment. Kanji and Yui (1997) continues to describe TQM as the culture in an organisation that focuses on customer satisfaction and continuously improve.

2.3.4 Business Process Reengineering (BPR)

Business Process Engineering (BPR) started in the early 1960's as a tool for improving under-performing businesses (Paper & Chang, 2005). Hung (2005) defines BPR as an integrated management philosophy and set of practices that include incremental change and radical change in business process and emphasises continuous improvement, customer satisfaction, and employee involvement (Ross, 1995). BPR uses process improvement and process change to improve organisational performance (Harrington, 1991 and Davenport, 1993). Bitner (1992) points out that the service environment comprises of both outcome and process elements. Service quality evaluation involves both outcomes and process quality attributes of the service delivery (Finn & Lamb, 1991; Carman, 2000; Gronroos, 1990). Davenport (1993) as well as Zairi and Sinclair (1995), indicate that TQM is

incremental, evolutionary, and continuous by nature. Process Re-engineering is radical, revolutionary and a once-off undertaking. BPM provides a systematic and holistic thinking to align business processes, as does TQM (Hung, 2001).

2.3.5 Value Management

The focus of value management is to create an organisation as a "cohesive whole" that through process orientation will serve the customers with ever increasing quality, faster response, lower costs and greater flexibility (Ashkenas *et al.*, 1995). Individuals and groups should find more effective ways to accomplish their tasks (Slater *et,.al*, 1996). Managers should have the ability to create a strategy that develops an organisational system. This system consisting of training, jobs, relationships, and measurement and information systems should enable the effective use of process management. This, with a supportive organisational culture and a focus on continuous improvement should enhance customer success (Dummond, 2000). Companies identify certain core value drivers as core strategies in order to yield the best value creation prospects. These value drivers can be sales growth; profit margin; value growth duration; cost of capital; customer loyalty; capacity management; customer acquisition cost; customer retention cost, or brand equity levels (Rappaport, 1986). Value drivers are the link between operational activities with the strategic direction of the company. Value drivers are used to identify specific value driver performance parameters that again are linked to specific shareholder value driver (Walters, 1997). As quality control, assurance and management methods become more widely understood and adopted, delivering and performing, reliable, durable, conforming offer (quality offering in the old sense of the word) will no longer be adequate. In the future greater emphasis will be placed on the augmented and potential product as ways of adding value and hence creating competitive advantage (Hooley, 1993).

	Organisational System		Outcomes	
Organisational Mission and Strategy	Training Job design Interface relationships Performance - management Systems Information systems	Process Management	Organisational Culture Continuous improvement	Customer success

Figure 2.1. Proposed framework for Value management (Dumond, J. 2000)

2.3.6 Six Sigma

The goals of Six Sigma are to measure product and service quality, reduce variation, and improve drive and to save cost (Dedhia, 2005). It is a foundation for breakthrough improvements and in this way solves problems. It uses a complicated 5-step approach to problem solving called define, measure, analyse, improve and control (DMAIC). Quality gaps are identified: the 5 steps are used as problem solving facilitator and only then is an attempt made to implement the solution. Statistical methods are used to identify and decrease or eliminate process variation (Dedhia, 2005).

2.3.7 Knowledge Management

Tangible resources of a company can only deliver a service to the company if correctly combined and applied. This is a function of the firm's knowledge resources and capabilities. According to KPMG (2003), Knowledge management (KM) is the key accelerator for realising synergies among units; achieving higher added value for customers; accelerating innovation and boosting revenues for market development to bring a competitive advantage. Horwitch and Armacost (2002) defines KM as a systematic and organised approach that improves the organisation's ability to mobilise knowledge, enhance decision making, take actions, and deliver results in support of the underlying business strategy. Individuals create knowledge through collaborating with others in groups/teams in an organisational context (Trott & Hoecht, 2004). A critical management issues in today's competitive and complex business environment is helping individuals to achieve their full potential and provide new knowledge (Hsu & Shen, 2005). According to Adamson (2005), Knowledge Management can be the next generation of Total Quality Management. Knowledge Management and Total Quality Management differentiate form each other in that Total Quality Management focus on continuous improvement and Knowledge Management focus on innovation and creativity.

TQM is results orientated and focuses on knowing what to do, when to do it and how to do it. KM is support orientated. KM argues that employees cannot be forced to use their knowledge but the organisation can create an environment that encourages knowledge sharing with others. QM provides opportunities for people to work together in pursuit of total quality and refers to both the internal and external customer, where KM focuses on

knowledge sharing between customers, suppliers and employees in order to identify opportunities. In KM over emphasising individual performance would make employees unwilling to share knowledge with others.

2.3.8 Enterprise Resource Planning (ERP)

ERP is defined as an integrated software application that supports core business processes of a firm by handling and integrating most of its intra-firm business transactions in real time (Shoemaker, 2003). It enhances marketing decisions in the following five areas of opportunity identification: better sales support, stronger business partner links, greater ability to follow through on e-commerce strategy and greater control of service encounters. ERP systems support the supply chain process and are sometimes referred to as supply chain software.

2.3.9 Continuous Improvement (CI)

Companies need to react to external environments by monitoring the outside environment, evaluating business methods, developing new methods for dealing with change and disseminate this information or learning throughout the organisation (Kieran, 1993). Methods used are data collection, analysis, and feedback tools like benchmarking, cross-functional teams, and experimentation. Churchill and Peter (1994) claim that managers should continuously improve every business process. According to Jha *et al.* (1996), continuous improvement consists of several activities, combined in aim of constituting a process intended to secure improvement. The successful implementation of a continuous improvement programme can result in ever-increasing value to the customer. (Mohr, 1991; Tornow & Wiley, 1991). Concentrated focus on continuous improvement differentiates Total Quality Management form other management processes. Konsoff (1993) defines total quality "as the unrelenting pursuit of continuous improvement". Continuous improvement is obtained by means of accessing and utilising the concerted knowledge and experience of managers and employees at all levels. Total quality orientation can be viewed as an organisational-wide commitment to continuous improvement for delivery of customer perceived quality and ultimately customer satisfaction (Mohr-Jackson, 1998). This argument only confirms what Churchill and Peter (1994) formulated when they claimed that TQM is an organisation-wide commitment to satisfying customers by continuously improving every business process involved in delivering goods and services.

Quality improvement programs include continuous improvement but continuous improvement programs do not necessarily include all staff.

2.3.10 Resource Based View (RBV)

Ignacio, Ruiz-Carrillo and Fernandez-Ortiz formulated resource based view during 2005. They argue that the key to strategic success not only lies in the environment but in the organisation itself. Company resources like differential knowledge, abilities and skills contain specific capabilities and this must be managed and optimised in order to be strategically successful (Amit & Schoemaker 1993).

2.4. Quality Frames

2.4.1 The development of Quality frames

Quality counsellors, experts and consultants compounded a variety of perspectives, frameworks and models. These mind maps organise the components or factors viewed as the important issues relating to quality management by each of them. Discussing these mind maps could allow this study to compare and analyse the factors that influences the results of the business.

Deming (1982) created a 14-point programme that underline the importance of top management, organisational commitment, process management, continuous improvement, long-range outlook, relationship marketing, education and training, empowerment, teamwork, and prevention. Juran (1955) placed less emphasis on statistical aspects of control and more on leadership, controlling quality planning, education and training, continuous improvement and prevention. Crosby (1979) focussed on changing corporate culture rather than statistical tools. He highlights the notion of "cost of quality", that implies reducing the cost of quality trough quality improvement. Mohr-Jackson (1998) based his framework on four underlying pillars: organisation-wide commitment, continuous improvement, customer perceived quality, and customer satisfaction. Garvin (1998) uses four bases for his framework: product based quality (precise and measurable), user based quality (customer view), manufacturing based quality (conformance to requirements), and value based quality (quality vs. price). Grashof (1991) identified ten principles that are: definition of quality, customer orientation, supplier partnership, work process focus, preventative systems, error-free goals, employee involvement, management by fact, total organisational involvement, and continuous improvement. Gopal (1995) claims there are four guiding principles: delight the customer, management by fact, people

based management, and continuous improvement. Mosad Zineldin (2000) created five dimensions of quality management: Q1: the quality of object, Q2: the quality of process, Q3: the quality of infrastructure, Q4: the quality of interaction, and Q5: the quality of the atmosphere. Gronroos (1982) as well as Gummeson (1987) claims technical quality provides the customer with a technical solution and functional quality represents those additional element that have an impact on customer experience during the customer supplier interface process. The development of quality concepts lead to the development of institutional and organisational structures that authenticate and facilitate quality development and awards.

ENABLERS			RESULTS	
1. LEADERSHIP	2. STRATEGY	5. PROCESS MANAGEMENT	6. CUSTOMER SATISFACTION	10. BUSINESS PERFORMANCE
	3. EMPLOYEE MANAGEMENT		7. PARTNERSHIP RELATIONS	
	4. RESOURCES		8. RESPONSIBILITY FOR SOCIETY	
9. CONTINUOUS IMPROVEMENT				

Figure 2.2 The Basic Level Criteria. Total Quality Management & Value Management. (Majstorovic, M., 2000).

The model used for the Yugoslavian Quality awards program as designed by Dr Vidosav Majstorovic (fig.2.2) involves ten business excellence criteria. These criteria are divided into two categories namely enablers (E) and results (R). They are as follows: leadership (E), strategy (E), employee management (E), resources (E), process management (E), customer satisfaction (R), partnership relations (R), responsibility for society (R), continuous improvement and self assessment (E) and business performance (R) (Majstorovic 2003).

The significance of this model lies in the fact that enablers and results are differentiated. This make the result factors of lesser importance for the purpose of this study as they are a given and the enablers are the factors that will determine the outcome of the result factors. In this study the following principles are analysed as they represent most of the principles discussed above.

QUALITY PRINCIPLE	DEMING	JURAN	CROSBY	MOHR-JACKSON	GARVIN	GOPAL	ZINELDIN	ISO2001	MAJSTOROVIC
CUSTOMER FOCUS				X	XXX	X	X	X	X
STRATEGIC RELATIONSHIP	X							X	X
LEADERSHIP QUALITY	X	X						X	X
FACTUAL ANALYSIS						X		X	
STRATEGY QUALITY	X	X						X	X
EMPLOYEE QUALITY	X	X				X			X
ORGANISATIONAL CLIMATE	X		X	X			X	X	
PROCESS MANAGEMENT	X		X		X		X	X	X
BUSINESS RESULTS								X	X
CONTINUOUS IMPROVEMENT	X	X		X		X		X	X

FIGURE 2.3 QUALITY FRAMES

2.4.2. Definitions of the Quality Management Principles

The following definitions of quality management principles explain what differentiates each principle form another. (SABS ISO 9000, Edit 2).

Leadership Style: Analyze information, identify vision & values, share power with employees, develop people, and manage corporate citizenship.

Factual analysis: Gather info, analyze and interpret, create new criteria, communicate finding to all stakeholders

Strategic Planning: Use employee input and business data to establish new challenges and relocate resources and focus

Employee management: Promote cooperation, initiative, innovation skills team development training education feedback, compensation recognition.

Process management: Defined processes analyse operational efficiency and effectiveness apply better methods tests, actions, audits, inspections and controls.

Customer Orientation: Use research tools customer segmentation competitor analysis, understand customer value, and accommodate changing customer needs, expectations demands customer complaints.

Strategic (Stakeholder) relationships: Obtain positive referrals; obtain feedback from all business partners, in and out bound communication visibility, good public relations and relationship maintenance.

2.5. Quality implementing goals

Many organisations implemented cost reduction strategies as the only differentiation strategy. Unfortunately, these strategies cause companies to invest in better, faster and automated equipment. Prices collapsed due to aggressive cost cutting strategies, renewed efficiency and increased industry capacity (Luchs, 1990). This study aspires to identify goals set by companies in aim of implementing quality management programmes. An analysis of these goals may result in understanding difference between the goals and the benefits of achieving these goals. Product and service differentiation through quality management is viewed as an alternative to price-cutting. The goals for the implementation of quality management programmes can be divided into organisational goals and customer goals:

2.5.1 Organisational goals

2.5.1.1 Increase business income

Quality programmes achieved significant, or even tangible, improvements in quality and performance return (Prajoco & Sohail, 2004), as well as increased productivity, competitiveness and financial return (Terziovski, 1999).

2.5.1.2. Saving costs

Businesses offering poor value tend to spend considerably more on marketing than business offering good value. In spite of increased marketing expenditure, poor value-offerings cause businesses to lose shares.

2.5.1.3 Improve the output of the employees

Quality management must focus on the internal customer, for people are the quality creators. According to Proctor & Cambell (1999) quality management improves communication and mutual understanding; facilitates goal setting and result forecasts; drives reward and motivational incentives; improves quality perceptions and supports the measurement and achievement of quality, goals and benchmarks. Employees are the company's most valuable asset and also the most expensive. They determine quality. A company is only as good as its people. The majority quality related problems are not within the control of the employee but as much as 80% of all quality related problems are caused by the way people are managed (Kanji and Dahlgaard, 1995). Managers must ensure that their people are able to produce quality by providing the right training, properly define jobs, minimise paperwork, and create appropriate systems. Firms that manage to build quality into its employees are already halfway towards the goal of making quality products or delivering quality services (Eskildsen, 2000). The role of the employee in quality management is discussed further in section 2.14.

2.5.2 Customer goals

Quality management identifies two types of customers. The external customer refers to the person purchasing from the company. The internal customer is the employee servicing colleagues. Service quality among employees lies at the root of the organisation-wide approach to quality management. This can be explained as follows:

2.5.2.1 Customer expectations and satisfaction

The primary goal of quality management is to meet and exceed customer expectations. The primary aim is to improve business processes and to ensure that the critical activities affecting customer satisfaction are executed in the most efficient and effective manner (Hung, 2006). Quality is concerned with supplying superior benefits in the opinion of the customer. Thus the pursuit of quality is the pursuit of greater customer benefit (Hooley, 1993). The primary goal of implementing a quality management strategy or programme is to deliver customer success. According to Longbottom (1997) quality management is an organisation-wide commitment to continuous improvement of customer perceived quality and customer success. Companies measure customer satisfaction with surveys and questionnaires and through these measurements determine some level of customer satisfaction. There is a difference between doing things right and doing the right thing. Even if sales people do everything right; they might not be doing what the customer wanted (doing the right thing). If a company can deliver what the customer wants, the company will experience customer success.

Mohr-Jackson (1998) identifies customer satisfaction as a central element of quality management. Initially customer satisfaction consisted of obtaining information from customers about their satisfaction levels. Customer satisfaction has now grown to become a broader concept that includes value chain activities (Porter, 1995) and internal customer satisfaction (Mohr-Jackson, 1998). TQM focuses on external customer satisfaction and internally on operational excellence. The definition of a customer includes the internal customer or employee. Employee satisfaction and customer satisfaction are closely linked and creates a shared fate relationship between companies and employees (US Department of Commerce, 1995). External marketing quality focuses on uncovering customer needs and ensuring that the right product at the right price is at the right place. Internal marketing secures that the augmented product specifications are delivered. This is achieved through the configuration of resources and expertise of the organisation in terms of designing products, processes and customer service centres (Morgan, 1992).

The quality of excellence features not only in achieving key business results, but also in the satisfaction of internal customers (employees) and external customers

(consumers) and the society in which the organisation performs (Nabitz *et al.*, 2001:70). Research done by Reichheld and Sasser, (1990) found that the higher the internal customer satisfaction, the better the external customer satisfaction and customer retention. Employees will love their jobs and feel a sense of pride when they are satisfied (Mitchell, 1992). Customer service measurement is very difficult because it is hard to measure perceptions. The goal of quality management is to improve customer satisfaction measurement by introducing quantifiable quality perceptions like customer service requests, feedback from sales staff, customer retention, customer surveys, and complaint registers (Behara & Fontenot 2002).

2.5.2.2. Internal customers / marketing

According to Prajago and Sohail (2004) the primary goal is to provide better service to internal and external customers. Quality management implies a need for management is to perceive the organisation as a market. This would suggest that in satisfying the needs of internal customers, an organisation should be better positioned to deliver the service quality required to satisfy external customers (Barnes, 2000).

2.5.3. Service standards

An obvious opportunity for a company to differentiate itself from its competitors is to meet and exceed the quality of service expected by customers, thus resulting in competitive advantage that is challenging to duplicate (Prajogo *et al.*, 2004). Meeting quality standards is achieved by implementing quality assurance as discussed in section 2.3.2. The goal of a total quality program is to prevent the occurrence of complaints (Morral, 1995). This implies that quality should be built into the service delivery process and not controlled at the end. A service contribution can only be considered as different by means of exceeding quality expectations, hence claiming competitive advantage. Quality service is discussed in more detail in section 2.13.

2.5.4. Quality Service

Brown and Swartz (1989) argue that customers view quality as that which they receive as the outcome, as well as how they assess the process leading to the delivery. This includes their interaction with the process. A company must determine the customer's wants, needs as well as that which really excites them. These features can then be built into the service delivery process. Fram (1995) creates a critical sequence

of activities surrounding quality. He claims that if a company delivers consistent good service, they become reliable. In this way quality is reliability. Reliability creates a branded image of the service, and customers prefer branded products. Quality assurance exists to deliver reliability. Quality service may be the critical factor that enables a vendor to differentiate its products.

Peters (1995) states in his definition of quality service that a service should be truly fit for purpose, has had a specification set out and followed accurately and should be delivered consistently. The company should know when something goes wrong, how to rectify it and then do so to avoid the recurrence of the error. Service quality evaluation involves both outcomes and process quality attributes of the service delivery (Finn & Lamb, 1991; Carman, 2000; Gronroos, 1990). Quality is a scale with zero in the middle. Meeting expectations is zero – no value is added. Companies need to find ways to add value. Parasuraman *et al.* (1995 and 1998) developed the SERVQUAL instrument through a series of group interviews. The model has 5 dimensions and these are tangibles (physical equipment, facilities or appearance of personnel); reliability (ability to perform the promised service); responsiveness (willingness to help); assurance (knowledge and courtesy of employees and their ability to convey trust and confidence professionally); and empathy (caring, individualised attention the firm provides to customers) (Hooley, 1993).

2.6 Benefits of implementing Quality Management

The implementation of business excellence programs like Quality Management yields many benefits. Dedia (2005) identified 5 types of benefits. Operational benefits include concepts like cycle time reduction; defect reduction; decreased work-in-progress; increased output and capacity; process flow; increased productivity and making existing capacity available. Cost benefits include reduced capital spending; costing benefits; cost reductions; improved inventory turns; and reduced cycle time. Financial savings sprout from savings in resources and when space saving materialises. Profitability is increased when yield increases, profits increases and better results are produced. Improved (external) customer satisfaction is another benefit obtained from business excellence programmes. Employees benefits (internal customer) are obtained when better working environment develop; employee

development is stimulated; and when motivation, morale, empowerment and commitment is experienced. .

Several business leaders and academics confirm that the benefits of implementing quality have a very practical business value. According to Welsch (1982) quality is the best way of assuring customer loyalty. Quality is a defence mechanism against foreign competition and the only way to secure continuing growth and profits (Luchs, 1990). Ginnodo and Wellins (1992) conclude that TQM does improve organisational performance in terms of operational benefits, customer satisfaction, and organisational climate. Luchs (1990) claims that there is a positive relationship between quality and profit, whether profit is defined in terms of return on investment or return on sales. Crosby (1979) found that there is no direct correlation between relative quality and direct cost. Applying TQM principles lead to improved product quality and also impact on other quality dimensions (Flynn *et al.,* 1995). A Quality Management strategy develops through psychological links like committed employees who can be given responsibility to carry out their task in accordance to the company purposes (Bou & Beltran, 2005). Morrall (1995) uses the Harvard University analogy on the service profit chain, and explains how total how quality works: "Internal service quality leads to employee satisfaction, which leads to employee retention. Employee retention leads to external quality service, which leads to customer satisfaction, which in turn leads to customer retention and greater profitability".

2.7. Creating stakeholder value through Qualitative Marketing Management

2.7.1 Stakeholders

2.7.1.1. Customer value

The future of quality will involve a focus on enhancing customer value. Customers make purchase decisions based on what the product or service can do for them. This could be a solution to a problem, a sensory experience or a feeling of well-being. The benefit the customer gets now becomes the bases of the quality evaluation. The customer wants superior benefits form the product or service and upon receiving these benefits, they value this as a quality product or service (Hooley, 1993). The pursuit of

quality becomes the pursuit of greater customer benefits, thus creating value. Value is not price. The company determines price at a level that will attract customers. The customer determines worth that includes their perceptions of the benefits, functions, or attributes of the product or service. It is only when worth exceeds price that the customer is likely to buy (Dummond, 2000). Companies should continuously research customer needs as they are continuously changing and react to these changes by offering increased value (Barnes *et al.,* 2004). There is, however, no guarantee that an increase or decrease in customer satisfaction can be linked to increases in sales or repeat business (Dummond, 2000). Customer satisfaction builds loyalty and retains customers. It is therefore important to be able to determine how customer satisfaction is achieved in to make it more manageble. Customers will be satisfied with the product or service, if it added value to them. (Dummond, 2000). Derived from various definitions (Zeithaml, 1998; Anderson *et al.*, 1993; Monroe, 1990; Gale, 1994; Woodruff, 1997), customer value is created between the product and the user and this aspect separates customer value from personal values. Value is perceived by the customer and not by the seller. Lastly, value is managed through what has been referred to as the supply chain (Houlihan, 1987), value chain (Porter, 1995) or customer chain (Schonberger, 1990).

In a process-orientated organisation, activities are integrated while the employees are focussing on creating or adding extra value to the customers. Management must focus on serving customers with ever increasing quality, faster response, lower cost and greater flexibility (Dummond, 2000).

2.7.1.2. Shareholder value

The future of a quality firm will involve focussing on enhancing shareholder value. Shareholder value is created when a firm's return on capital exceeds the cost of capital (Slater *et al.*, 1996). Marketing is the management process that seeks to maximise returns to shareholders. This is done by developing relationships with valued customers and creating a competitive advantage (Doyle, 2000). According to Srivastava *et al.* (1998) marketing expenditure adds value when it creates assets that generate future cash flows with a positive net present value. Two thirds of a company's market-to-book value lies in intangible assets. Tangible assets such as

cash, stock, debtors, and plant and equipment account for only a small portion of the company's value (Anthony & Paarman 1999).

Business excellence concepts like quality management leads to lower cost, higher customer service, better products and services and higher margins. Assuring and adding value becomes an impossible proposition if it is based on quality (Peters, 1999). A key objective of value-based management should be to find more effective ways to accomplish tasks. Sustainable value creation is the only test to determine whether a competitive advantage strategy is successfully executed (Rappaport, 1986). The value creation process in turn depends on the translation of competitive dynamics into forecasts of value drivers. By using value drivers we are able to specify value driver performance parameters that, when linked to the shareholder value drivers will provide planning and control values. Value drivers serve to link the operational activities with the strategic direction of the organisation and are concerned with the efficiency measures (Walters & David, 1997). According to this text, the employees are crucial to the success of the value delivery.

2.7.2 Determinates of Value

Marketing assets are used to create and increase company value. Marketing assets are increased and optimised through the management of marketing expenditure and effective marketing activity management. These marketing assets are marketing knowledge, brands, customer loyalty and strategic relationships (Doyle, 2000).

Marketing Assets
Marketing Knowledge
Brand Equity
Customer Relations
Customer Loyalty

Table 2.1: Marketing Assets

Marketing assets are the principle drivers of all four determinants of value. These are the level of future cash flow, the timing of the cash flow, the risk attached and the continuing value of the business (Doyle, 1993).

Determinates of Business Value
Cash flow level
Cash flow Timing
Risk
Business Value

Table 2.2 Business Value

Marketing assets like new product development expertise, brands, customer loyalty and strategic partnerships are difficult to copy. It is this lasting competitive advantage that should enhance continuing value and have a market effect on the shareholder value.

2.7.2.1. Marketing Knowledge

Marketing knowledge refers to the core competency of skill, systems and information used to identify opportunities and develop strategies. The purpose of a business is to create customers. The basic function of marketing is to attract and retain customers at a profit (Drucker, 1963). Customer loyalty calls for perfect supplier performance and marketers must therefore realise that the organisation needs to deliver on its promise. To reach such common goals it is imperative that a company understand customer needs, considers customers as partners and ensures that the employees satisfy customer needs. This suggests supplying customers with the highest possible quality in respect of their individual requirements (Hunt & Morgan, 1995). Initial quality management theories only concentrated on the product. This can be seen in Deming's 14 principles of quality, which lack customer orientation. Oakland (2000) and Hooley (2003) are of the opinion that quality starts with marketing. Kotler (1998) confirms this when stating that quality should be marketing led.

The tools and techniques of quality management are used to address relevant issues in quality control, assurance and total quality management. Marketing is based on the marketing concept that places the customer in the centre of business activities and directs all activities from there. Marketing deals with market research and management of the marketing mix. Marketing and TQM needs to build a partnership through which customer requirements can to be built into the product and service

offering. Customer satisfaction should be integrated in to the manufacturing, supply chain and service delivery process. This way the product or service will meet or exceed customer expectations. Marketing dysfunctions cause quality gaps.

The success of business excellence programmes is guaranteed when all employees at all levels in the organisation is responsive to the introduction thereof (Bou & Beltran, 2005). Ahmad and Schroeder (2000) as well as Mukherje *et al.* (1998) state that human resource (HR) management is a very important element of basic TQM. The quality improvement process is based on organisational learning. (Calvo-Mora*et al.*, 2005). A total quality orientated human recourse strategy aims to demonstrate the importance of each employee's contribution to quality is; stress quality related synergies available through team work; empower employees to make a difference; and strengthen individual and team commitment towards quality with a wide range of rewards and reinforcements. An effective quality orientated HR strategy should promote quality goals by improving quality objectives. The management of the workforce is the primary driver of quality and should assist with the implementation of quality tools, processes and practices. The manager must ensure that employees have the resources available to execute the quality strategy (Kanji, 1995).

Employee trust, commitment, and effective participation must increase (Kudifu & Vouzas, 1998; Mohrman *et al.,* 1995) Control should come through commitment (Purcell, 1993). People success factors include training, education, politics resolution, ownership, and empowerment (Paper & Chang, 2005). According to Kanji *et al.* (1995) quality motivation is a definite requirement of the implementation of TQM and quality control councils are important factors for quality motivation. The employee reward for the successful implementation of business excellence programmes is a satisfied, motivated and properly trained workforce who will execute their jobs better and more efficiently, resulting in favourable customer satisfaction and organisation outcomes. Koys (2001) and Rucci *et al.(*1998) prove that there is link between employee attitude, employee retention, customer satisfaction and profitability. The employees add value by delivering a quality support service to each other, while processing the product and service needed to deliver that service to the customer. Marketing quality programs should develop a cadre of personnel that wants to serve the customers with a high level of quality consciousness (Fram, 1995).

2.7.2.2. Brand and brand equity

Brand and brand equity includes strong names with powerful images. Strong brand equity enjoys premium pricing and is a cash generator (Doyle, 2000).

2.7.2.3. Customer loyalty

Customer loyalty results from a very satisfied customer base, which is cheaper to serve, less sensitive to price, attract new customers, and buy more products. (Reichheld, 1996). The purpose of business is to create and keep customers and the function of marketing is to attract and retain customers at a profit (Morris DS, 1999). Marketing secures quick access to markets and companies can enjoy the benefits of first mover advantages. These advantages include better prices, customer loyalty and access to distribution channels. This secures higher prices, higher sales and better margin. They generate return in enhanced cash flows through lowering requirements like reduction in stock levels due to better supplier or customer relationships.

2.7.2.4. Strategic relationships

Personal customer's knowledge structure the basis for quality products and services development. Timely and accurate market, consumer and product information must be integrated in order to allow the business to personalise their product offering. Juran (1972) defines quality as "fitness for use" and it is this definition that emphasises the value of customer knowledge. As customers more and more demand to be treated as individuals, these personalised offerings forms the basis of customer satisfaction and patronage behaviour (Khalil, Omar 1984). Customer partnerships are marketing assets built through listening carefully to customers and meeting their needs. Evans and Lasking (1994) define relationship marketing as a process of building long-term alliances between both buyers and sellers where both work towards a common goal. Total relationship marketing is able to help all people, functions and internal departments to interact and collaborate independently. Each of these relationships should be managed through a formal strategy or internal marketing planning (Zineldin, 2000). Marketing creates loyalty, brand equity and customer retention through relationship marketing programmes. Relationships marketing facilitate the company's efforts to build networks of individual customers; strengthen and maintain

these customers; and through interaction, personalisation and value-creation with mutual exchange and the fulfilment of promises. (Zineldin, 2000)

2.7.3 Qualitative Marketing Management Actions

2.7.3.1. Internal marketing

Gronroos (1982) and Gummerson (1993) both contest that quality consists of two elements. The technical quality provides the technical solution for the customer, whereas the functional quality represents the additional elements that can make the difference or that can be the competitive advantage. This is where the employee plays a critical role. Valued from a customer-oriented viewpoint, TQM is quality assurance of a whole range of moments of truth (Peters, 1999). These moments are created when every employee in the value chain deliver quality service to the next employee. The concept is identified as internal marketing and can be defined as the application of the principles and practises of marketing to an organisation's dealings with its employees (Palmer, 2001). Zeithhamaland Bitner (1998) *cites* internal marketing as the mechanism for the delivery of promise that is made via external marketing. Neave (1990) supports this with his statement that the quality of our work is affected by what is supplied to us.

Companies that adopt a TQM approach in doing business should be as concerned with internal customer's service as they are with external customer service (Azzolinni & Shillaber, 1993). Gronroos (1994) state that without active and continuous internal marketing efforts, the interactive marketing impact on customers will deteriorate. Service quality will suffer and customers will start to defect, resulting in negative effects on profitability. Once the internal quality dimensions of the product or service has been attended to, the external marketing quality can be addressed.

2.7.3.2. External Marketing Quality

External marketing elements refer to the organisations marketing mix variables including product, price, promotion and distribution (place) strategies. According to Boulding and Kirmani (1993), marketing mix variables influences consumer quality perceptions. (Quality management applies to each of the variables.

2.7.3.3. Product Quality

Phillips *et al.* (1983) identified a relationship between perceived product quality and increased sales and profits. In addition, Gale and Buzzell (1998) affirm that consumers make their purchase decisions in relation to perceived quality. According to Garvin (1998), perceived product quality is one of eight dimensions that shape the quality concept. In addition perceived product quality, the other dimensions are performance, features, reliability, conformance, durability, aesthetics, and serviceability. The physical characteristics of the product can be improved by adding more features, or by applying TQM. Flynn *et al* (1995) are of the opinion that the application of TQM does not only improve the conformance levels, but also impacts on other quality dimensions.

2.7.3.3. Price Quality

Price is a very important indicator of product quality. Perceived quality results from consumer's evaluation of intrinsic attributes as well as their interpretation of extrinsic attributes, i.e. price, advertising, sales communication etc. (Darby & Karni, 1973; Garvin, 1998; Nelson, 1970; Zeithhamal, 1988).

2.7.3.4. Promotional Quality / Salesmanship

Total sales quality supports the TQM initiative in the organisation and forms part of the quality management program. Sales departments can take numerous actions in order to improve the quality of their total offering and customer experience. Keenen (1994) identifies sales excellence activities as actions of assessing the customer relationships; identifying improvement opportunities; initiating improvement projects; and reporting on progress made. Customer wants and needs can be identified through customer satisfaction surveys and customer complaint process analysis. Organisational commitment to quality is confirmed to the customer through in-depth discussions of survey questionnaires. These interviews assist salesmen and the company as a whole to learn what customer expectations really are.

2.7.3.5. Promotional Quality / Advertising

Advertising quality can be managed according to the different stages of the advertising process (Arnold & Oum, 1987). At the planning stage the quality dictates the resources to be assigned to the project. During the testing stage the amount of

weight is determined by the quality of the advert. At the post advert stage, the response and success is determined in order to establish whether the adverting objectives were met. During these stages each of the following elements must be managed: strategy quality, copy quality, creative quality, and brand personality support, target group identification, production values, over all quality.

2.8 Critical Success Factors

Resistance from employees accompany the implementation of business excellence models, change management or any form of change. In order to achieve and maintain the critical success factors (CSF) of business performance in the line of increased sales; increased profitability; higher response to promotions; higher customer satisfaction and lesser customer complaints (Samel, 2005), issues need to be identified, analysed, solutions developed and properly implemented. In order to change employee behaviour and implement successful business excellence, another set of critical success factors are applicable. Many development programs have been implemented with success, but concepts like TQM, Six Sigma, etc. received criticism from analysts and practitioners as not being successful, etc. An impressive body of research supports the effectiveness of quality as a generic strategy, as well as its frequency (Luchs 1990). The literature identifies the following set of critical success factors applicable to the implementation of business excellence programs:

2.8.1 The dynamic nature of programs

Every company and business case study is unique and different from one another. A CSF for programme implementation is that each program should be tailored for the company, the issues and the team. The application of TQM can vary depending on the management and company function involved (Lau & Anderson 1998). There is no right or wrong way to generate quality. TQM programs should be analysed in the context of the different definitions of quality, each of which may be appropriate in any given circumstance (Lau & Anderson, 1998). The design and implementation of TQM vary from industry to industry. Every company and every situation is different and therefore TQM initiatives must incorporate the unique strategy of each individual company (Lau & Anderson 1998). Because the TQM process depends on the development and use of quantitative measurement systems, TQM may not be

applicable in all situations. Different approaches, for example, are adopted for the implementation of quality management in universities, such as self-assessment, external assessment, accreditation systems or models of TQM (Calvo-Muro & Roldan 2005).

2.8.2 Managers

Managers are the facilitators of change management programmes and their leadership ability is a critical success factor. According to Terziovski and Moss (1999) managers should improve their understanding of quality management practices as quality management should be perceived as a philosophy and not as a quick-fix tool or techniques for problem solving. Many companies have tried to implement TQM without success. Managers need to see the link between TQM practices and organisational performance. Lau and Anderson (1998) state that top management should apply the fundamental concepts of TQM for particular business conditions, demonstrate excellent leadership, provide resources, be actively involvement, make a long-term commitment to the programme, manage compensation and reward systems and value intangible results.

2.8.3 Employee factors

The definitions of TQM refer to an organisation-wide commitment implying that everybody is involved in the concept. Employees will be willing to participate in TQM only if they perceive the benefit TQM as positive (Prajogo & Sohal, 2004). The environment created by management determines these perceptions. People will not take risks and nor be creative in a control and demand environment as this leadership style is discouraging. The working environment should be supportive of organisational learning, support teaming and allow information sharing (Paper & Change, 2005).

2.8.4 Customer factors

Fram (1995) argues that customer requirements should be integrated into the TQM programme. Companies should develop products and services that excite customers and should therefore start with quality research. Market research is of interest and relevance to all departments and not only to the marketing department. Research

information gives functional managers a better understanding of how their activities fit in to the larger picture. According to Luchs (1990) market research establishes customer requirements.

2.8.5 Implementation factors

The critical success factors of business excellence programmes should be determined by their elements as well as by the appropriate implementation process. According to Prajogo and Sohal (2004), failure of TQM programmes should not be attributed to its principles but to its implementation. This is confirmed by Albrech (1994) who notes that too many quality initiatives start by measuring and counting tangible work products and processes without any evidence that improving them would contribute to the ultimate success of the business or the satisfaction of the customer. Lack of knowledge and how to integrate the different approaches are also to blame (Luchs, 1990).

2.9. Quality Measurement through standards and awards.

The development of quality management initiated the development of standardised quality standards to specific products, industries etc. The following discussion deals with some of these formal disciplines that govern quality management. Several quality awards and standards were developed since quality management became a business philosophy.(Husain 2001, Prajogo and Sohail 2004). To lead and operate an organisation successfully, it is necessary to direct and control it in a systematic and transparent manner. Success can result from implementing and maintaining a management system that is designed to continuously improve performance while addressing the needs of all interested parties. For business, and in specific this research, wide spread adoption of standards entail that organisations can base the development of their products and services on reference documents that have broad market relevance. As the world grows smaller through new technology, and as more non-stop flights connect major foreign cities, quality management will become a basic requirement for business success. Companies that fail to provide evidence of quality management to their customers will inevitably lose business to competitors. There have been three important changes to business. These are the growing recognition of

the strategic importance of TQM, a major demand by organisation to be ISO9000 certified and the drive to participate in quality award programmes (Terziovski and Moss, 1999)

2.9.1 ISO 9000

ISO 9000 was created by the International organisation for Standards (ISO) in Geneva Switzerland. The publication of five international quality standards helps organisations to determine what is needed in order to maintain an efficient quality conformance system. ISO 9000 uses a process approach to install a quality management system in an organisation. It focuses on managing quality defects and on assisting the management on maintaining quality standards in product and service offerings. ISO 9000 registration determines whether a company complies with their own quality systems and standards. Compliance to these standards and awards holds a vast amount of benefits for the organisation. In order to receive these benefits the actual goals of implementation should be clearly defined. (Terziovski and Moss 1999)

2.9.2 Malcom Baldrige National Quality Awards

The Malcom Baldrige Quality awards were established during the mid-1980's as a renewed emphasis on improving quality in America. Its goal was to enhance U.S. competitiveness. It promotes quality, recognises quality achievements and provides a vehicle for sharing successful quality strategies. The annually awards by the President of the US, are given to manufacturing and service businesses judged along excellence in leadership; strategic planning; customer and market focus; measurement; analysis and knowledge management; human resource focus; process management and business results. This reward became the pivot of the quality revitalisation in America. A national quality award programme extended from this and made quality a national priority in the United States. (Terziovski and Moss 1999)

2.9.3 The European Federation of Quality Management (hereafter EFQM)

The EFQM as organisation was formed with the primary goal of improving and promoting business excellence in European companies. According to Russel (2000) the EFQM model is a non-prescriptive framework. It recognises the achievement of excellence in a sustainable manner through the adoption of different approaches. The model uses enabler- and results factors as classification. The enablers are leadership,

people, policy and strategy, partner resources and processes. The four results factors are people results, customer results, society results and key performance results. According to Ruiz-Carrillo (2005) the EFQM model claims that political and strategic leadership, the right employee management, an effective use of the resources available and an adequate definition of the processes, will result in excellence as these enablers have a positive impact on the satisfaction of customers, the employees and on society.

2.9.4 The Total Performance Excellence Model (TPEM)

The model was developed by Husain (2001) as an improvement on the EFQM model in the light that models like EFQM, Malcome Baldrige etc. are restricted to quality management perspectives only (Hussain, 2001). In addition to the dimensions like leadership, policy and strategy, resource and people management, and customer, employee and community satisfaction, the TPEM model includes organisational values, and culture, change management, best practices, innovation and productivity.

2.9.5 The Quality Critical Organisational Characteristics (QCOC)

The Quality Critical Organisational Characteristics (QCOC), developed by Mann and Kehoe (1995) can be used for analysing the organisational characteristics that influence the implementation of effectiveness of quality activities. The QCOC framework consists of seven categories namely, process factors, type of employee, shared values, management style, organisational structure, number of employees, and industrial relations

2.10. Research questions

The primary aim of business excellence concepts is to improve business processes, systems and people and so ensuring the critical activities affecting customer satisfaction are executed in the most efficient and effective manner (Hammer, 1996). This research relates to the quality of management and how well the management applies the principles of quality management. The purpose of this research is: 1) to review the concepts of business excellence in specific quality management and the relationship of quality management to other business excellence concepts; 2) to develop constructs that will contribute to our understanding of quality management;

3) to examine and investigate the application of quality management principles in the organisation; and 4) to develop and propose a model or framework for implementing, improving and managing quality management.

Specifically this study addresses the following research questions:

1. To establish the existence of marketing quality activities in the business unit as well as the relationships between quality management principles and marketing assets.
2. To establish to what extent management applies the basic quality management principles in their daily operational marketing activities.
3. To determine what value the management attach to the application of quality management principles as a business strategy designed to create value for business stakeholders.
4. To determine how satisfied the managers are with their own quality management knowledge and abilities.

2.10. Conclusion

This literature study reviewed, to some extent, the available resources on quality management and other business excellence concepts and philosophies. The development of quality management into total quality and then into other business excellence concepts was identified and their relationships compared. The study then analysed the composition of business excellence models and frames, the formal structuring of quality standards and rewards and the goals and benefits of quality management. Value creation, customer service and marketing are discussed, as the different customer groups are the main drivers of quality management. Lastly, the study reflects the relevance of people, processes and systems in a quality management organisation.

The literature review identified several models, definitions and frames that managers, consultants and academics developed over time. Although the indication is that quality management theories were the first to address business excellence, several other concepts and philosophies developed over the years, each addressing certain

areas of business operational improvement. The formulation of quality standards and organisational accreditation bodies and reward programmes organised quality management as leading business excellence concept. This application of quality management principles into modern more service-orientated organisations is in a growing phase whereas the manufacturing industries already have established quality standards and manufacturing guidelines. The business value of the study lies in exploring how changing customer demands and expectations influence the managerial quality of service and marketing organisations.

The next chapter will discuss the development and application of a research tool that will analyse and measure the way management applies the principles of quality management.

Chapter 3

3.1 Introduction

This chapter outlines the methodology used for data collection and analysis required to fulfil the research objectives stated in chapter one and the research questions stated in paragraph 2.9. The structure of this chapter follows the structure of the research process "onion" as found in Saunder s et al (2003:p83 fig 4.1)

3.2 Types of research

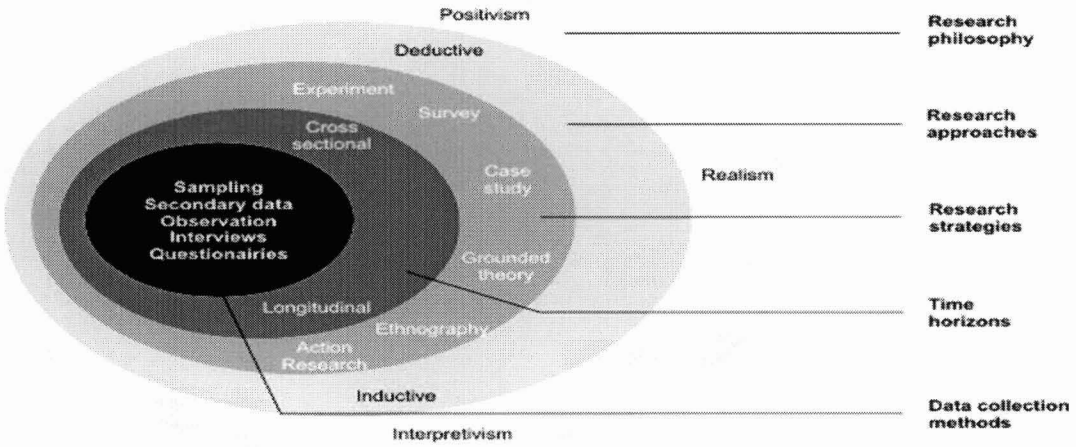

Figure 3.1 Research Process Onion

3.2 Discussion on the research onion

3.2.1. Research philosophy

Three research views are apparent regarding the research philosophy as a start to the research process: positivism, interpretivism and realism (Saunders et al., 2003). Positivism adopts the stance of a natural science and makes law-like generalisations that are not relevant to business studies such as this study (Remenyi et al., 1998:32). As business situations are complex and unique, they raise questions about the generalising of research outcomes focusing on complex social situations. The complete opposite is found in the case of interpretivism where reality is viewed as being socially constructed. Different interpretations cause different actions and interactions with others. The research philosophy of realism tends to be best suitable for this research as can be understood for the following definition: "Realism recognises the importance of understanding peoples socially constructed

interpretations and meanings within the context of seeking to understand broader social forces, structures or processes that influence and constrain the nature of people's views and behaviours" (Saunders et al., 2003).

3.2.2. Research approach

During a deductive approach the researcher develops a theory and designs a research strategy to test the theory. This seems very valid in the case of scientific research and the testing of a hypothesis. In contrast to a deductive approach, the inductive researcher will collect data and develop a theory as a result of the data analysis. Theory follows the data collected. The approach in this research is inductive as data collected from the respondents is used to construct a theory or model.

3.2.3. Research strategy

The research strategy is a general plan of how the research is conducted. The strategy deals with the way the research questions will be answered and contains clear objectives derived form the research questions. The sources of data is specified and explanations are given for choosing as specific strategy, researching a specific business unit, choosing research tactics like the data collection method and subsequent analysis. The characteristics of the problem, the initial level of knowledge, the properties of the variables and the purpose of the investigation determine the nature of the research. Possible strategies are experiments, surveys, case studies, grounded theories, action research and exploratory, descriptive and explanatory studies. For this specific study a certain amount of background information is needed and therefore the research is exploratory. Exploratory research is a particular type of descriptive research. The need for this type of research arose from a lack of basic information on the area of interest, in this case the quality of dealership management. The researcher needs to become more familiar with the situation in order to be able to define the problem and formulate a recommendation.

3.2.3.1. Surveys

Surveys are associated with the deductive approach and are a common strategy in business and management research (Saunders et al., 2003:92). The limitation factor with surveys is that it only answers the "what" and "how" questions and does not explain why a specific phenomenon exists. Answering the "why" question is done

through case study research as an alternative strategy. This research attempts to not only identify the quality of the management principles but also to determine why the quality is at a specific level. Therefore the research strategy of this research is a case study.

3.2.3.2. Case Study

Case study research involves the investigation into a specific phenomenon within its real-life context (Robson, 2002:178). The main attribute of case studies and case study research is the ability to stimulate problem identification and subsequent problem solving (Lubbe, 2003). Case studies allow the researcher to present primary data for the purpose of discussion and debate. According to Stake (1994) intrinsic case studies is undertaken to allow the researcher to get a better understanding of a specific case. Yin (1994) defines case studies as "... empirical inquiry that investigates a contemporary phenomenon within its real life context". Bell (1987) delineates case studies as "a group of research methods that have in common the decision to focus an enquiry around a specific instance". It allows the researcher to get the fuller picture on the actual interaction of variables or events in a real-life context. Case studies can establish a number of property variables, qualities and habits combined in one particular instance (Lubbe, 2003). Descriptive research projects like case studies allow the researcher the ability to portray an accurate profile of persons and situations (Robson, 2002:59) and are a means to and end and not the end in itself. Answering the "what" and "how" questions through surveys alone would not be enough and it is necessary to answer the "why" question in order to explain the relationship between the variables. This is done by subjecting the data to a statistical testing such as correlations in order to get a clearer view of the relationships between the variables. This research attempts to formulate a case study on the quality of marketing management principles as applied by the managers of the Oranje Toyota group. The data is collected through questionnaires there after the data is subjected to descriptive statistics, correlation and linear regression analysis.

3.3 Research ethics

3.3.1 Credibility

The credibility of the research findings must be as thorough as possible and researchers should consider whether or not the evidence and findings would survive detailed scrutiny. Attention to the reliability and validity of the research design enables the researcher to find the reliable and valid answer.

3.3.2. Reliability

Reliability can be improved by:

- Managing participant error: Completing questionnaires without distractions in suitable surroundings and situations could aid in controlling participant error (i.e. when the participant is relaxed and focused and not distracted for example by situations at the work place or even stressful circumstances). Suitable surroundings and situations will allow respondents to remember better and think clearly. All of the response sessions for this research took place during previously arranged formal meetings in a quite surrounding without any interruption. Managing participant bias: Securing the anonymity of the participant could minimise participant bias. Participants may be afraid that revealing information might reflect poorly on them or their supervisors, hence disguising the truth. During each of these sessions the researcher addressed the respondents after reading the covering letter of the questionnaire and explained the way anonymity is protected with this research. Anonymity is secured by not asking for names, phone numbers or any personal detail beside demographic characteristics, splitting the letter of consent form the questionnaire, keeping the responses in a safe and by not mentioning any personalised detail about any respondent or their department or the dealership in any research report coming from this research..

3.3.3. Validity

In order to get a valid result from the participants it is important to manage the threats to the validity of the research. The management history of the business unit, the participation of all managers as well as the ethical research issues facing the research must be attended to. This would include protecting the privacy of participants, voluntary participation, confidentiality of data and

anonymity of participants, understanding the effect of findings on participants and lastly the objectivity of the researcher. During the research sessions with the respondents they were all informed that this research is voluntary. The letters of consent was collected separately from the questionnaires and the respondents placed their completed questionnaires in a self sealing envelope

3.3.4. Ethical Approval

Ethical approval for this study was obtained from the Research Office, Govan Mbeki centre, Westville Campus from the University of KwaZulu Natal (HSS/06754A). The ethical clearance certificate is attached in Appendix 5. Verbal permission to conduct the study was obtained from the C.E.O of Oranje Toyota group and permission to access the managers was obtained from every dealer principle.

3.3.5. Liekert scales

Liekert scales was introduced by Liekert(1903-1982) and can be used for multi dimensional attitudes.(Welman and Kruger, 2001). Liekert scales have been used for wide variety of concepts such as customer loyalty and service quality. A Likert scale may usually comprise a four, five, six or seven point rating scale. (Saunders et al., 2003). This research uses Liekert scale to measure usage frequency, behaviour frequency, importance ratings and satisfaction ratings.

3.4. Data Types

Data can be defined as facts collected by means of scientific research in using some form of measurement scale. Facts become data when expressed in some measured format. A person's view on a specific topic can be positive, neutral or negative. When a person expresses his/her view as positive, the view becomes a fact. As it is expressed in a form of measurement, the fact becomes data. (Bless and Hidson, 1998). The way data is collected determines the classification of that data.

3.4.1. Primary data

Primary data is data collected by researchers themselves for the particular purpose of their research. This type of data is collected with the direct intention to answer the research questions and should meet the aims of the research. The primary data for this

study is collected from a questionnaire (Appendix 2) designed with the particular aim of measuring specific variables in managerial attributes, opinions and behaviour.

3.4.2. Secondary data / Reliability and validity

Secondary data constitutes data collected by other researchers with different research problems. Seeing that this data was collected for previous purposes, it could be less adequate for the distinct new research problem. This research project does not make use of any secondary data sources. All data used in this research is primary data.

3.4.3. Qualitative and Quantitative data

Data consists of facts expressed in the language of measurement. The nature of facts determines the type of measurement. When measurement is expressed in numbers the data will be quantitative in nature. Quantitative data expresses the quality of the case and is expressed in the form of a variable or scale. This research used mainly qualitative data.

3. 5 Scales of measurement

The type of scale applied is used to express measurement. A scale is the set of rules followed to quantify or classify a particular variable (Bless, 1999:100). There are three properties that determine the type of scale to be used. Firstly the existence of magnitude allows the researcher to compare the different values or variables between two cases. It indicates whether the one value is greater or lesser than the other. Secondly the existence of equal intervals between numbers as used in a scale allows the researcher to rank the different values obtained. Lastly the existence of an absolute zero allows the researcher to show that a variable is non-existent. These three properties form the basis of the four different measurement scales available.

3.5.1. Nominal scales are used to name variables, classify information into groups and do not measure anything. These can be the names of groups, businesses, gender, race, etc. Nominal scales do not have any of the properties like magnitude, intervals or absolute zero's. In this study nominal scales are used in section one to establish the attributes of the respondent and include aspects like names, titles, dealerships, etc. Section one of the questionnaires (Appendix 2) used in this research, nominal scales are used to deal with most of the demographic aspects of the respondents. The

respondents' management position, dealership and gender are answered in nominal scale type questions.

3.5.2. Ordinal scales allow comparison and rank-order between variables. One person could feel very unhappy, unhappy, indifferent, happy or very happy. As ordinary scales does not have equal intervals, it cannot be used to say that one person is twice as happy as the other. Ordinary scales are used to determine the level of education as well as in sections two and three and four of this research questionnaire in order to measure opinion and behaviours.

3.5.3. Interval scales introduce equal intervals between variables allowing the researcher to compare values as this scale uses numerical values. These values can be expressed in any form for example centimetres, currency, kilograms, etc. These scale posses the properties of magnitude, equal intervals, and include negative amounts. There is thus no absolute zero. No interval scale values were measured in this study.

3.5.4. Ratio scales like years or percentages allow the researcher to compare between variables but include the property of absolute zero. A value of 0% represents an absolute zero enabling the researcher to state that the variable is non-existent. In this study ratio scales are used for age and years of experience in the motor industry.

3.6. Data collection methods

The aim of questionnaires is to collect primary data. Attitude and opinion questionnaires enable the researcher to identify and describe the variability in different organisational phenomena (Saunders, 2003). In contrast to exploratory research that studies the relationships between variables, this study is descriptive and attempts to identify the relevant variables. The aim with the questionnaire is to determine the frequency of certain answers and to compare them among one another. The questionnaires forms the basis of the data collection process but the actual collection can be self administered or interviewer administered. In the case of this research the questionnaires were self administered as the respondents completed them on their own.

3.6.1. Population and prime sampling technique

Probability sampling is used as prime sampling technique. With probability samples, changes the case have in being selected from the population, is known. This sampling technique is used with surveys and allows the researcher the opportunity to statistically determine the characteristics of the population. If the population is less than 50, data should be collected on the entire population (Henry, 1990). The population in this study includes all the departmental managers and dealership managers in the Oranje Toyota Group in central South Africa. The population consists of all managers in the seven Oranje Toyota dealerships. The actual population when the sessions took place was 47 of which 38 respondents were available.

3.7.2. The sample frame

The sample frame is the complete list of all the possible cases available within the different clusters within the population. In this case it is the list of all managers in the Oranje Toyota dealership network in central South Africa. Each of the management positions are well represented as well as all dealerships.

3.7.3. Sample size

The data collected must represent the characteristics of the entire population and therefore it is necessary to use a large sample size from the population. A larger sample size will increase confidence and decrease the margin of error. As the population is less than 50 the sample size is the total population and includes the complete list.

3.7.4. Secondary Sampling Technique

The sampling technique used is cluster sampling. With cluster sampling the population is divided into distinct groups, which in this case, are the different dealerships within the Oranje Toyota group.

The clusters are numbered as follows:

Cluster one:	Oranje Toyota Bloemfontein
Cluster two:	Oranje Toyota Welkom
Cluster three:	Oranje Toyota Kroonstad
Cluster four:	Oranje Toyota Klerksdorp

Cluster five: Oranje Toyota Kimberley

Cluster six: Oranje Toyota Vryburg

Cluster seven: Oranje Toyota Hartswater

3.8 Questionnaire development

3.8.1 Data variables

According to Dillman (2000), questionnaires can collect 3 types of data variables. Opinion data reflects the feelings and/or values the respondents attach to a specific issue. Behaviour reflects the actual concrete actions people did in the past or are doing now. Lastly attributes explain the possessions of the respondents and can include characteristics like age, gender, education, length of service, etc.

3.8.2 Types of questions

In order to answer the research questions stated in chapter 2 section 2.10 in this study, it is necessary to make use of different types of questions in the questionnaire. Open-ended questions allow the respondent to answer the questions in any form and allows for a short discussion (Saunders *et al.*, 2003). The questionnaire which is used in this research has only one open ended question. This question forms section 5 of the questionnaire and this allowed the respondents the opportunity to express any issues in managerial management which they feel can add value to the business unit. Closed ended questions limit the respondent by only allowing a selection of a specific option from a list, category, ranking order, scale or rating, or a specific quantity or a grid (Saunders et al., 2003, cited in Bell, 1999). The remainder (sections 1, 2, 3 and 4) of the questions in the questionnaire used in this study makes use of close ended questions which were measured on a five point Liekert scale.

3.8.3. The research relevance of the questions

Section one of the questionnaires deals with demographic aspects of the respondents. This allows the researcher to categorise the data according to certain background information.

Section two of the questionnaire asks questions regarding the usage frequency of certain documented resources available in the business environment. One question on documents was asked for each of the 7 quality management principles (Customer

Orientation, Leadership, Factual Analysis, Employee Management, process management, Strategic (stakeholder) relationships.) (See Table 3.1).
Section three of the questionnaire investigates the frequency of managerial behaviours of 21 specific management activities. Each quality management principle consists of 3 questions from the 21 activities. The questions are shown Table 3.1 below. Seven quality management scores were generated from these questions. Every one of these 21 questions also relates to one of three marketing assets. Each marketing asset consists of 7 questions. The three marketing assets (Marketing Knowledge, Brand Equity, Customer relations) scores were created from these questions (Table 3.1).

The following table explains the formulation of the quality management principles and marketing assets as well as their scores. The quality management principles are investigated according to the frequency of usage of business documents, managerial behaviour, the importance of quality management principles and the satisfaction in their application skills of these quality management principles.

3.9 Data requirements

In order to establish the existence of marketing quality activities in the business unit as well as the relationships between quality management principles and marketing assets; To establish to what extent management applies the basic quality management principles in their daily operational marketing activities; To determine what value the management attach to the application of quality management principles as a business strategy designed to create value for business stakeholders; and to determine how satisfied the managers are with their own quality management knowledge and abilities the following data requirement table presents the aspects investigated, questions and question type. The questions presented in the data requirements table will help to answer the research questions.

3.10 Summary

The chapter discusses the research onion which includes the research strategy, research design, ethical considerations, data types, measurement scales, data collection methods, population and sampling, questionnaire development and the data requirements tables. The next chapter discusses the research findings.

	Marketing Asset: Marketing Knowledge	*Marketing Asets: Brand Equity*	*Marketing Asset: Customer Relationships*	
Quality Management Principle: Customer Orientation	*Q15*	*Q16*	*Q17*	*Customer orientation score*
Quality Management Principle: Strategic Stakeholder Relation	*Q18*	*Q19*	*Q20*	*Strategic Stakeholder Relationship Score*
Quality Management Principle: Leadership	*Q21*	*Q22*	*Q23*	*Leadership score*
Quality Management Principle: Factual Analysis	*Q24*	*Q25*	*Q26*	*Factual Analysis Score*
Quality Management Principle: Strategy & Business Planning	*Q27*	*Q28*	*Q28*	*Stratgy & Business Planning Score*
Quality Management Principle: Employee management	*Q29*	*Q30*	*Q31*	*Employee management Score*
Quality Management Principle: Process Management	*Q32*	*Q33*	*Q34*	*Process Management Score*
	Marketing Knowledge Score	*Brand Equity Score*	*Customer Relationships Score*	

Figure 3.2: Formulation of quality management principles and marketing assets scores.

3.9.1 Data Requirement tables:

Data requirement Table

These questions helps the researcher to determine the demographic profile of the respondents

Type of research: This data states the various attributes or possessions of the respondents

Attribute questions	**Variable required**	**Question type needed to answerer the question.**
Position	Different management positions	Nominal scale: List of positions
Age	The age of the respondent	Continuous data
Gender	The sex of respondent	Nominal scale: Category of either male or female
Qualification	The highest qualification obtained.	Interval scales: Group of possible qualification levels.
Length of service	The length of service in this specific company	Continuous Data
Dealership	The dealerships	Interval scale: The list of dealerships
Target Met	Confirm or decline	Category

Table 3.2 Data requirement Table - Demographic profile.

These questions in Table 3.3 help the researcher to establish the usage frequency of documented resources ion the business unit.

Documentation	**Managerial quality principle**	**Investigative question**	**Type of question needed to answer the investigative question**
Usage frequency of documents that serves as evidence of certain management activities			**Liekert scale :5 interval scales (Never, Once per Year, Every six months, Monthly, Weekly/Daily**
.	Leadership	Availability of mission, vision and value statements	
	Factual Analysis	Availability of competitor and market analysis	
	Strategy	Availability of strategies	
	Employee management	Availability of employee planning	
	Process management	Availability of flowcharts	
	Customer Focus	Availability of minutes	
	Stakeholder relationships	Availability of database quality reports	

Table 3.3 Data requirement Table – Documentation usage

These questions in Table 3.4 help the researcher to establish the application of managerial behaviors in the business unit.

Managerial Behavior	**Investigative question**	**Type of question needed to answer the investigative question**
To establish how often management applies the basic quality management principles in their daily operational marketing activities		Liekert scale with 5 interval scales (Never, Once per Year, Every six months, Monthly, Weekly/Daily)
	15. Determine service needs and wants are.CO/MK1	
	16. Establish customers judgements CO/BE2	
	17. Determine customer CO/R3	
	18. Determine relationship expectations SR/MK4	
	19. Determine satisfaction and loyalty SR/BE5	
	20. Maintaining supply chain relationships.SR/SR6	
	21. Stimulate innovation and creativity L/MK10	
	22. Involved with corporate citizenship,.L/BE11	
	23.Leading & dialogue with staff L/R12	
	24. Assessing performance.FA/MK13	
	25. Determining behaviour patterns. FA/BE14	
	26. Communicating with supply chain.FA/R15	
	27. Use business information .S/MK16	
	28.Develop new marketing action.S/BE17	

	29. Communicate plans to staff. them.S/R18	
	30. Develop marketing.EM/MK19	
	31. Arranging market presence.EM/BE20	
	32. Improving staff quality EM/R21	
	33.Managing processes.PM/MK25	
	34. Managing marketing processes.PM/BE26	
	35. Maintaining customer relationsPM/R27	

Table 3.4 Data requirement Table – Managerial Behaviors

The questions in Table 3.5 help the researcher to establish how the managers value the quality management principles in the business unit..

Importance of Quality Management Principles	**The managerial quality**	**Type of question needed to answer the investigative question**
To determine what value, management attach to the application of quality management principles.		**Liekert Scale: (Values 1 to 5)**
	Leadership	
	Factual Analysis	
	Strategic planning	
	Employee management	
	Systems and infrastructure	
	Customer focus	
	Strategic relationships	
	Stakeholder satisfaction	

Table 3.5 Data requirement Table - Importance of Quality Management Principles

The questions in Table 3.6 help the researcher to establish the management satisfaction level on their skills in the application of quality management principles in the business unit..

Satisfaction with quality management principles	**The managerial quality**	**Type of question needed to answer the investigative question**
To determine how satisfied management is with their application of quality management principles.		**Liekert Scale: (Values 1 to 5)**
	Leadership	
	Factual Analysis	
	Strategic planning	
	Employee management	
	Systems and infrastructure	
	Customer focus	
	Strategic relationships	
	Stakeholder satisfaction	

Table 3.6. Data requirement Table - Satisfaction with quality management principles

Chapter 4

Discussion of findings

4.1 Introduction

The previous chapter discussed the research methodology and this chapter summarizes the findings of the survey conducted through a self-administered questionnaire (Appendix 2. In an attempt to answer the following research questions at Toyota:

1. To establish the existence of marketing quality activities in the business unit as well as the relationships between quality management principles and marketing assets.
2. To establish to what extent management applies the basic quality management principles in their daily operational marketing activities.
3. To determine the importance attached by the management to the application of quality management principles as a business strategy designed to create value for business stakeholders.
4. To determine how satisfied the managers are with their own quality management knowledge and abilities.

A survey was conducted among all the departmental and general managers of Oranje Toyota group based at the 7 dealerships throughout central South Africa.

4.2 Data collection process

Usually each dealership has the following managers: General Manager (Dealer Principle / DP), Financial manager, Parts manager, Service centre Manager, Used and new car managers and a Finance and Insurance manager. The data was collected using a self-administered questionnaire (Appendix 2) by the researcher.

In each of seven data collection sessions the respondents were introduced to the researcher by the general manager thereafter the researcher explained the background and purpose of the study. The respondents were asked to sign the consent form (Appendix 3). The respondents were then asked to take an Afrikaans or English version of the questionnaire depending on the language of their choice. The cover letter (Appendix 3) attached to the questionnaire was read to them in both Afrikaans

and English. In addition to the confidentiality statements made on the cover letter, the anonymity of their responses was highlighted. The group was then allowed to complete the questionnaire. It took about 30 minutes to complete thereafter the respondents placed the questionnaire in the self sealing envelope and handed the envelope to the general manager.

The first session was held on Tuesday the 21 November 2006 at 08h00 in the office of the dealer principle at Oranje Toyota Welkom. The finance and insurance manager could not attend. One respondent preferred to complete the questionnaire in her own office and left. She came back and joined the group before they were all finished. One respondent had joined the dealership only 2 weeks earlier and initially felt that her contribution would not be of any value. In total 6 respondents completed the questionnaire in this session.

The Kroonstad session took place on the same day at 14h00. The Finance and Insurance manager did not attend. This dealership is small and at the time of this session the Dealer Principle performed all the functions of the new vehicle and used vehicle managers. In total 4 respondents completed the questionnaire in this session.

The session for the managers of Oranje Toyota Klerksdorp took place on the 23 November 2006 at 08:00 in their boardroom. All managers attended and 6 questionnaires were completed. The researcher then moved to Oranje Toyota Vryburg where 5 managers attended the session at 11h00 in the general manager's office. Lastly on that day the managers of Oranje Toyota Hartswater met in their manager's office and in total 3 questionnaires were completed. This is a small dealership with only the general manager, an after sales manager that handles both parts and service centre and the financial manager. The Finance and insurance functions are performed by Oranje Toyota Vryburg.

The Kimberley dealership has a new Used Car / Automark manager in this position but has been with the dealership as salesman for 22 years. This session took place on Tuesday the 28th of November 2006 at 09h00 in the dealership boardroom. This was the only dealership where all the managers were present.

The Bloemfontein dealership had a new dealership manager who had started 6 weeks earlier. The position of financial manger has also been vacant and the new appointee had not started on the day when the group completed the questionnaire. As this session took place on Wednesday the 29th of November, the Finance and Insurance managers could not attend the session as it was month end. Only one of the two service centre managers attend the session. This dealership also has a Lexus franchise and the new vehicle manager: Lexus did participate in the research. The session was held in the Unitrans Motors Boardroom, just after their weekly managers meeting at 16h00. In total 6 managers completed the questionnaire. All in all 38 managers filled in the questionnaire from all the dealerships. The following section presents the statistical analysis methods used to analyze the data.

4.3 Analysis Methods

The collected data is tabulated and expressed graphically. The data was analyzed using descriptive statistics and inferential statistics. Exploratory data analysis was performed using frequencies and scatter plots. The questions investigating quality management principles and marketing assets (see Table 4.1) were measured on a 5-point Likert-Scale with 1="Never" to 5='Daily. Single question results are presented as counts (n) and percentages (%) for each response. The average percentage of a response (for example response "1") per group of 3 suitable quality management principles questions was derived. For marketing assets questions, the average percentage of a response was derived from a group of 7 suitable questions and the results are presented graphically. Association between management principles and management position was measured using chi-square test.

Numerical scores were generated for the quality management principles and marketing assets using suitable questions (items) based on Table 3.2. (section 4.3.1). Correlation analysis was used to assess the relationship between quality management principles scores as well as marketing asset scores. The relationship between the marketing assets scores and the quality management principles scores was assessed using linear regression.

The importance and satisfaction of managerial behaviors was assessed using Six-Sigma. The questions were measured on a 5-point Likert-scale with "1" = lowest

importance/lowest satisfaction to "5" = highest importance/highest satisfaction. The collected data was captured in Microsoft excel and statistically analyzed using SPSS (Pallant, J. 2005) as well as Microsoft Excell.

4.3.1 Generation of Scores

The questions used for the numerical scores (see Table 4.1) were measured on a 5-point Likert Scale with 1="Never" to 5='Daily" as mentioned earlier on in 4.3. The 3 suitable questions were added giving a range of 3 to 15 for the quality management principles score and a range of 7 to 35 was obtained from 7 suitable questions summed up for the marketing asset scores. A respondent with higher scores indicates better application of management principles. Although the reliability and validity of these scores were not measured in this study they still give a good indication of the managerial behavior since the questions were used elsewhere (www.SABS.co.za/assessments). The questions used for the score, name of the score and the shortened name of the score used in graphs are shown in Table 4.1 below.

Question Number	**Name of the score**	**Shortened name of the score used for graphs**
Quality management principles scores		
15 , 16, 17	Customer Orientation Scores	CO
18 , 19 ,20	Stakeholder Relationships Scores	SR
21, 22, 23	Leadership Scores	L
24, 25, 26	Factual Analysis Scores	FA
27, 28 ,29	Strategy (Business planning) Scores	S(BP)
30, 31, 32,	Employee Management Scores	EM
33, 34, 35	Process Management Scores	PM
Marketing assets Scores		
15,18,21,24,27,30,33	Marketing Knowledge Scores	Knowledge
16,19,22,25,28,31,34	Brand Equity Scores	Brand
17,20,23,26,29,32,35	Customer Relationships Scores	Relations

Table 4.1: Quality Management Principles scores and Marketing Assets Scores

The number of the questions in Table 4.1 corresponds with the number of the question in the questionnaire (Appendix 2). For example the quality management score called Customer Orientation was generated from question number 15, 16 and 17 of the questionnaire. The name that appears on the graph in section 4.8.1 for customer Orientation score is CO. The same applies to all the scores shown in Table 4.1. Demographic information of the study participants is described in the following section.

4.4 Demographic description of the sample

This section presents demographic information of the respondents. The average age of the managers was 39.7 years with the youngest being 25 years and the oldest 59 years. The average period of experience in the motor trade was 11.6 years with the having least four years and the most having 31 years of experience. The following table shows the demographic profile of the respondents.

Variable	Categories	Count	Percentage(%)
1.Management Position	**General Manager**	7	18.4
	New Vehicles manager	6	15.8
	Automark Manager	6	15.8
	Service Centre manager	5	13.2
	Parts Department Manager	4	10.5
	Financial Managers	6	15.8
	Insurance Managers	4	10.5
	Total	**38**	**100.0**
3. Gender	**Male**	27	71.1
	Female	11	29.0
	Total	**38**	**100.0**
4. Education Level	**High/Secondary School (Below Gr10/St10)**	9	23.7
	Senior Certificate(Gr 12 St 10)	7	18.4
	Post Gr 12 / St10 Certificate	10	26.3
	3 year Diploma or Degree	7	18.4
	Post graduate qualification	5	13.2
	Total	**38**	**100.0**
6. Dealer-ship	**Bloemfontein**	6	15.8
	Welkom	6	15.8
	Kroonstad	4	10.5
	Klerksdorp	6	15.8
	Kimberley	8	21.1
	Other (Vryburg & Hartswater))	8	21.1
	Total	**38**	**100.0**
7. Targets met	**Yes**	32	84.2
	No	6	15.8
	Total	**38**	**100.0**

Table 4.2: Demographic profile of the respondents

The total number of respondents that took part in the research is 38 (Table 4.2). The total number of managers in the Toyota business unit in central South Africa at the time of the data collection was 47. Seven managers could not attend the sessions and 2 positions were vacant at the time. The remaining 38 managers did participate in the research. All managers that were introduced to the research did participate and no one

preferred not to participate. All types of managerial positions are well represented in the sample (Table 4.2} and all dealerships took part in the research. More than two thirds of the respondents are male and more than a third of the respondents had a qualification better / more than grade 12 / std.10. Almost 85% of the managers indicated that they had achieved their targets for the previous quarter. Decision making documentation is discussed in the following section.

4.5 Consulting marketing decision-making documentation

This section deals with the frequency of consulting relevant documented resources as a management tool in the business unit. The following table shows how often the relevant documented sources of information as a quality management tool is used in order to make marketing management decisions. The Table shows the count (n) and percentage (%) for each response on each question.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
8.Mission, vision and value statements	4 10.5	6 15.8	11 28.9	10 26.3	7 18.4	38 100.0
9. Competitor and market analysis or reports.	3 7.9	3 7.9	3 7.9	22 57.9	7 18.4	38 100.0
10.Marketing and sales strategies and action plans	3 7.89	1 2.6	7 18.4	2 31.6	15 39.5	38 100.0
11.Staff performance appraisals, training, development and succession planning	3 7.9	2 5.3	21 55.3	8 21.1	4 10.5	38 100.0
12.Flowcharts for main customer and inter departmental processes	14 36.8	4 10.5	5 13.2	14 36.8	1 2.6	38 100.0
13.Minutes of customer focus group meetings	11 29.0	2 5.3	2 5.3	12 31.6	11 29.0	38 100.0
14.CRM / Database marketing schedules	8 21.1	2 5.3	6 15.8	4 36.8	8 21.1	38 100.0

Table 4. 3: Decision making documents

4.5.1 Documents - Leadership (Question 8):

The documents relating to vision, mission and value statements are mostly dealt with on a six monthly to monthly basis as the majority of respondents (56%) indicated (Table 4.3). Less than half of the managers would consult these documents on a more frequent basis for direction.

4.5.2 Documents -Factual Analysis (Question 9).

Three-quarters of the respondents indicated that they deal with competitor analysis on at a monthly to weekly basis (Table 4.3).

4.5.3 Documents - Strategies (Business Planning) (Question 10)

About two thirds of the manager deals with marketing, sales strategies and action plans on a monthly to weekly basis (Table 4.3).

4.5.4 Documents – Employee Management (Question 11)

More than half of the managers indicated that they deal with staff development six monthly. Thirty percent of the respondents deal with the staff on monthly to weekly basis (Table 4.3).

4.5.5 Documents – Process Management (Question 12)

Sixty one percent of the managers indicated that they deal with process flowcharts at most on a six monthly basis (Table 4.3).

4.5.6 Documents - Customer Orientation (Question 13)

Sixty percent of the managers indicated that they handle minutes form customer focus group meetings on a monthly to weekly basis (Table 4.3).

4.5.7 Documents – Strategic (Stakeholder) Relationship (Question 14)

Just more than half of the managers indicated that they deal with database marketing documentation on at monthly to weekly basis (Table 4.3).

The following section discusses the business quality management principles according to their behavioral activities

4.6 Quality Management Principles: Behavior

This section deals with the questions used to investigate quality management principles according to the managerial behaviors. Each of the Tables presented in this section contains a group of questions that were used to generate the specified quality management principles numerical score as described in section 4.3.1. The

average percentages presented in the Tables in the section were obtained by summing up the percentages of each response (for example ones) for a group of three questions used to investigate each of the quality management principle discussed in this section and then divide by three. The Tables in this section shows the results of each question for each response as a count (n) and percentage (%).

4.6.1 Behavior - Customer Orientation

The following cluster of questions asked for behavioral information regarding the customer orientation behavior of the manager.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
15. Gather information from customer groups on what their product and service needs and wants are. CO/MK1	8 21.1	1 2.6	5 13.2	12 31.6	12 31.6	38 100.0
16.Establish customers judgments on our products and services according to credibility, relevance, uniqueness and superiorityCO/BE2	5 13.2	3 7.9	5 13.2	12 31.6	13 34.2	38 100.0
17. Determine customer feelings and preferences and what excites them about the service and product offering CO/R3	4 10.5	3 7.9	2 5.3	7 18.4	22 57.9	38 100.0
Average percentage (%) per response	14.9	6.1	10.5	27.2	41.2	

Table 4.4: Behavior - Customer Orientation.

According to Table 4.4, 63% of the respondents determine their customer physical product and service needs at least once per month and 37% at most once every six months. Two thirds of the managers will determine their customer's intellectual judgments over their product and service at least every month and one third at the most twice per year or less. Two thirds of the managers will determine their customers' social evaluation of their product and service at least once per month and one third at the most once every six months. In summary it can be noted that two thirds of the managers make an effort of determining their customers orientation towards the business whereas a third of the managers do not do market analysis more than twice per year.

4.6.2 Behavior - Strategic (Stakeholder) relationships

The following table explains findings from a cluster of questions dealing with managing strategic relationships as a management function.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
18. Determine how customers want the relationship to be managed. SR/MK4	6 15.8	2 5.3	7 18.4	11 29.0	12 31.6	38 100.0
19. Determine what satisfies, dissatisfies and builds their loyalty to the firm SR/BE5	4 10.5	3 7.9	4 10.5	14 36.8	13 34.2	38 100.0
20. Creating, building and maintaining strategic supply chain relationships. SR/SR6	8 21.1	0 0.0	9 23.7	11 29.0	10 26.3	38 100.0
Average percentage (%) per response	15.8	4.4	17.5	31.6	30.7	

Table 4.5: Behavior - Strategic (Stakeholder) Relationships

The cluster determines the manager's behavior in how he goes about creating, building and maintaining strategic relations by keeping the customer as well as other stakeholders satisfied and loyal to the firm (Table 4.5). Sixty percent of the managers will analyze their relationship arrangements with the stakeholder at least once a month and 40% will not re-evaluate the relationship in more than two occasions per year. Seventy percent of the managers will analyze satisfaction levels and loyalty determinates once per month and 30 percent maximum twice per year. Only 55% of the managers make an effort of finding, building and maintaining their relations with their core stakeholders and customers at least once per month where the other 45% will attend to this once every six months to the maximum.

4.6.3 Behavior - Leadership

The following table presents findings from a group of questions describing the managers' marketing leadership dynamics.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
21. Stimulate innovation and creativity in order to create new value components for the customers. L/MK10	4 10.5	1 2.6	12 31.6	12 31.6	9 23.7	38 100.0
22. Involved with corporate citizenship, community support and managing public concerns. L/BE11	9 23.7	4 10.5	4 10.5	16 42.1	5 13.2	38 100.0
23.Leading staff by creating opportunities for them and facilitating dialogue with them. L/R12	1 2.6	1 2.6	4 10.5	14 36.8	18 47.4	38 100.0
Average percentage (%) per response	12.3	5.3	17.5	36.8	28.1	

Table 4.6: Behavior - Marketing leadership dynamics

The stimulation of creativity in order to create new value components for customers is an activity that only 55% of the managers do at least every month (Table 4.6). The other 45% of the managers would attend to this at the most twice per year. The same applies to their activities regarding the business' responsibility in the local community. According to this table, 84% of the managers had indicated that they are involved in leading staff on a weekly or month basis. In summary two thirds of the managers are dynamically involved with the evolution of change on a monthly basis where as a third of the managers would not be involved with any of these activities more than twice per year.

4.6.4 Behavior - Factual Analysis

Table 4.7 shows the results from a group of questions highlighting the manager's involvement in analytical activities.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
24. Assessing performance against operational goals. FA/MK13	3 7.9	1 2.6	9 23.7	18 47.4	7 18.5	38 100.0
25.Determining the usage frequency, buying behavior patterns and user profiles of every market segment.FA/BE14	9 23.7	4 10.5	4 10.5	19 50.0	2 5.3	38 100.0
26. Communicating business performance with key supply chain partners. FA/R15	8 21.1	6 15.8	9 23.7	7 18.4	8 21.1	38 100.0
Average percentage (%) per response	17.5	9.6	19.3	38.6	14.9	

Table 4.7: Behavior - Factual Analysis

Analyzing performance information is an activity that two thirds of the managers will be busy with on a monthly to weekly basis (Table 4.7). Two thirds of the managers analyze operational and performance information on a monthly to weekly basis. Only 39.47% of the managers are involved with negotiations and evaluation communication with supply chain partners on a monthly to weekly basis.

4.6.5 Behavior - Strategy (Business Planning)

The table below explains the findings from a cluster of questions describing the managers' activity as strategist in his department or business.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
27. Use business information to re-align and redirect resources or to re adjust performance expectations. S/MK16	8 21.1	4 10.5	6 15.8	16 42.1	4 10.5	38 100.0
28. Develop new marketing action plans and timelines and allocate marketing resources where needed. S/BE17	5 13.2	2 5.3	12 31.6	15 39.5	4 10.5	38 100.0
29.Communicate plans to staff, ask ideas and find out in which way plans affect them. S/R18	0 0.0	0 0.0	2 5.3	15 39.5	21 55.3	38 100.0
Average percentage (%) per response	11.4	5.3	17.5	40.4	25.4	

Table 4.8: Behavior - Strategy (Business Planning)

According to the summary of this table, only 53% of the managers deal with the execution of strategy on at least a monthly basis (Table 4.8). Half of the managers indicated that they apply the business information to re-align resources and performance expectation on a monthly to weekly basis. Exactly half of the managers are involved with marketing planning and continuously allocating focus or resources to the relevant focus or challenge on a monthly to weekly basis. Almost all (95%) of the managers consult with staff on strategy issues on at least a monthly basis.

4.6.6 Behavior - Employee Management

The following cluster of questions describes the managers' handling of employees as a marketing resource.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
30. Develop marketing knowledge through formal learning, reading, studying or attending seminars, presentations or group discussions. EM/MK19	7 18.4	2 5.3	11 29.0	12 31.6	6 15.8	38 100.0
31. Arranging market presence, awareness and exposure through sales force activities. EM/BE20	7 18.4	1 2.6	3 7.9	20 52.6	7 18.4	38 100.0
32. Improving the quality of staff by giving feedback, counseling and recognition. EM/R21	1 2.6	1 2.6	**6** 15.8	**16** 42.1	14 36.8	38 100.0
Average percentage (%) per response	13.2	3.5	17.5	42.1	23.7	

Table 4.9: Behavior - Employee Management

Most (53%) of the managers do not get any form of exposure to marketing concepts, theories or marketing industry development more than once per month and are therefore relying on the own expertise (Table 4.9). Nearly one fifth of the managers do not get any form of marketing exposure. Two thirds of the managers are involved with the execution of operational marketing activities on a monthly to weekly basis. Eighty percent (80%) of the respondents indicated that they are involved with staff development and counseling on a monthly to weekly basis. In summary, managing employees are a monthly activity as two thirds of the respondents indicated this.

4.6.7 Behavior - Process management

Table 4.10 presents the results of a group of questions showing how often the managers analyze; measures and reviews process related activities.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
33. Managing and analyzing main and supportive customer's processes. PM/MK25	7 18.4	1 2.6	6 15.8	17 44.7	7 18.4	38 100.0
34. Managing the marketing process of sales, advertising, publicity and promotions according to efficiency, effectiveness, frequency and consistency. PM/BE26	7 18.4	2 5.3	6 15.8	12 31.6	11 29.0	38 100.0
35. Maintaining customer relations by managing follow up disciplines, contact intervals and loyalty building interactions. PM/R27	5 13.2	1 2.6	2 5.3	15 39.5	15 39.5	38 100.0
Average percentage (%) per response	16.7	3.5	12.3	38.6	28.9	

Table 4.10: Behavior - Process management

Operational processes are analyzed and evaluated by 63% of the managers on a monthly to weekly basis. About 62% of the managers deal with the execution of marketing related process on at least a monthly basis (Table 4.10). Seventy nine percent of the respondents indicated that customer relationship management takes place on at least a monthly basis. Marketing asset activities are described in the following section.

4.7 Marketing assets

This section deals with questions used to investigate how often managers practice marketing asset activities in the business unit. Each Table in this section presents questions that were used to generate a specified numerical marketing asset score as discussed in section 4.3.1. These average percentages shown in each of the Tables in this section were obtained by summing up the percentages of each response for a group of 7 questions used to investigate each of the marketing assets activities and then divide by seven. The results in this section are presented as counts (n) and percent (%) for each response on each question.

4.7.1 Marketing Knowledge

The findings from a group of questions in Table 4.11 show how often the managers practice marketing knowledge activities.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
15. Gather information from customer groups on what their product and service needs and wants are. CO/MK1	8 21.1	1 2.6	5 13.2	12 31.6	12 31.58	38 100.0
18. Determine how customers want the relationship to be managed. SR/MK4	6 15.8	2 5.3	7 18.4	11 29.0	12 31.6	38 100.0
21. Stimulate innovation and creativity in order to create new value components for the customers. L/MK10	4 10.5	1 2.6	12 31.6	12 31.6	9 23.7	38 100.0
24. Assessing performance against operational goals. FA/MK13	3 7.9	1 2.6	9 23.7	18 47.4	7 18.42	38 100.0
27. Use business information to re-align and redirect resources or to re adjust performance expectations. S/MK16	8 21.1	4 10.5	6 15.8	16 42.1	4 10.5	38 100.0
30. Develop marketing knowledge through formal learning, reading, studying or attending seminars, presentations or group discussions. EM/MK19	7 18.4	2 5.3	11 29.0	12 31.6	6 15.8	38 100.0
33. Managing and analyzing main and supportive customer's processes. PM/MK25	7 18.4	1 2.6	6 15.8	17 44.7	7 18.4	38 100.0
Average percentage (%) per response	16.2	4.5	21.1	36.8	21.4	

Table 4.11: Marketing Knowledge

According to the information shown in the Table 4.11, nearly two thirds of the managers have focus group sessions monthly to weekly basis. Only half of the managers are involved in formalised innovation or creative session with their staff on a monthly to weekly basis. Almost half of the managers would discuss operational goals and progress made with their staff on a monthly to weekly basis. Less than half of the managers have any exposure to marketing knowledge, stimulation or information per month.

4.7.2 Brand equity

Table 4.12 presents results from a cluster of questions on how often the managers practice brand equity activities in their business unit.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
16.Establish customers judgments on our products and services according to credibility, relevance, uniqueness and superiorityCO/BE2	5 13.2	3 7.9	5 13.2	12 31.6	13 34.2	38 100.0
19. Determine what satisfies, dissatisfies and builds their loyalty to the firm SR/BE5	4 10.5	3 7.9	4 10.5	14 36.8	13 34.2	38 100.0
22. Involved with corporate citizenship, community support and managing public concerns. L/BE11	9 23.7	4 10.5	4 10.5	16 42.1	5 13.2	38 100.0
25. Determining the usage frequency, buying behavior patterns and user profiles of every market segment. FA/BE14	9 23.7	4 10.5	4 10.5	19 50.0	2 5.3	38 100.0
28. Develop new marketing action plans and timelines and allocate marketing resources where needed. S/BE17	5 13.2	2 5.3	12 31.6	15 39.5	4 10.5	38 100.0
31. Arranging market presence, awareness and exposure through sales force activities. EM/BE20	7 18.4	1 2.6	3 7.9	20 52.6	7 18.4	38 100.0
34. Managing the marketing process of sales, advertising, publicity and promotions according to efficiency, effectiveness, frequency and consistency. PM/BE26	7 18.4	2 5.3	6 15.8	12 31.6	11 29.0	38 100.0
Average percentage (%) per response	17.3	7.1	14.3	40.6	20.7	

Table 4.12: Brand equity

The respondents indicated that two thirds of them do analyze customer judgments, satisfaction and preferences in order to determine relevance and uniqueness of the product or service offering on a monthly to weekly basis (Table 4.12). Half of the managers do not attend to any marketing planning, resources relocation or defining

project timelines more than twice per year. The most (71%) managers are involved in the management of sales activities on a monthly basis.

4.7.3 Customer Relationships

The findings in Table 4.13 indicate responses for a group of questions used to investigate how often the management deals with customer relation activities in the business unit.

Questions	(1) Never n %	(2) Once Per year n %	(3) Every Six Months n %	(4) Every month n %	(5) Weekly / Daily n %	Total N %
7. Determine customer feelings and preferences and what excites them about the service and product offeringCO/R3	4 10.5	3 7.9	2 5.3	7 18.4	22 57.9	38 100.0
20. Creating, building and maintaining strategic supply chain relationships. SR/SR6	8 21.1	0 0.0	9 23.7	11 29.0	10 26.3	38 100.0
23.Leading staff by creating opportunities for them and facilitating dialogue with them.L/R12	1 2.6	1 2.6	4 10.5	14 36.8	18 47.4	38 100.0
26. Communicating business performance with key supply chain partners. FA/R15	8 21.05	6 15.79	9 23.68	7 18.42	8 21.05	38 100.0
29. Communicate plans to staff ask ideas and find out in which way plans affect them. S/R18	0 0.0	0 0.0	2 5.3	15 39.5	21 55.3	38 100.0
32. Improving the quality of staff by giving feedback, counseling and recognition. EM/R21	1 2.6	1 2.6	6 15.8	16 42.1	14 36.8	38 100.0
35. Maintaining customer relations by managing follow up disciplines, contact intervals and loyalty building interactions. PM/R27	5 13.2	1 2.6	2 5.3	15 39.5	15 39.5	38 100.0
Average percentage (%) per response	10.1	4.5	12.8	31.9	40.6	

Table 4.13: Customer relationships

Most of the managers (76%) would determine customer feelings and preferences on a monthly basis to weekly basis, and 78% of the managers do manage customer relationships with formal discipline on at least a monthly basis (Table 4.13). The communication with staff, involvement and counseling of staff takes place on a weekly to daily basis (39.5%).

4.8 Combined responses on quality management principles and marketing assets

Previous section presented the results of single questions for each of the quality management principles and each marketing asset. This section shows the results of the

combined responses of the 3 questions used for each quality management principle and of the 7 questions used for each marketing asset.

4.8.1 Combined responses on quality management principles

The average percentages of these combined questions for each response for the 7 quality management principles as discussed in section 4.3.1 are shown in Figure 4.1 below.

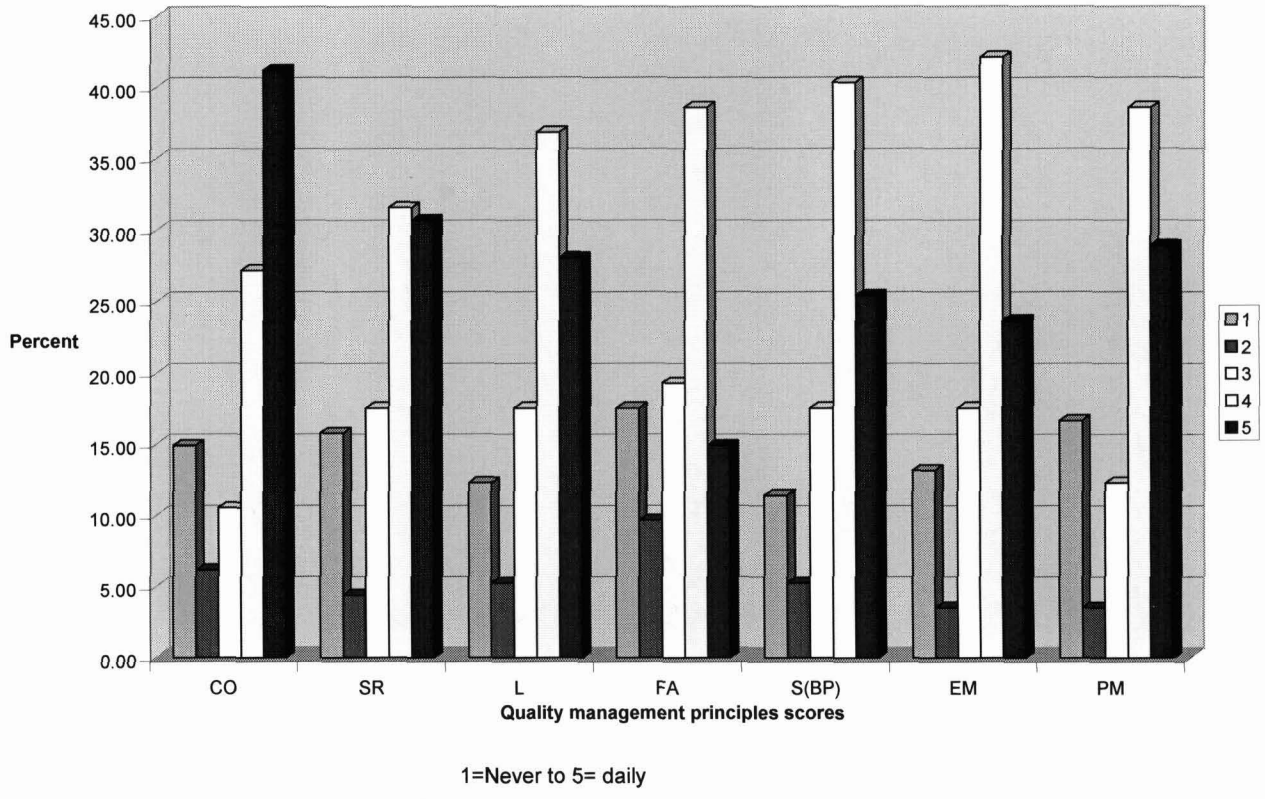

Figure 4.1: Average percent for the score of each response by quality management principles

The average percentages for the quality management principles shown in each of the Tables in section 4.6 (behaviors) are presented in Figure 4.1. The definitions of each of the abbreviations are given in Table 4.1. The average percentage for the response of 2 is low for all the 7 quality management principles. The average percentage for the response of 4 is the highest for all the quality management principles except the customer orientation score with a highest score of the response of 5. The average percent of a response of "1" was given by more than 15% of the respondents for factual analysis quality management principle. This indicates that more than 15 % of the managers do not perform factual analysis in the business unit.

4.8.2 Combined responses on marketing assets

The average percentages of the combined questions for each response for the 3 marketing assets as discussed in section 4.3.1 are shown in Figure 4.2 below.

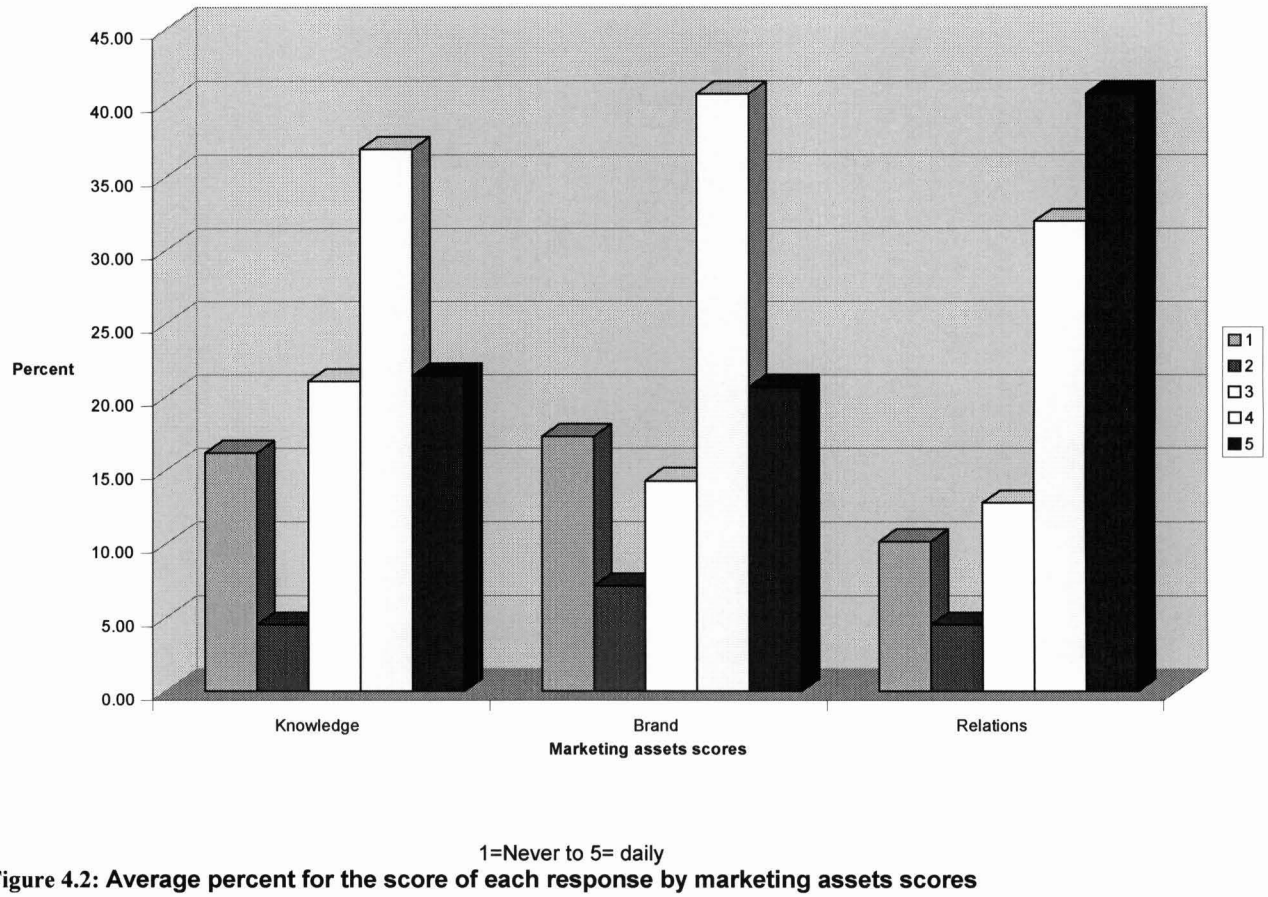

Figure 4.2: Average percent for the score of each response by marketing assets scores

Figure 4.2 shows the average percent of the responses for the seven questions used to investigate each of the marketing assets. The average percentage for the response of 2 is low for all the 3 marketing assets scores. On average 15% of the managers never practice the managerial behaviors that investigated the marketing knowledge and brand equity activities. The average percentage for the response of 4 is the highest for all the marketing assets except the customer relationships activities with a highest average percentage of a response of 5.

4.9 Measures of Association and Linear relationship

This section investigates the association between management position and management behaviours in the business unit as well as the linear relationship between quality management principles scores and marketing assets scores. The level of

significance was set as follows: If p-value is less than or equal to 0.05 there is a statistically significant relationship. If p-value was greater than 0.05 there is no statistically significant relationship.

4.9.1 Chi-square Test

Chi-square test was used to measure any associations between management position and quality management behaviors. Although a total of 21 management behaviors were measured the results for the 9 statistically significant and close to significant are shown in this section. The SPSS output of the other results is attached in Appendix 5 (Crosstabs). The results of the 9 measure of association between management position and quality management behaviors are shown in Table 4.14 below. Association between management position and behaviors was assessed with the purpose to identify unique priorities in their management behaviors.

Variable1	**Question Number of the questionnaire**	**Variable 2 Name**	**Chi-square**	**P-value**
Management position	Number 10	Strategies	41.2	0.016
Management position	Number 11	Appraisals	34.7	0.074
Management position	Number 13	Minutes	33.8	0.088
Management position	Number 14	CRM	40.7	0.018
Management position	Number 18	Relationship	37.4	0.040
Management position	Number 19	Loyalty	36.8	0.046
Management position	Number 24	Goals	48.9	0.002
Management position	Number 28	Resources	35.2	0.065
Management position	Number 34	Marketing	40.4	0.020

Table 4.14: Association between management position and management activities

Almost all the presented quality management behaviors are statistically significantly ($p<0.05$) associated with the management position except for appraisals ($p=0.074$), minutes ($p=0.088$) and resources ($p=0.065$) (Table 4.14). Although 6 of the 9 quality management behaviors are significantly associated with management position, setting goals is highly statistically significantly ($p=0.002$) associated with management position. The generated numerical scores are described in the following section.

4.9.2. Summary measures for the numerical quality management principles scores

The means, medians, minimum (min) and maximum (max) values as well as the inter quartile range (IQR) for the generated numerical scores (described in section 4.3.1) of quality management principles are shown in Table 4.15.

Quality Management Score	Mean	Std. Deviation	Median	Min	Max	IQR
Customer Orientation Scores	11.2	3.7	12.5	3	15	10-14
Stakeholder Relationships Scores	10.7	3.7	11.5	3	15	9-13
Leadership Scores	10.9	2.5	11.0	4	15	10-13
Factual Analysis Scores	9.7	2.9	10.0	3	15	8-12
Strategy (Business planning) Scores	10.9	2.2	11.0	6	15	10-12
Employee Management Scores	10.8	2.8	11.0	5	15	9-13
Process Management Scores	10.8	3.1	11.0	3	15	10-13

Table 4.15: Descriptive statistics for quality management principles scores

The quality management principles (Table 4.15) are generally highly scored with an average score of about 11 except for factual analysis whose mean and median is 10 and has an inter-quartile range of 8-12. The ranges of these scores are from 3 to 15. Fifty percent of the managers had their scores between 8 and 13 in general.

4.9.3 Summary measures for the numerical marketing assets scores

The descriptive statistics for the numerical marketing assets scores are shown in Table 4.16 below.

Marketing Assets Score	Mean	Std. Deviation	Median	Min	Max	IQR
Marketing Knowledge Scores	24.0	5.9	24.5	9	34	22-28
Brand Equity Scores	23.8	7.3	26.0	7	33	20-30
Customer Relationships Scores	27.2	5.3	29.0	13	35	26-31

Table 4.16: Descriptive statistics for marketing assets scores

Similarly, marketing assets were highly scored as quality management scores with the average score being 24 for marketing knowledge score and brand equity score and 27 for customer relationship score. The range for these scores is between 7 and 35. Fifty percent of the managers had their scores between 22 and 28 for marketing knowledge, 20-30 for brand equity and 26-31 for customer relationship scores.

4.9.4 Correlation analysis

This section presents the analysis undertaken to investigate the relationship between the management principles score and marketing asset scores described in section

4.3.1. The outcome variables (Y) were the 3 marketing assets scores (marketing knowledge, brand equity and customer relationships) and the 7 quality management principles scores (customer orientation, strategic (stakeholder) relationship, leadership, factual analysis, strategy, employee management and process management) were the explanatory variables (X). The aim was to explain the outcome variables (marketing asset scores) in terms of the quality management principles scores by using correlation analysis and linear regression analysis. Scatter plots were used to asses any linear relationship between quality management principles scores. The plots showed that the scores are linearly related (results not shown in this report). Table 4.17 below shows the correlation matrix of the management principles scores as well as the marketing assets scores.

	Customer Orientation Score	Strategy (Stakeholder) Relation Score	Leadership Score	Factual Analysis Score	Strategic Business Planning Score	Employee Management Score	Process Management Score	Marketing Knowledge Score	Brand Equity Score	Cust Rela Sc
Customer Orientation Score	1.00									
Strategy (Stakeholder Score	0.823	1.00								
Leadership Score	0.587	0.654	1.00							
Factual Analysis Score	0.676	0.703	0.543	1.00						
Strategic Business Planning Score	0.540	0.529	0.437	0.564	1.00					
Employee Management Score	0.518	0.431	0..558	0.483	0.318	1.00				
Process Management Score	0.748	0.797	0.744	0.655	0.452	0.678	1.00			
Marketing Knowledge Score	0.789	0.755	0.627	0.718	0.730	0.651	0.823	1.00		
Brand Equity Score	0.863	0.864	0.808	0.715	0.468	0.669	0.882	0.751	1.00	
Customer Relations Score	0.783	0.847	0.737	0.850	0.622	0.598	0.785	0.747	0.835	1.

Table 4.17: Correlation between quality management principles scores as well as marketing asset scores

This matrix indicates that there is a high correlation between the quality management principle scores. Marketing assets scores are highly correlated (values range from 0.5 to almost 0.9) with the quality management principle scores except for brand equity and strategic analysis whose value is 0.468 (Table 4.17). There is high correlation

among all the quality management principles scores (all values are greater than 0.5) except for employee score whose values with Strategic (Stakeholder) Relationship, Factual Analysis and Strategy (Business Planning) are less than 0.5 as well as Strategy (Business Planning) and Leadership. The high correlation between these measurements indicates that the quality management principles scores are not independent. Therefore simple linear regression analysis was considered. Next the relationship between quality management principle scores and marketing assets scores were examined. The scatter plots of quality management principles scores and marketing asset scores indicated that there is a linear relationship between the scores of quality management principles and the scores of marketing assets (Appendix 6).

4.9.5 Regression Analysis

Table 4.18 below shows the factors included in the model, coefficients, standard errors p-values (used to assess the association between the management principles scores and marketing assets scores) and the corresponding R-squared values. The model being estimated is:

$E(Y) = a + bX$, where X = Quality management score and Y = Marketing asset score

This model was estimated 7 times for each of the 7 quality management principles. The same model was repeated for each of the 3 marketing asset scores. For each of the marketing assets, models were estimated using each of the 7 quality management principles score adjusting for age, gender and years of experience and none shows some significant improvement in terms of the amount of variation in the outcome variable explained by the explanatory variables included in the model and these results are not presented in the report. The results for the 7 estimated models of estimating marketing knowledge score for each of the 7 quality management principles scores are shown in Table 4.18 below.

Y –Variable Marketing asset Score	X-variable Quality management principles score	Coefficient (b)	Std. Error	P-Value	R-Squared %
Marketing knowledge	Customer orientation	1.273	0.165	<0.001	62.2
Marketing knowledge	Strategic (Stakeholder) Relationships	1.192	0.173	<0.001	57.0
Marketing knowledge	Leadership	1.453	0.301	<0.001	39.3
Marketing knowledge	Factual analysis	1.453	0.235	<0.001	51.5
Marketing knowledge	Strategy (Business Planning)	1.955	0.305	<0.001	53.4
Marketing knowledge	Employee management	1.380	0.268	<0.001	42.4
Marketing knowledge	Process management	1.551	0.178	<0.001	67.8

Table 4.18: The relationship between marketing knowledge and quality management principles scores

The p-values in Table 4.18 indicated that all the quality management principles score are statistically significantly related with the marketing assets score (marketing knowledge) and the amount of variation in marketing knowledge score explained by all quality management scores is more than 50% except for leadership and employee scores which explains 39.3% and 42.4% respectively. Table 4.19 shows the relationship between marketing asset score (brand equity) and quality management scores.

Y –Variable Marketing asset score	X- Variable Quality management score	Coefficient	Std. Error	P-Value	R-Squared %
Brand equity	Customer orientation	1.731	0.169	<0.001	74.5
Brand equity	Strategic (Stakeholder) Relationships	1.696	0.165	<0.001	74.7
Brand equity	Leadership	2.326	0.283	<0.001	65.2
Brand equity	Factual analysis	1.800	0.293	<0.001	51.2
Brand equity	Strategy (Business Planning)	1.622	0.484	<0.001	23.8
Brand equity	Employee management	1.762	0.327	<0.001	44.7
Brand equity	Process management	2.066	0.184	<0.001	77.8

Table 4.19: The relationship between Band equity score and Quality management principles scores

All the quality management scores and brand equity score are statistically significantly associated ($p<0.001$) (Table 4.19). The amount of variation in brand equity score explained by all the quality management scores is greater than 50% except for Strategy and employee management scores whose values are 23.8% and 44.7% respectively. Each of the following scores, customer orientation, strategic (stakeholder) relationships, and process management explains nearly 75% of the

variation in brand equity score. The following table shows the relationship between the customer relationships scores and quality management scores.

Y –Variable Marketing assets scores	X- Variable Quality management scores	Coefficient (b)	Std. Error	P-Value	R-Squared %
Customer relationships	Customer orientation	1.144	0.152	<0.001	61.3
Customer relationships	Strategic (Stakeholder) Relationships	1.212	0.127	<0.001	71.7
Customer relationships	Leadership	1.547	0.236	<0.001	54.3
Customer relationships	Factual analysis	1.558	0.161	<0.001	72.2
Customer relationships	Strategy (Business Planning)	1.508	0.317	<0.001	38.7
Customer relationships	Employee management	1.147	0.257	<0.001	35.7
Customer relationships	Process management	1.344	0.176	<0.001	61.6

Table 4.20: The relationship between the customer relationships score and marketing asset scores

Like in marketing knowledge and brand equity scores, all the quality management scores are statistically significantly ($p<0.001$) related with the customer relationships score (Table 4.20). The amount variation in customer relationships explained by each of five quality management scores (Customer orientation, Strategic (Stakeholder) Relationships, Leadership, Factual Analysis and Process Management) is more than 50% with Employee Management explaining the least (35.7%). The next section presents the results on importance and satisfaction of the managers on managerial behaviors as defined in section 4.6.

4.10 Importance and satisfaction

Managerial behaviors presented in Table 4.21 are defined in section 2.4.2. Importance and satisfaction was measured on these managerial behaviors using a Liekert scale of "1" to "5".

4.10.1 Summary of importance and satisfaction results

The responses of the single questions for investigating importance and satisfaction on managerial behaviors are shown in Table 4.21 below. The results are presented as counts (n), the percentage (%) of the responses and the differences (diff) between the

highest percentage of the responses in each rating of importance and satisfaction rating for each question.

	Importance Rating					Satisfaction Rating					
Managerial behavior	**1** **n** **%**	**2** **n** **%**	**3** **n** **%**	**4** **n** **%**	**5** **n** **%**	**1*** **n** **%**	**2*** **n** **%**	**3*** **n** **%**	**4*** **n** **%**	**5*** **n** **%**	**Diff** **%**
Leadership (N=38)	2 5.3	1 2.6	3 7.9	10 26.3	22 57.9	1 2.6	2 5.3	18 47.4	15 39.5	2 5.3	10.5
Factual Analysis(N=38)	1 2.6	2 5.3	2 5.3	17 44.7	16 42.1	2 5.3	6 15.8	11 29.0	17 44.7	2 5.3	0.0
Strategy (Business Planning) (N=38)	1 2.6	3 7.9	0 0.0	19 50.0	15 39.5	0 0.0	5 13.2	15 39.5	12 31.6	6 15.8	10.5
Employee Management (N=38)	2 5.3	1 2.6	4 10.5	6 15.8	25 65.8	1 2.6	5 13.2	9 23.7	18 47.4	5 13.2	18.4
Process Management (N=38)	2 2.3	3 7.9	4 10.5	12 31.6	17 44.7	1 2.6	7 18.4	14 36.8	11 29.0	5 13.2	7.9
Customer Orientation (N=38)	2 5.3	1 2.6	4 10.5	9 23.7	22 57.9	2 5.3	6 15.8	14 36.8	12 31.6	4 10.5	21.1
Strategic Stakeholder Relationships (N=38)	2 5.3	2 5.3	4 10.5	12 31.6	18 47.4	2 5.3	7 18.4	14 36.8	12 31.6	3 7.9	10.6

Table 4. 21: Six-sigma Table

Key

1=lowest importance
2=Low to medium importance
3=Medium importance
4=Medium to high important
5= Highest importance

1*= Lowest satisfaction
2*= Low to medium satisfaction
3*= Medium satisfaction
4*= Medium to high satisfaction
5* =Highest satisfaction

Highest percentages are between the response of "4" and "5" for importance and between response of "3* " and "4* " for satisfaction (Table 4.21). This indicates that importance of managerial behaviors was rated higher by the majority of the managers compared to the rating of their satisfaction of these managerial behaviors. Therefore the difference (diff) is an indication of the gap between importance rating and satisfaction rating of the managerial behaviours by the majority of the managers who participated in the study. The difference (diff) of 0.0% indicates that the majority of the managers rated importance and satisfaction equally with regard to factual analysis. A greater (21.1%) difference was found on customer focus. This indicates that most of the managers believe that customer focus is important but they are not satisfied with the way they are handling this managerial behaviour.

4.10.2 The Six-Sigma results for importance and satisfaction

The Six-sigma (P_i) index for importance is calculated as:

$$P_i = \frac{\text{(mean response –minimum value)}}{\text{Range of the responses}}$$

Where the minimum value is the minimum, of the possible responses on a likert – scale of 1 to 5 (i.e 1). The satisfaction index is similarly defined.
Range= maximum response –minimum response (5-1). The indices are bounded between 0 and 1. The Six-Sigma plot between importance and satisfaction is show in Figure 4.3.

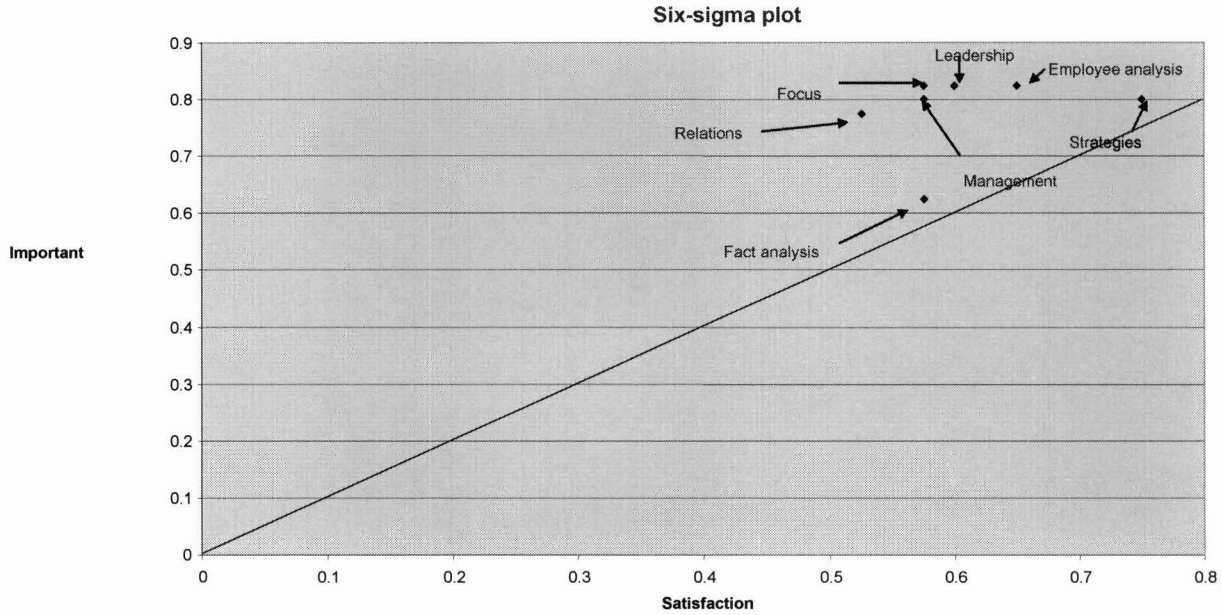

Figure 4.3: The Six-sigma index for importance and satisfaction

From the graph (Figure 4.3) all the management principles have higher indices of importance than satisfaction. Training of the managers in the management principles may help to bring up levels of satisfaction in effectiveness in that particular management principle.

4.11 Open ended question on management development needs

The respondents / managers were asked to list their managerial development needs and to give a short explanation about each of the mentioned aspects. Their responses are summarised below in line with the relevant management principles stated in section 4.6.

4.11.1. Strategic (Business Planning) Planning

Only one respondent indicated that employees are not asked for an opinion in business planning. The respondent also stated that employees do not want to bring their ideas to the table.

4.11.2. Resources

One respondent highlighted that the layout of office space is a problem as our customers personal information is confidential.

4.11.3. Factual Analysis

Two respondents indicated that they need more development in the field of financial analysis and financial statement interpretation as this would help them to run the businesses better

4.11.4. Process Management

One respondent identified the need to find a way to increase the efficiency and effectiveness of the sales team

4.11.5. Employee Management

The following training needs were cited by several respondents:

- Training program on how to run a service centre.
- In service marketing training program
- General Management training.
- Labour law
- Time management training.

4.11.6. Customer orientation

One respondent cited the need to be more customer orientated in the business.

4.12. Summary

The main findings of this study indicate that marketing quality activities do exist in the business unit and that there is a relationship between quality management principles and marketing assets. In general management applies the basic quality management principles in there daily operational activities. The management however valued the management principles as important but indicated that they do need development in their skills for each of these principles in order to improve their satisfaction in these principles. The next chapter discusses the findings, recommendations and conclusions of the study.

Chapter 5

Discussion, Recommendations and Conclusions

5.1 Introduction

This chapter attempts to answer the research questions, make certain recommendations, organise these recommendations in a model and then to formulate a two-fold management guideline. In addition this chapter identifies the research shortfalls; suggest future research possibilities and ends with a conclusion.

5.2 Discussion on Research Questions Findings

The findings of research question one is determined by the findings of research question two, three and four. Accordingly research questions two, three and four will be answered first followed by a discussion on research question one.

5.2.1. Discussion on research Question 2

Each quality management principle will be discussed in line with the dimensions in which they were analysed. This is done to determine the existence of marketing quality activities in a business unit and to establish the extent to which management applies the basic quality management principles in daily operational marketing activities. These dimensions are: a) the usage of documentation relating to that managerial activity (section 4.5), b) the application frequency of specific quality management behaviour by the manager (section 4.6), c) the importance the managers attached to specific managerial quality principles and lastly (section 4.10) d) their satisfaction levels with each specific management principle (section 4.10).

5.2.1.1. Customer orientation

A slight majority (60%) of respondents (section 4.5.6) indicated that they consult minutes of customer focus group meetings on at least a monthly basis. Their behaviour analysis (section 4.6.1) validate this in that a slight majority claim to gather information, evaluate customer judgements and determine customer feelings and preferences on a monthly basis. Even though 31 of the 38 (section 4.10.1) respondents valued customer orientation as 4 or 5 on a scale of importance, only 16 allocated a value of 4 or 5 for personal satisfaction levels regarding customer orientation. The

fact that slightly more than half of the managers deal with customer groups and market information gathering on a monthly basis, may explain the gap between the importance and their satisfaction levels. Considering these facts it may be argued that although the quality management principles is evident and considered important, it is not getting the appropriate attention and is not applied to its fullest potential. The reason for this lack could be forwarded as the low frequency of application (as derived form the survey), hence explaining managers' dissatisfaction. Accordingly, quality management principle should not only exist, but used.

According to Turner, 1998 as discussed in par 2.2, the next era in the evolution of quality will be marketing led. In support of this argument Hooly, (1993) states that the future of quality will involve enhancing customer value (see section 2.7.1.1) The customers will determine the criteria of quality and companies will need to adapt to these changing demands. The lack of customer orientation from the researched group will result in a lack of marketing orientation, insufficient market and marketing knowledge and uninformed decision-making. Peters (1999) confirms this with his definition of quality when he states that an element of quality is understanding what people want from product or services (Fitness for purpose). Quality is the persuit of greater customer benefits (Hung, 2006; par 2.5.2.1). This is created through internal marketing (Mohr-Jackson, 1998; see section par2.5.2.1) as it is internal marketing that secures that the augmented product specifications are delivered (Morgan, 1992; see section 2.5.2.1)

5.2.1.2. Leadership

Only 44% of respondents (section 4.5.1), all of which are business unit managers, indicated that they consult their vision, mission and value statements more often than once every six months. Slightly more than half of them stimulates creativity or innovation (section 4.6.3) or is involved with community support and public concerns more than twice per year. Almost all of the respondents leads and communicate with staff on a more frequent basis than monthly. While 32 of the 38 respondents gave leadership a 4 or 5 rating on importance, only 17 showed that they are satisfied with their own leadership abilities by giving it a value of 4 or 5 (section 4.10.1). This information identifies that leading staff as a management quality is present but that marketing leadership through community involvement and innovation and creativity

is not receiving the necessary attention. The lack of marketing leadership aspects and the low satisfaction level with this principle argues that marketing leadership is not on the standard it needs to be.

It is important to note that people work in a system and that management work on the system, with their help (Chvala, 2000; see section 2.1). Management needs to understand the difference in order to be able to improve the system and not to be drawn into it and only operates this system. Management needs to find new and unique ways to deliver quality, save cost and improve the total offering to them (Addey, 2004; see section 2.2). As this is done with the help of the staff, managers should be learned to focus on the soft skills like encouragement and coaching (Turner, 1998; see section 2.2). Mohr-Jackson (1998) states that Quality Management is a people focussed management system (section 2.3.3). Management should differentiate themselves form the staff by placing greater emphasis on the augmented and potential product as ways of adding value and hence creating a competitive advantage. (Hooley,1993; see section 2.3.5).

5.2.1.3. Employee Management

In this questionnaire employee management questions relates specifically to sales staff management as a marketing resource. These staff members are the production units of the business and therefore expected to perform to the best of their abilities. More than half of the managers get some form of marketing exposure through reading, listening or consulting with any source, individual or group (section 4.6.6). This absence of personal development in managers results in a lack of developmental opportunities for the sales team. Only a third (section 4.5.4) of the managers conducts formal staff performance evaluations at least once per month. This means that the employees are operating very independently and not receiving the consultative support needed. The deployment of the staff in the market gets considerable attention as most of the manager's deals with this aspect on a monthly basis (section 4.6.6). According to these facts it is evident that this quality management principle is applied to some extend by the managers. With 31 of the 38 respondents giving employee management a 4 or 5 value on the importance rating scale(section 4.10.1), the need for development in this area of management quality is still high as less than two thirds of the managers are satisfied with their own employee management skills.

Quality management is a holistic concept and requires all people should be quality motivated and should focus on the common quality goal (Kanhi, 1990; see section 2.3.3). The true value of employees is accelerated when units achieve synergy, create better value for customers, accelerate innovation and create a market and competitive advantage (KPMG, 2003; see section 2.3.6). As it is a critical management issue in today's competitive and complex business environment to help people achieve their full potential, the concept of knowledge management should be addressed and incorporated into the people and leadership development strategies of the business (Hsu & Shen, 2005) (Section 2.3.7). The introduction of Quality Management forces the management ot focus on employees as internal customers, for people are the creators of quality (Proctor & Cambell, 1999) (See section 2.5.1.3). The quality management strategy develops psychological links like committed employees who can be given responsibility to carry out their tasks (Bou & Beltran, 2005) (See section 2.6).

5.2.1.4. Strategic (Stakeholder) Relationships

Stakeholders refer to all individuals who have an interest in the performance of the business, excluding customers. Two thirds of respondents (section 4.6.2) do deal with stakeholders on a monthly basis by means of analysing relationship expectations, creating new and maintaining established relationships. This indicates that the managers apply this principle. With regard to the management of stakeholder relationships, 30 of the possible 38 respondents awarded it a 4 or 5 value of importance on the rating scale (section 4.10.1). This is the second lowest rating, indicating it to be of lesser importance to them. This principle is underdeveloped as only 15 of the 38 respondents indicated their satisfaction with this aspect by giving it a four or 5 rating, therefore development is needed.

According to Rampey and Roberts (1992) (see section 2.3.3) quality management involves all employees, departments, functions, all suppliers and distributors internally and externally. Customer satisfaction has grown to become a broader concept and includes internal customers and all value chain activities and services delivered by internal and external business units (Porter, 1995) (See section 2.5.2.1). Stakeholder relationships is managed through relationship marketing

5.2.1.5. Factual Analysis

The majority of the managers engage in competitor analysis on a monthly basis as indicated by 75% (section 4.5.2) of respondents. Two thirds (section 4.6.4) of the managers assess performance against goals on a monthly basis. Just more than half of the respondents engage in customer purchase analysis or customer profiling on a monthly basis and less than half of them would discuss performance with supply chain partners regularly. This indicates that the managers apply this quality management principle. With 33 of the 38 respondents giving factual analysis a 4 or 5 rating on importance as well satisfaction (section 4.10.1), the group does not indicate a need to develop this specific management quality. This is not necessarily right. Quality management implies the a need for the management to perceive the organisation as a market (Prajago and Sohail, 2004) (See section 2.5.2.2). In order to implement knowledge management or process re-engineering, the business must be analysed according to customer demands and the ability of the business units to deliver the service and product to customer defined specifications. The fact that management does not identify the need to develop factual analysis does not mean that there is no need but indicates their lack of understanding about business excellence models and continuous improvement.

5.2.1.6. Strategic (Business) Planning

Sales and marketing action plans and documents are dealt with by 70% of the managers on at least a monthly basis. Only half of them (section 4.5.3) use this information to redirect or realign marketing resources or to allocate marketing resources to new focus areas in their business. Almost all managers will consult with staff regarding actions as indicated by 95% of the respondents confirming to this action. Strategic Planning got the most 4 and 5 ratings in the importance evaluations and only 47% of the respondents feel that they have adequate control of this quality management principle (section 4.10.1). This gap identifies the lack of ability and confidence with regard to strategic planning, strategic sessions, participation, exposure to strategy and long-term decision-making.

The decision to apply business excellence models like Quality Management comes from a need to find ways to add value (Parasuraman et al., 1995) Quality is a scale with zero in the middle and meeting expectations is zero- no value is added. Management must make a definite decision that the benefits of implementing quality

management justify the effort of implementing and committing to the challenge. The future of a quality firm will involve focussing on enhancing shareholder value. This is created by achieving a greater return on capital than the cost of capital. Marketing is the process that seeks to maximise these returns. In order to set the strategic targets and planning it is valuable to note that marketing expenditure adds value when it creates assets that generate cash flows with a net present value (Slater et al., 1996) (See section 2.7.1.2). By implementing value drivers, value driver parameters are created and these parameters become the strategic planning goals and targets. These value drivers can be sales growth, brand equity, customer retention, capacity management, customer loyalty, profit or unit margins etc) Dummond, 2000).

5.2.1.7. Process management

Analysing flowcharts and operational processes is the one activity that gets the lowest levels of attention. Only 39% (section 4.5.5) of the managers deal with the revitalising of processes more than twice per year. The maintenance and management of the existing processes is dealt with by 63% (section 4.6.7) of the managers on a monthly to weekly basis. The marketing processes consisting of sales, advertising, promotion and publicity aspects, is only attended to on a monthly basis by 60% of the managers. One process that gets considerable attention is the process of customer flow management as indicated by 79% of the respondent. Process management got the lowest importance rating level from the group; however, only 40% of respondents indicated that they are satisfied with their process management capabilities (section 4.10.1). It is clear that there are different processes. Operational processes are maintained, but marketing related process is not dealt with often.

As discussed in par 2.1 manager's work on the system and employees work in the system. It is important to note that a system is only a set of interrelated and interactive processes meaning that every employee actually owns some part of the greater process and the greater system (Chvala, 2000). According to Ashkenas et al.(1995), processes should deliver increasing quality, faster response, lower cost, and greater flexibility. The primary aim of management is to improve business processes and to ensure that the critical activities affecting customer satisfaction are executed in the most effective manner (Hung, 2006) See section 2.5.2.1). The creation of value

through interactive processes is the method of quality assurance and consists of a whole range of moments of truth (Peters, 1999) (see section 2.7.3.1).

5.2.2. Marketing Assets

Marketing assets scores as discussed in section 4.3.1 are compiled by combining the result values of certain groups of questions relating to a specific quality principle or marketing asset. A discussion on each of the marketing assets scores follows.

5.2.2.1. Marketing Knowledge

Questions 15, 18, 21, 24, 27, 30, and 33 of the questionnaire relates to marketing knowledge as a marketing asset. The individual responses to these questions have already been discussed per managerial quality principle. Marketing assets are the result of the quality of certain management principles. Customer orientation (section 5.2.1.1), process management (section 5.2.1.7), and stakeholder relationships (section 5.2.1.4) primarily influence marketing knowledge, according to the correlation analysis discussed in section 4.9.4. Nearly two thirds of the managers gather information from customers on their needs. More than half of the managers have some exposure to marketing knowledge through formal learning, studying and group discussions. This indicates that the managers are continuously adapting to changing market and marketing environments (section 4.7.1). In order to improve this marketing asset, the shortfalls and development opportunities discussed in customer orientation, process management and their stakeholder relationships must be addressed.

Marketing and Quality management needs to build a partnership (through which customer requirements can be built into the product and service offering (see section 2.7.2). The tools and techniques are the quality management principles and the marketing mix and marketing research. The management must ensure that employees have the resources available to execute the quality strategy (Kanji, 1995) (See section 2.7.2.1)

5.2.2.2. Brand equity

The quality of customer orientation, stakeholder relationships and process management (as discussed in the correlation analysis section 4.9.4) determine the

value of the brand equity. Brand equity consists of marketing presence, feelings and the judgements the customer has towards the product or service offering, and the customer loyalty fostered for the company or product or service (Brands & Branding, 2003). Therefore, in order to manage brand equity management must analyse these variables. The following questions from the questionnaire relate to brand equity: 16,19,22,25,28,31,34 (their relationship to brand equity is analysed in Table 4.12). According to the responses of the cluster of questions relating to brand equity, the slight majority of the managers determine the needs, wants and judgements of the customers. Only half of them plan their marketing strategies on a monthly basis. Brand equity is based on continuous visibility and presence, and needs to be maintained on a frequent basis. The relevant quality management variables indicate improvement possibilities. Improvement in managerial quality could influence brand equity positively.

Doyle (2000) states that brand equity include strong brand names and images and enjoy premium pricing. (Section 2.7.2.2). This premium is the direct benefit of differentiation as quality differentiates one supplier form the other. The investment in this brand and the development of goodwill around the brand eventually becomes brand equity and top of the mind awareness.

5.2.2.3. Customer relationships

Questions 17, 20, 23,26,29,32 and 35 provide the information available on customer relationships. More than 50% of the managers indicate that they are dealing with all the relationship activities on a monthly t weekly basis except business communication with supply chain partners(39.5%)(section 4,7,3). The responses on customer relations related questions is the one marketing assets that has the highest frequency of actions. Customer relations as a marketing asset is mostly correlated with customer orientation, factual analysis and process management as discussed in section 4.9.4). Although the managers have indicated a need for development in both process management and customer orientation, factual analysis was the area where they did not prioritise any improvement. According to the scatter plots in Appendix 7 and the results on regression analysis (section 4.9.5), all quality management principles are linearly related to the marketing assets in some or other way. An integrated approach needs to be developed for each marketing asset.

Customer relationships refers to only the customers buying from the organisation whereas strategic stakeholder relations includes the suppliers, employees, value chain, business support functions and much more. Zineldin (2000) states that marketing should strategise how to manage each of these relationships through marketing plans, customer relationship programmes, supplier loyalty concepts and internal marketing communication. (See section 2.7.2.4).

5.3. Discussion on third and fourth research questions

5.3.1 The importance indicators of Quality Management Principles

The purpose of this question is to determine what level of importance management attaches to the application of quality management principles as a business strategy designed to create value for business stakeholders. The Six Sigma statistical analyses show that in all the cases, the importance is higher than the satisfaction. All of the importance scores are higher than the satisfaction score of the same principle. The biggest gap between the quality principle importance and the satisfaction level lies with customer orientation and employee management. These areas are rated as very important and managers were least satisfied in relation to the importance rating. The importance of the quality management principle indicates the priority attached to it by a manager.

5.3.2. The satisfaction indicators of Quality Management Principles

The purpose of this question is to determine to what extend the manager is satisfied with his/her own level of competence and confidence to master that specific principle. The Six Sigma statistical analysis shows that in all the cases, there is a need to develop the manager's confidence and capabilities in an effort to improve their satisfaction levels on quality management principles. All the importance scores are higher than the satisfaction scores. The biggest gap between the quality principle and the satisfaction level lies with customer orientation and employee management. These areas are rated as very important and the managers felt the least satisfied in relation to the importance given, as can be seen form the difference column in Table 4.21 and as discussed in section 4.10.1. It is clear that the managers are satisfied with their factual analysis qualities as well as with process management qualities. The following table

(Table 5.1) places the managerial principles into 4 categories according to their importance and satisfaction values as defined in Table 4.21.

1 HIGH IMPORTANCE LOW SATISFACTION Stakeholder relationships Customer orientation Leadership Process management	2 HIGH IMPORTANCE HIGH SATISFACTION Employee Management Strategies
3 LOW IMPORTANCE LOW SATISFACTION Factual Analysis	4 LOW IMPORTANCE HIGH SATISFACTION

Figure 5. 1: Importance / Satisfaction Quadrants according to Respective values plotted in Figure 4.3.

The management principles falling into the first quadrant are rated as very important but low on satisfaction. The respondents prefer to develop these areas of their managerial capabilities. The principles falling into the second quadrant is high on importance and also high on satisfaction and would therefore not need any further development. The third quadrant is the area that has both low importance and low satisfaction. How ever none of these principles fall in this quadrant.

5.4 Discussion on first research question: The relationships between quality management principles and marketing assets

In order to define the relationships between quality management principles scores and marketing asset scores, and to establish if quality management principles can add

value to the company, the following relationships are discussed and based on the findings in Table 4.17 and section 4.95.

5.4.1. The relationships between quality management principles

Quality management principles are interdependent and support each other, as indicated in section 4.9.4. There is a high correlation between stakeholder relationships scores and customer orientation scores. Both these principles deal with the human element of the business and can be described as the internal and external customers of the business. Customer orientation score and process management scores shows a high correlation. This is understandably so, seeing that it is here where employees come in contact with the customers. Process management also has high correlation with leadership. The ability of the leader to understand the operational forces and to give consultative support explains this high relationship. The lowest correlation exists between strategic planning and employee management. The reason for this low correlation can be explained by the difference in operational and strategic natures and elements of the principles.

5.4.2. The relationships between marketing assets

According to Table 4.17 the three marketing assets show a high relevance to each other with the strongest relationship between customer relationships score and brand equity score. This is justified by the fact that brand equity is determined by the emotional and intellectual stimulation or perceptions the customer receives of the company. Marketing knowledge and brand equity has a moderate relationship. The ability of the manager to use marketing and market knowledge to influence and improve marketing assets explains this relationship and their inter dependence. The smallest relationship is between marketing knowledge score and customer relationship score.

5.4.3. The relationship between quality management principles and marketing assets

All seven management principles have some influence on the three marketing assets (section 4.9.4). The relationship indicating the strongest link is between process management and brand equity with a correlation value of 0.88 and a R-square value of

77.8%. This can be explained by the close contact the manager has with the customers and staff during normal operational activities.

Process management and stakeholder relationships mostly influence marketing knowledge. In both process management and stakeholder relationships, the manager is in close contact with the whole supply and demand chain. This interaction brings about the information and feedback needed to stimulate marketing knowledge.
Customer orientation scores, stakeholder relations scores and process management scores shows the most influence on brand equity. Customer orientation allows the manager to be sensitive to customer needs and wants. The relationship with stakeholders allows the company to deliver on customer needs and wants. The process secures a consistent delivery of quality service and products. As brand equity is determined by the interaction and experiences the customer has with the manager, the role of process management becomes a core influencer of brand equity.

Customer relations are mainly influenced by customer orientation, factual analysis and process management. As mentioned before, a manager's ability to understand customer demands regarding the maintenance of the relationship will determine the value of that relationship. The ability to analyse customer needs, markets and competitive service offerings, explains the role factual analysis has on the survival of relationships.

According to these relationships it is clear that the other 3 management quality principles (leadership, employee management and strategic planning) do not have the same relevance to the marketing assets as stakeholder relations, customer orientation, process management and factual analysis. The above discussion on the findings of the research questions has shown that the respondents do indeed apply most of the relevant management qualities. In some cases the specific quality can consist of several components like in the case of process management where the operational processes are a daily activity and the marketing processes and only dealt with every six months. The group has identified the importance and their satisfaction levels with these principles and identified the priority development areas. The managers do perform the activities expected by each of these quality principles and these quality principles do exist with this management group. It is disputable which of these

activities are relevant to the position or the dealership or is needed more in one department than the other. The one thing that is shown by the respondents is that most of the managerial qualities are in fact present and that they are not all performed to the extent that the group feel they can be.

5.5. Recommendations

The findings of the research have shown that the quality management principles identified has a relationship with each other. The marketing assets have a relationship with each other and that the quality management principles influence the marketing assets. The respondents have indicated that they have a need for development in six of the seven quality management principles and they value all of these principles. All of these principles shows potential for improvement, and has an influence on the marketing assets. Any improvement in the quality of management principles would improve the quality of their marketing assets that in turn, will improve the quality of the business results. The value of theses findings needs to be organised and presented in such a way that it makes logical and practical sense. In order to structure the proposed recommendation it is useful to apply the available theory as discussed in Chapter 2. The proposed recommendation suggests a two fold management guideline. The first element suggests the implementation of a quality management system (as defined by ISO 9000:2000) and secondly the introduction of a performance improvement programme based on quality management principles (ISO 9001:2000). The ISO (International Organisation for Standardisation) is a worldwide federation of national standardisation bodies as discussed in paragraph 2.9.1.

5.5.1. Implementation of a QMS

5.5.1.1. Compliance to international standards

The goal of most organisations is to generate funds by producing enough cash flow within the appropriate time in order to increase the net value of the business. Customers require products and services of a given quality with a specific availability at a price that reflects the augmented value. If quality is marketing led and defined by the customer, a customer orientated company must convert the customer requirements into product and service specifications and deliver this with consistency. Consistent product or service quality is achieved by the parallel application of a quality management system, managing product and service standards and specifications. This

principle forms the basis of the ISO 9000:2000 standards and guides the creation of a quality management system. It is therefore advisable that each business unit should create a quality management system. This system should comply with ISO 9000 standards and processes and will form the basis of the continuous value creation drive. What goes into a process determines what quality comes from that process. A Quality management system consists of several smaller processes and is a business tool that directs and controls business activities, which are associated the quality. The ISO 9000:2000 standards of quality management has added value to businesses and organisations. It makes workers' life simpler, managers have better control of processes and top managers can focus on achieving targets easier. ISO 9000:2000 defines fundamentals, ISO 9001 defines the requirements of a Quality management system, ISO 9004 provides guidance for improving efficiency, effectiveness and overall performance. ISO 9001 and 9004 were developed as a consistent pair of standards and compliment each other. The eight quality management principles defined in Chapter two forms the basis for ISO 9001 and 9004 and are all represented in the core of the recommended Marketing Quality wheel discussed in paragraph 5.5.6.

5.5.1.2 The creation of a Quality Management System (QMS)

In every organisation, a multitude of processes exists. Input can be tangible in the form of material or intangible in the form of information. Each one of these processes includes customers and other related parties. These customers define the quality of the output according to their needs and expectations. These processes must be identified and managed and once this is put into place, it can be considered as a process approach. A process approach helps companies to cross the barriers between different functional units and unify their focus to the main goal of the organisation. Processes are managed as a system consisting of different interrelated processes.

Quality management systems are tools that business uses to control business activities associated with quality. After defining quality form a customer point of view, the basic concept of a Quality management system is to "say what you do, do what you say and prove it" (Rafiki Training Manual Study Unit 1: ISO 9001:2000). The fundamentals of a quality management system is an organisational structure, defined processes, allocated resources, and control documentation. The guidelines for

implementation of the Quality management system (ISO 9001:2000 clause 4.1) specify the implementations starts with an identification of the organisations purpose. This is followed by the establishment of objectives; the identification of processes; the establishment of the sequences or processes; the interaction between processes; determining methods and criteria; planning for resources; determining the need for information; determining what to monitor and measure; determining which records are needed; what results to analyse; how to continually improve the processes and performance; and lastly, the documentation, implementation and design of the quality management system. A Quality manual describes the quality management systems as well as the processes, policies, interrelations and facilitates the understanding of the Quality management system. Included in the quality manual is a quality policy (ISO9000 art3, 2, 4) that directs the quality management system and forms the basis of measurement control and auditing.

5.5.2. The introduction of a performance improvement programme based on quality management principles

In order to structure this programme, it is necessary to consult the available theory as discussed in chapter 2. The following section discusses the formulation of a business excellence or improvement model as an extension of the models already available.

5.5.2.1 Customer orientation

The next era in the evolution of quality will be marketing led. Quality is concerned with supplying superior benefits in the opinion of the customer (Gooley, 1993). The pursuit for quality equals the pursuit for greater customer benefits. This argument justifies that the proposed structure should start with customer orientation as the first quality management principle. The findings of the research indicate that the managers expressed the need for development in this quality management principle.

5.5.2.2. Value Management through Quality Management principles:

The value management models developed by Dumond, E.J. (2000) fig.2.1and Majstoroviv(2000) fig 2.2 shows the positioning of quality management principles in a specific sequence. These models represent all the quality management principles. Therefore a model should be integrated into any recommended structure. The

Majstorovic model differentiates between enablers and results and as mentioned in paragraph 2.4.1.

5.5.2.3. Marketing assets as determinate of stakeholder value

Marketing assets are the aspects that link quality principles to the creation of business value. (Strivastava et al., 1998). The creation of business value happens through marketing assets and marketing assets are influenced by the quality of certain management qualities

5.5.2.4. Business Results.

According to Doyle (2000) business results and shareholder value can be classified into four categories namely the volume of cash flow; the timing of cash flow; the opportunity cost of capita (risk); and the concept of net present value. The interdependencies of these marketing assets and their reliance on the quality management principles have been discussed in the research findings. It is therefore suitable to incorporate these four categories as components of any proposed recommendation.

5.5.2.5. Recommended frame:

According to the above discussion and recommendation it is suitable to structure the recommendation in the following frame or model. This frame categorises the principles according to the explanation given in par 5.5.2. This frame differs from the frames discussed in chapter 2 as it attempts to be more of a marketing orientated nature excluding the principles, resources and organisational climate as discussed in par 2.4.2. This frame brings Continuous Improvement into the frame where as the Basic Level Criteria Model (Majstorovic, V. 2000; fig 1) places it outside the main model frame. The above model categorises the principles in to new clusters namely people and processes. The principles are grouped according to four new categories namely

- People related principles: (Customer Orientation, Leadership, Employee Management and Strategic (Stakeholder) Relationships,
- Process related principles: (Factual Analysis, Strategic Planning, Process Management and Continuous Improvement).

- Marketing Assets: (Marketing Knowledge, Brand Equity, Customer Relationships, Customer loyalty)
- Business Results: (Cash flow Volume, Cash flow timing, Risk, Net Business value).

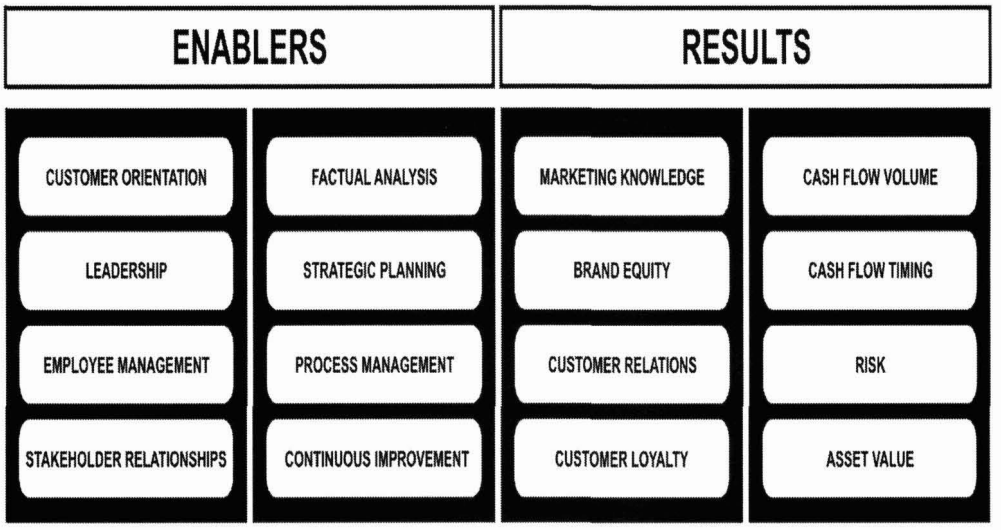

Figure 5.2: Marketing Quality Management - Principle Categories.

The vertical layout of the table places the principles in to categories. The circle layout of the principles presents the same information in a more process-oriented visual.

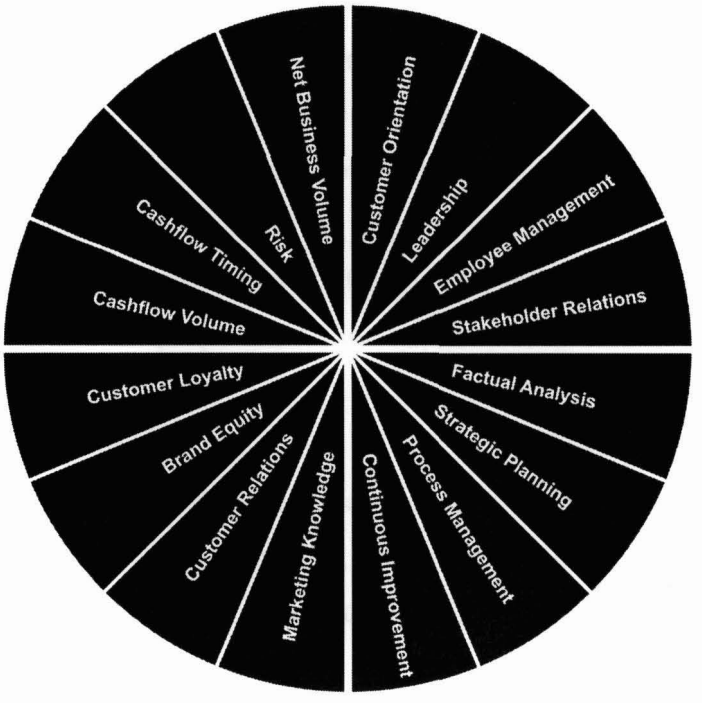

Figure 5.3: Marketing Quality Management Circle.

5.6. Marketing Quality Management (MQM)

5.6.1. Customer Orientation

The circles start with customer orientation. As organisations depend on customers and should understand their current and future needs, organisations should strive to exceed any customer expectations. The benefit will be increased revenue, and fast response to opportunities, effective use of resources and the ability to build customer loyalty. The SABS ISO 9000 definition of customer orientation (par 2.4.2) includes concepts like the use of research tools, customer segmentation, competitor analysis, customer value analysis, market trend analysis and the analysis of changing customer demands. Only if these concepts are introduced into the business will a culture of customer orientation improve the quality of their product and service offering. Luchs (1990) states that product and service differentiation based on quality management is an alternative to price cutting (Par 5.6.1). The benefit of quality management strategy starting with a customer orientated approach will result in a more profitable business.

Managers should research customer needs and expectations; link company objectives to customer needs; communicate customer needs throughout the organisation; manage customer relations; and lastly take all stakeholders into consideration. The managers must also take note of the critical success factors when implementing a quality management system. Resistance from employees accompany implementation of business excellence models. As in the case of business customers, market research on the employees as internal customer should direct management with the needs, expectations and resistance elements of the employees. Their involvement and support to these programmes are critical (Samel, 2005). This information will determine the nature and magnitude of the programme. (See section 2.8.1)

5.6.2. Leadership

The managers should motivate the employees towards company goals and encourage understanding of the value in achieving these goals. This happens through the continuous evaluation and alignment of resources, including employees. To ensure that the leadership of a business unit is of good quality, the following should be done: consider the needs of all; establish a clear vision; set goals, objectives and targets; create and sustain values; establish trust; eliminate fear; and lastly inspire, encourage

and recognise people's contributions. These leadership qualities establish purpose, define direction and create an environment in which people can come to their right. The SABS ISO 9000 (par 2.4.2) definition includes leadership elements like information analysis, defining vision and values, power sharing, managing corporate citizenship and developing people. Managers are the facilitators of change management programmes and their leadership ability is a critical success factor. Terziovski and Moss (1999), states that managers should see these changes as a business philosophy. This is not as a quick fix tool. (See section 2.8.2)

5.6.3. People involvement

The employees are the essence of an organisation and their full involvement enables them to develop their own abilities. People should understand their importance, contribution and role; they should identify the constraints to their performance; accept ownership of their problems; actively seek opportunities; share knowledge and openly discuss problems. In addition the elements of employee management defined by the SABS ISO9000 (par 2.4.2) addresses the promotion of cooperation, initiative, innovation, skills development, teambuilding, training, education, feedback, compensation and recognition. Employees will participate in new development concepts like Quality management programmes only if they see the benefit of it.(Lau and Anderson, (1998).

5.6.4. Stakeholder relationships

The SABS ISO 9000 definition (par 2.4.2) of stakeholder relations form's the base of any stakeholder relationship management programme as it includes obtaining positive referrals, obtaining feedback form business partners, visibility, in and outbound communication and good relationship maintenance. Companies can create value if the relationship between suppliers, dealerships, communities and employees are all in synergy. These role-players are interdependent and an established relationship enhances the potential of all parties. The pooling of expertise and resources, clear and open communication, establishing development projects, and inspiring, encouraging and recognition are all key elements of a good stakeholder relationship.

5.6.5. Factual Approach

In order to make effective decision, managers must rely on data and information. This will allow them to make informed decisions, be able to prove the success of previous decisions and be able to review, challenge and change opinions and decisions. In order to achieve this, managers will have to make sure that the data are sufficient, accurate, and reliable. The application of quantified data allows managers to make balanced and experienced decisions. The SABS ISO 9000 definition of Factual analysis identifies a few criteria critical to business. These are gathering market information, analysing and interpreting this information and the creation of new criteria of business performance to analyse.

5.6.6. Strategic Planning

The main purpose of strategic planning is the use of business data and employee input to determine new challenges and to determine how resources should be utilised. This process determines focus and direction and is based on the information obtained through factual analysis. As employees are the energising factor of the business, strategic planning defines the criteria of employee management and involvement. (SABS ISO9000) (See section 2.4.2).

5.6.7. Process Approach

When an activity is supported with the related resource, results are more efficiently achieved. In order to eliminate costs, improve results and prioritise opportunities, management should define actions and processes, establish responsibility, measure capabilities, identify interfaces, focus on resources and evaluate risks. According to the SABS ISO9000 definition of process management, all business activities should be split into separate customer processes in order to meet operational efficiency and effectiveness. This will enable the management to apply better methods, do tests, implement actions, do audits, inspections and set control measures. The process approach

5.6.8. Continuous Improvement

A permanent objective of any organisation should be to continuously improve. By applying an organisational-wide approach, providing training, tools and new methods,

establishing goals and measures to track improvement, and recognising improvements the organisation will enjoy better performance and faster reaction to opportunities.

5.7 Limitations of this research.

The quality management principles "organisational culture", "resources" and the marketing asset "Customer Loyalty" was excluded from this research. These concepts require specialised knowledge like industrial psychology and accountancy. The quality management profiles of individual dealerships or specific positions within the management were not defined in the research.

5.8. Proposed research

This research recommended the implementation of a Quality Management System as facilitator of a quality improvement program. The development of this system, the success of the implementation and the ability of this proposed intervention justifies further research. The practical value of the proposed Marketing Quality Management circle and the ability of this tool to bring about change in the management or any other business require action research and further development of the model.

5.7. Summary

This chapter explained the findings from the research project and answered the four research questions. The key findings are that management principles do influence the quality of marketing assets. The respondents indicated that they do value each of the selected management principles as important. The managers have shown that they are not satisfied with their own quality management abilities and indicated their need for development in certain areas. This study recommends a business excellence development actions based on a twofold management guideline. This guideline directs the establishment of a quality management system as well as the implementation of a management development plan based on the marketing quality management circle (figure 5.5.6).

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APPENDIX 2

MATRIX
CHAPTER INDEX

1. **Quality management and other Business Excellence Concepts**
2. **Quality management's relationship with other business concepts.**
3. **Quality frames**
4. **Quality standards and awards.**
5. **Goals of implementing quality.**
6. **Benefits of implementing Quality Management**
7. **Critical Success Factors**
8. **Value Creation**
9. **Quality management and Human Resources strategy**
10. **Quality Process Management.**
11. **Quality Marketing Management**
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	Chapters / Articles	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Self-assessment: The 300 point barrier Longbottom D. 1997			X						X				
2	Quality as a strategic weapon: measuring quality, value and differentiation. Luchs B., 1990			X		X	X	X						
3	Conceptualizing Total Quality Orientation Mohr-Jackson I., 1998.	X		X						X	X	X	X	
4	A three-dimensional perspective of total quality management Laum R.S.M. & Anderson. C.A., 1998	X			X	X	X	X		X				
5	Relationships between the EFQM model Criteria: A study in Spanish Universities Calvo-Mora A., Leal A.,	X				X		X		X	X			

	Roldan J.L., 2005													
6	The Malaysian Total Performance Excellence Model: A conceptual framework Husain N., Abdullah A., 2001.			X							X	X		
7	Measuring organizational effectiveness in the NHS: management style and structure best practices. Zairi M., Jarrar Y.F., 2001			X	X	X		X						
8	Building the bank on Total Quality management Morrall K., 1995	X						X		X	X	X		
9	The sustainability and evolution of Quality Improvement Programs - an Australian Case Study. Prajogo D., Sohal A.S.	X				X	X	X						
10	Developing a Continuous Improvement philosophy in a Marketing Organization: An examination of key events. Wilshaw G., Dale B.G., 1996.	X	X	X					X					
11	Longitudinal analysis of quality management practices in Australia. Terziovski M., Sohal A., Moss S., 1999					X								
12	Marketing-led Quality management Hooley G.J., 1993.	X				X			X				X	X
13	Exploring the linkages between internal marketing, relationship marketing and service quality. Barnes B.R., Fox M.t., Morris D.S., 2004		X						X			X		
14	Not so strange bedfellows: Marketing and Total Quality Management. Frima E., 1995.					X		X		X				

15	Marketing, TQM and benchmarking: Exploring the divide. Longbottom D., 2000.	X								X	X		
16	Relating TQM, marketing and business performance; An Exploratory study. Martinez-Lorente A. et al., 2000.			X		X					X		
17	Value based marketing Doyle P., 2000								X		X		
18	A Value based management system Slater S., 1996.								X	X			
19	Value management: an underlying framework Dummond E.J., 2000.	X		X		X			X				
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21	The Utilization of Value Based Management: An Emperical study Rayn H.R., 1999.							X	X				
22	Revising quality awareness through internal marketing: An Exploratory study. Barnes B.R., 2000.	X		X		X		X	X				
23	Total quality management and internal customers: Measuring internal service quality. Finn D., Baker J., Marshall G., Anderson R, 1996.	X	X						X		X		
24	The dynamics of continuous improvement: Aligning organizational Attributes and activities Jha S., Michela J.L., Noori N., 1996.	X	X	X					X				
25	TQM, high commitment Human resource Strategy and firm performance: An Empirical study. Bou C., Beltran I., 2005.			X		X	X	X					

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30	Measuring service quality. Lynne Bennington & J Cummane, 1998.							X	X				X
31	Managing both outcome and process quality is critical to quality of hotel management. Luk S.T., Layton R., 2004			X				X					X
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34	Total Relationship Management and Total Quality Management. Zineldin M., 2000.	X				X	X						X
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40	ISO 9000 Value Added Audit Pivka M. 2004				X									
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42	Business process management as competitive advantage: A review and empirical study. Hung R.Y., 2006		X			X								
43	Knowledge Management and its relationship with TQM. Hsu S., Shen H., 2005	X	X											
44	Knowledge management - The next generation TQM? Adamason I. 2005	X	X											
45	What marketing students should know about Enterprise Resource Planning Shoemaker M.E., 2003	X	X				X							
46	Enterprise resource Planning and the price of efficiency: The trade off between business efficiency and innovative capabilities of firms. Trott P., Hoecht A. 2004	X	X				X							
47	Theoretical Foundation of the EFQM model: The resource based view. Ignacio J., Castresana R.,	X	X	X			X							

	Fernandez-Ortiz R., 2005													
48	It's the process Lynch J.J. 1996.	**X**									**X**			
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APPENDIX 3

Questionnaire

This questionnaire is a proposed research tool that wishes to investigate the existence of quality management principles and the application thereof amongst managers within the Oranje Toyota Group

Voluntary questionnaire for managers within the Oranje Toyota Group.

Research:
The purpose of the study is to investigate the existence of quality management principles and the application thereof amongst managers within the Oranje Toyota Group

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Prof Sam Lubber Graduate School of Business, University of Kwazulu Natal.

The questionnaire consists of 5 sections:
Section 1: your personal and business particulars.
Section 2: information relating to managerial documentation, reports and minutes.
Section 3: questions relating to the existence/ application of specific managerial behaviour and activity.
Section 4: your opinion regarding the importance and satisfaction of quality management principles.
Section 5: any managerial development needs that you might have.

How to complete the questionnaire:

You can mark each response with across using a pen (not a pencil) or by filling in the required words or numbers.

Section One

In this section you will find a list of demographic criteria. Please mark the appropriate answer with an X.

1. Job Title or Position.

(1) General Manager	(2) New Vehicle Sales Manager	(3) Automark Manager	(4) Service Centre Manager	(5) Parts Dept Manager	(6) Other	Specify:

2. Please state your age?

Years

3. What is your gender?

(1) Male:	(2) Female:

4. What is your highest qualification?

(1) High/Secondary School (Below Gr 12 St 10)	(2) Senior Certificate (Gr 12 St 10)	(3) Post Gr 12 / St10 Certificate	(4) 3 year Diploma or Degree	(5) Post graduate qualification

5. How many years have you been employed in the motor industry?

Years

6. In which dealership are you based?

(1) Bloemfontein	(2) Welkom	(3) Kroonstad	(4) Klerksdorp	(5) Kimberley	(6) Other	Specify:

7. Did you achieve your first quarter (Ending Sept. 2006) sales performance targets?

Yes	No

Section Two

In this section you will find a list of documents that serves as evidence of certain management activities. Please indicate how often you consult or update the following sources of information in your daily marketing decision-making. Please mark the appropriate answer with an X.

	(1) Never	(2) Once Per year	(3) Every Six Months	(4) Every month	(5) Weekly / Daily
8. Mission, vision and value statements					
9. Competitor and market analysis or reports.					
10. Marketing and sales strategies and action plans					
11. Staff performance appraisals, training, development and succession planning					
12. Flowcharts for main customer and inter departmental processes					
13. Minutes of customer focus group meetings					
14. CRM / Database marketing schedules					

Section Three

Listed in this section are managerial principles that describe certain marketing management activities. Indicatehow often you use the relevant managerial principle in your daily managerial activity. Please mark the appropriate answer with an X.

	(1) Never	(2) Once Per year	(3) Every Six Months	(4) Every month	(5) Weekly / Daily
15. Gather information from customer groups on what their product and service needs and wants are. CO/MK1					
16. Establish customers judgements on our products and services according to credibility, relevance, uniqueness and superiority CO/BE2					
17. Determine customer feelings and preferences and what excites them about the service and product offering CO/R3					
18. Determine how customers want the relationship to be managed. SR/MK4					
19. Determine what satisfies, dissatisfies and builds their loyalty to the firm SR/BE5					
20. Creating, building and maintaining strategic supply chain relationships. SR/SR6					

	(1) Never	(2) Once Per year	(3) Every Six Months	(4) Every month	(5) Weekly / Daily
21. Stimulate innovation and creativity in order to create new value components for the customers. L/MK10					
22. Involved with corporate citizenship, community support and managing public concerns. L/BE11					
23. Leading staff by creating opportunities for them and facilitating dialogue with them. L/R12					
24. Assessing performance against operational goals. FA/MK13					
25. Determining the usage frequency, buying behaviour patterns and user profiles of every market segment. FA/BE14					
26. Communicating business performance with key supply chain partners. FA/R15					
27. Use business information to re-align and redirect resources or to re adjust performance expectations. S/MK16					
28. Develop new marketing action plans and timelines and allocate marketing resources where needed. S/BE17					
29. Communicate plans to staff, ask ideas and find out in which way plans affect them. S/R18					

	(1) Never	(2) Once Per year	(3) Every Six Months	(4) Every month	(5) Weekly / Daily
30. Develop marketing knowledge through formal learning, reading, studying or attending seminars, presentations or group discussions. EM/MK19					
31. Arranging market presence, awareness and exposure through sales force activities. EM/BE20					
32. Improving the quality of staff by giving feedback, counselling and recognition. EM/R21					
33. Managing and analysing main and supportive customer's processes. PM/MK25					
34. Managing the marketing process of sales, advertising, publicity and promotions according to efficiency, effectiveness, frequency and consistency. PM/BE26					
35. Maintaining customer relations by managing follow up disciplines, contact intervals and loyalty building interactions. PM/R27					

Section Four

In this section focuses on 7 management principles. A short definition of each is provided explain their full meaning. We need to know two things:

a) How important would you rate each management principle as a business management tool used to influence your marketing decision making.
b) How satisfied you are with your current effectiveness in that particular field.

Please mark the appropriate answer with an X.

	IMPORTANCE RATING					SATISACTION RATING				
Leadership Style Analyse information, identify vision & values, share power with employees, develop people, and manage corporate citizenship.	36 1	2	3	4	5	37 1	2	3	4	5
Factual analysis: Gather info, analyse and interpret, create new criteria, communicate finding to all stakeholders	38 1	2	3	4	5	39 1	2	3	4	5
Strategic Planning: Use employee input and business data to establish new challenges and relocate resources and focus	40 1	2	3	4	5	41 1	2	3	4	5
Employee management: Promote cooperation, initiative, innovation skills team development training education feedback, compensation recognition	42 1	2	3	4	5	43 1	2	3	4	5
Process management: Defined processes, analyse operational efficiency and effectiveness apply better methods tests, actions, audits, inspections and controls	44 1	2	3	4	5	45 1	2	3	4	5
Customer focus: Use research tools customer segmentation competitor analysis understand customer value accommodate changing customer needs, expectations demands customer complaints	46 1	2	3	4	5	47 1	2	3	4	5
Strategic relationships: Obtain positive referrals obtain feedback from all business partners have in and out bound communication visibility, good public relations and relationship maintenance	48 1	2	3	4	5	49 1	2	3	4	5

Section 5.

50. What are your managerial developments needs?
List these aspects and elaborate on them shortly, continue on back of page if necessary.

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Thank you for taking the time to complete the questionnaire. Your participation is highly valued. your time to fill in this questionnaire and to participate in this research.

APPENDIX 4: COVER LETTER / CONSENT

University of KwaZulu Natal

Graduate School of Business Administration

Dear Sir / Madam

A research project exploring the existence and application of quality management principles amongst managers within the Oranje Toyota Group, forms part of my MBA studies at the Graduate School of Business. This project wishes to determine to what extent the management team applies qualitative management principles in their daily operational activities in order to create sustained value for all relevant business stakeholders. Although your participation in this project will be highly appreciated, it is not enforced. Should you decided not to take part, or would like to withdraw at any stage, please hand in the blank questionnaire at the end of the session or on withdrawal. Should you agree to participate, please complete the attached questionnaire? It should only take a few minutes to complete. Place the completed questionnaire in the envelope provided. Since questionnaires are not numbered, nor ask for any names, it cannot be traced back to any individual and are accordingly confidential. Anonymity will be ensured where appropriate.

Thank you for your time and participation in the study.

Yours Sincerely

David F Laas

202525433

Consent:

I..... hereby gives permission that my response may be used for research, provided that my identity and that of my organisation is not revealed in any published records of this research.

Signature.....

Appendix 6: Cross Tabulation

position * strategies

Crosstab

			strategies					
			1	2	3	4	5	Total
position	1	Count	0	0	0	3	4	
		% within position	.0%	.0%	.0%	42.9%	57.1%	100.0
	2	Count	0	0	0	1	5	
		% within position	.0%	.0%	.0%	16.7%	83.3%	100.0
	3	Count	0	0	1	2	3	
		% within position	.0%	.0%	16.7%	33.3%	50.0%	100.0
	4	Count	0	1	1	2	1	
		% within position	.0%	20.0%	20.0%	40.0%	20.0%	100.0
	5	Count	0	0	3	1	0	
		% within position	.0%	.0%	75.0%	25.0%	.0%	100.0
	6	Count	3	0	1	2	0	
		% within position	50.0%	.0%	16.7%	33.3%	.0%	100.0
	8	Count	0	0	1	1	2	
		% within position	.0%	.0%	25.0%	25.0%	50.0%	100.0
Total		Count	3	1	7	12	15	
		% within position	7.9%	2.6%	18.4%	31.6%	39.5%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.191[a]	24	.016
Likelihood Ratio	36.363	24	.051
Linear-by-Linear Association	7.240	1	.007
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * competitor

Crosstab

			competitor					
			1	2	3	4	5	Total
position	1	Count	0	1	0	4	2	
		% within position	.0%	14.3%	.0%	57.1%	28.6%	100.0
	2	Count	0	0	0	4	2	
		% within position	.0%	.0%	.0%	66.7%	33.3%	100.0
	3	Count	0	0	2	2	2	
		% within position	.0%	.0%	33.3%	33.3%	33.3%	100.0
	4	Count	0	1	0	3	1	
		% within position	.0%	20.0%	.0%	60.0%	20.0%	100.0
	5	Count	1	1	1	1	0	
		% within position	25.0%	25.0%	25.0%	25.0%	.0%	100.0
	6	Count	2	0	0	4	0	
		% within position	33.3%	.0%	.0%	66.7%	.0%	100.0
	8	Count	0	0	0	4	0	
		% within position	.0%	.0%	.0%	100.0%	.0%	100.0
Total		Count	3	3	3	22	7	
		% within position	7.9%	7.9%	7.9%	57.9%	18.4%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.919[a]	24	.223
Likelihood Ratio	31.000	24	.154
Linear-by-Linear Association	2.538	1	.111
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .32.

position * flowcharts

Crosstab

			flowcharts					Total
			1	2	3	4	5	
position	1	Count	3	0	0	4	0	
		% within position	42.9%	.0%	.0%	57.1%	.0%	100.0
	2	Count	1	1	1	2	1	
		% within position	16.7%	16.7%	16.7%	33.3%	16.7%	100.0
	3	Count	3	1	1	1	0	
		% within position	50.0%	16.7%	16.7%	16.7%	.0%	100.0
	4	Count	1	1	0	3	0	
		% within position	20.0%	20.0%	.0%	60.0%	.0%	100.0
	5	Count	0	1	1	2	0	
		% within position	.0%	25.0%	25.0%	50.0%	.0%	100.0
	6	Count	4	0	1	1	0	
		% within position	66.7%	.0%	16.7%	16.7%	.0%	100.0
	8	Count	2	0	1	1	0	
		% within position	50.0%	.0%	25.0%	25.0%	.0%	100.0
Total		Count	14	4	5	14	1	
		% within position	36.8%	10.5%	13.2%	36.8%	2.6%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.081[a]	24	.748
Likelihood Ratio	21.737	24	.595
Linear-by-Linear Association	.910	1	.340
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * appraisels

Crosstab

			appraisels					Total
			1	2	3	4	5	
position	1	Count	0	0	6	0	1	
		% within position	.0%	.0%	85.7%	.0%	14.3%	100.0
	2	Count	0	0	3	1	2	
		% within position	.0%	.0%	50.0%	16.7%	33.3%	100.0
	3	Count	0	0	3	2	1	
		% within position	.0%	.0%	50.0%	33.3%	16.7%	100.0
	4	Count	0	1	4	0	0	
		% within position	.0%	20.0%	80.0%	.0%	.0%	100.0
	5	Count	0	1	1	2	0	
		% within position	.0%	25.0%	25.0%	50.0%	.0%	100.0
	6	Count	1	0	4	1	0	
		% within position	16.7%	.0%	66.7%	16.7%	.0%	100.0
	8	Count	2	0	0	2	0	
		% within position	50.0%	.0%	.0%	50.0%	.0%	100.0
Total		Count	3	2	21	8	4	
		% within position	7.9%	5.3%	55.3%	21.1%	10.5%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.655[a]	24	.074
Likelihood Ratio	35.568	24	.060
Linear-by-Linear Association	4.202	1	.040
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * crm

Crosstab

			crm					
			1	2	3	4	5	Total
position	1	Count	3	0	1	1	2	
		% within position	42.9%	.0%	14.3%	14.3%	28.6%	100.0
	2	Count	0	0	0	4	2	
		% within position	.0%	.0%	.0%	66.7%	33.3%	100.0
	3	Count	0	0	0	2	4	
		% within position	.0%	.0%	.0%	33.3%	66.7%	100.0
	4	Count	0	1	1	3	0	
		% within position	.0%	20.0%	20.0%	60.0%	.0%	100.0
	5	Count	0	1	0	3	0	
		% within position	.0%	25.0%	.0%	75.0%	.0%	100.0
	6	Count	3	0	2	1	0	
		% within position	50.0%	.0%	33.3%	16.7%	.0%	100.0
	8	Count	2	0	2	0	0	
		% within position	50.0%	.0%	50.0%	.0%	.0%	100.0
Total		Count	8	2	6	14	8	
		% within position	21.1%	5.3%	15.8%	36.8%	21.1%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.687[a]	24	.018
Likelihood Ratio	46.909	24	.003
Linear-by-Linear Association	5.302	1	.021
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * minutes

Crosstab

			minutes					
			1	2	3	4	5	Total
position	1	Count	2	0	0	2	3	
		% within position	28.6%	.0%	.0%	28.6%	42.9%	100.0
	2	Count	0	2	0	2	2	
		% within position	.0%	33.3%	.0%	33.3%	33.3%	100.0
	3	Count	1	0	0	2	3	
		% within position	16.7%	.0%	.0%	33.3%	50.0%	100.0
	4	Count	0	0	1	2	2	
		% within position	.0%	.0%	20.0%	40.0%	40.0%	100.0
	5	Count	1	0	0	3	0	
		% within position	25.0%	.0%	.0%	75.0%	.0%	100.0
	6	Count	4	0	1	1	0	
		% within position	66.7%	.0%	16.7%	16.7%	.0%	100.0
	8	Count	3	0	0	0	1	
		% within position	75.0%	.0%	.0%	.0%	25.0%	100.0
Total		Count	11	2	2	12	11	
		% within position	28.9%	5.3%	5.3%	31.6%	28.9%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.803[a]	24	.088
Likelihood Ratio	35.383	24	.063
Linear-by-Linear Association	5.727	1	.017
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * targets

Crosstab

			targets			
			1	2	5	Total
position	1	Count	7	0	0	7
		% within position	100.0%	.0%	.0%	100.0%
	2	Count	5	0	1	6
		% within position	83.3%	.0%	16.7%	100.0%
	3	Count	2	4	0	6
		% within position	33.3%	66.7%	.0%	100.0%
	4	Count	5	0	0	5
		% within position	100.0%	.0%	.0%	100.0%
	5	Count	4	0	0	4
		% within position	100.0%	.0%	.0%	100.0%
	6	Count	6	0	0	6
		% within position	100.0%	.0%	.0%	100.0%
	8	Count	3	1	0	4
		% within position	75.0%	25.0%	.0%	100.0%
Total		Count	32	5	1	38
		% within position	84.2%	13.2%	2.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.036[a]	12	.015
Likelihood Ratio	21.011	12	.050
Linear-by-Linear Association	.429	1	.512
N of Valid Cases	38		

a. 17 cells (81.0%) have expected count less than 5. The minimum expected count is .11.

position * mission

Crosstab

			mission					
			1	2	3	4	5	Total
position	1	Count	0	0	4	2	1	
		% within position	.0%	.0%	57.1%	28.6%	14.3%	100.0
	2	Count	0	0	3	2	1	
		% within position	.0%	.0%	50.0%	33.3%	16.7%	100.0
	3	Count	1	2	1	1	1	
		% within position	16.7%	33.3%	16.7%	16.7%	16.7%	100.0
	4	Count	0	1	3	0	1	
		% within position	.0%	20.0%	60.0%	.0%	20.0%	100.0
	5	Count	1	1	0	2	0	
		% within position	25.0%	25.0%	.0%	50.0%	.0%	100.0
	6	Count	2	1	0	2	1	
		% within position	33.3%	16.7%	.0%	33.3%	16.7%	100.0
	8	Count	0	1	0	1	2	
		% within position	.0%	25.0%	.0%	25.0%	50.0%	100.0
Total		Count	4	6	11	10	7	
		% within position	10.5%	15.8%	28.9%	26.3%	18.4%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.500[a]	24	.433
Likelihood Ratio	31.478	24	.140
Linear-by-Linear Association	.061	1	.805
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .42.

position * wants

Crosstab

			wants					
			1	2	3	4	5	Total
position	1	Count	2	0	1	2	2	
		% within position	28.6%	.0%	14.3%	28.6%	28.6%	100.0
	2	Count	0	0	0	2	4	
		% within position	.0%	.0%	.0%	33.3%	66.7%	100.0
	3	Count	1	1	0	3	1	
		% within position	16.7%	16.7%	.0%	50.0%	16.7%	100.0
	4	Count	0	0	2	1	2	
		% within position	.0%	.0%	40.0%	20.0%	40.0%	100.0
	5	Count	1	0	2	1	0	
		% within position	25.0%	.0%	50.0%	25.0%	.0%	100.0
	6	Count	3	0	0	2	1	
		% within position	50.0%	.0%	.0%	33.3%	16.7%	100.0
	8	Count	1	0	0	1	2	
		% within position	25.0%	.0%	.0%	25.0%	50.0%	100.0
Total		Count	8	1	5	12	12	
		% within position	21.1%	2.6%	13.2%	31.6%	31.6%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.113[a]	24	.347
Likelihood Ratio	27.021	24	.303
Linear-by-Linear Association	.739	1	.390
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * judgements

Crosstab

			judgements					
			1	2	3	4	5	Total
position	1	Count	0	1	1	2	3	
		% within position	.0%	14.3%	14.3%	28.6%	42.9%	100.0
	2	Count	0	0	0	2	4	
		% within position	.0%	.0%	.0%	33.3%	66.7%	100.0
	3	Count	1	1	0	2	2	
		% within position	16.7%	16.7%	.0%	33.3%	33.3%	100.0
	4	Count	0	1	2	2	0	
		% within position	.0%	20.0%	40.0%	40.0%	.0%	100.0
	5	Count	0	0	2	1	1	
		% within position	.0%	.0%	50.0%	25.0%	25.0%	100.0
	6	Count	3	0	0	2	1	
		% within position	50.0%	.0%	.0%	33.3%	16.7%	100.0
	8	Count	1	0	0	1	2	
		% within position	25.0%	.0%	.0%	25.0%	50.0%	100.0
Total		Count	5	3	5	12	13	
		% within position	13.2%	7.9%	13.2%	31.6%	34.2%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.689[a]	24	.273
Likelihood Ratio	30.556	24	.167
Linear-by-Linear Association	2.302	1	.129
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .32.

position * preferences

Crosstab

			preferences					
			1	2	3	4	5	Total
position	1	Count	0	1	1	1	4	
		% within position	.0%	14.3%	14.3%	14.3%	57.1%	100.0
	2	Count	0	0	0	0	6	
		% within position	.0%	.0%	.0%	.0%	100.0%	100.0
	3	Count	1	1	0	1	3	
		% within position	16.7%	16.7%	.0%	16.7%	50.0%	100.0
	4	Count	0	0	0	1	4	
		% within position	.0%	.0%	.0%	20.0%	80.0%	100.0
	5	Count	0	0	1	1	2	
		% within position	.0%	.0%	25.0%	25.0%	50.0%	100.0
	6	Count	2	1	0	2	1	
		% within position	33.3%	16.7%	.0%	33.3%	16.7%	100.0
	8	Count	1	0	0	1	2	
		% within position	25.0%	.0%	.0%	25.0%	50.0%	100.0
Total		Count	4	3	2	7	22	
		% within position	10.5%	7.9%	5.3%	18.4%	57.9%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.059[a]	24	.635
Likelihood Ratio	24.096	24	.456
Linear-by-Linear Association	2.460	1	.117
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * relationships

Crosstab

			relationships					
			1	2	3	4	5	Total
position	1	Count	0	2	1	0	4	
		% within position	.0%	28.6%	14.3%	.0%	57.1%	100.0
	2	Count	0	0	0	1	5	
		% within position	.0%	.0%	.0%	16.7%	83.3%	100.0
	3	Count	2	0	1	2	1	
		% within position	33.3%	.0%	16.7%	33.3%	16.7%	100.0
	4	Count	0	0	2	2	1	
		% within position	.0%	.0%	40.0%	40.0%	20.0%	100.0
	5	Count	0	0	1	3	0	
		% within position	.0%	.0%	25.0%	75.0%	.0%	100.0
	6	Count	3	0	1	1	1	
		% within position	50.0%	.0%	16.7%	16.7%	16.7%	100.0
	8	Count	1	0	1	2	0	
		% within position	25.0%	.0%	25.0%	50.0%	.0%	100.0
Total		Count	6	2	7	11	12	
		% within position	15.8%	5.3%	18.4%	28.9%	31.6%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.372[a]	24	.040
Likelihood Ratio	39.531	24	.024
Linear-by-Linear Association	4.202	1	.040
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * loyalty

Crosstab

			loyalty					
			1	2	3	4	5	Total
position	1	Count	0	1	1	1	4	
		% within position	.0%	14.3%	14.3%	14.3%	57.1%	100.0
	2	Count	0	0	1	1	4	
		% within position	.0%	.0%	16.7%	16.7%	66.7%	100.0
	3	Count	0	2	0	2	2	
		% within position	.0%	33.3%	.0%	33.3%	33.3%	100.0
	4	Count	0	0	1	2	2	
		% within position	.0%	.0%	20.0%	40.0%	40.0%	100.0
	5	Count	0	0	0	4	0	
		% within position	.0%	.0%	.0%	100.0%	.0%	100.0
	6	Count	3	0	1	1	1	
		% within position	50.0%	.0%	16.7%	16.7%	16.7%	100.0
	8	Count	1	0	0	3	0	
		% within position	25.0%	.0%	.0%	75.0%	.0%	100.0
Total		Count	4	3	4	14	13	
		% within position	10.5%	7.9%	10.5%	36.8%	34.2%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.791[a]	24	.046
Likelihood Ratio	37.398	24	.040
Linear-by-Linear Association	4.788	1	.029
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .32.

position * supplychain

Crosstab

			supplychain				
			1	3	4	5	Total
position	1	Count	1	2	1	3	7
		% within position	14.3%	28.6%	14.3%	42.9%	100.0%
	2	Count	0	3	1	2	6
		% within position	.0%	50.0%	16.7%	33.3%	100.0%
	3	Count	2	1	0	3	6
		% within position	33.3%	16.7%	.0%	50.0%	100.0%
	4	Count	0	2	2	1	5
		% within position	.0%	40.0%	40.0%	20.0%	100.0%
	5	Count	0	1	3	0	4
		% within position	.0%	25.0%	75.0%	.0%	100.0%
	6	Count	3	0	3	0	6
		% within position	50.0%	.0%	50.0%	.0%	100.0%
	8	Count	2	0	1	1	4
		% within position	50.0%	.0%	25.0%	25.0%	100.0%
Total		Count	8	9	11	10	38
		% within position	21.1%	23.7%	28.9%	26.3%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.083[a]	18	.152
Likelihood Ratio	30.994	18	.029
Linear-by-Linear Association	2.550	1	.110
N of Valid Cases	38		

a. 28 cells (100.0%) have expected count less than 5. The minimum expected count is .84.

position * innovations

Crosstab

			innovations					Total
			1	2	3	4	5	
position	1	Count	1	0	1	3	2	
		% within position	14.3%	.0%	14.3%	42.9%	28.6%	100.0
	2	Count	0	0	1	3	2	
		% within position	.0%	.0%	16.7%	50.0%	33.3%	100.0
	3	Count	1	0	1	1	3	
		% within position	16.7%	.0%	16.7%	16.7%	50.0%	100.0
	4	Count	0	0	5	0	0	
		% within position	.0%	.0%	100.0%	.0%	.0%	100.0
	5	Count	0	0	1	2	1	
		% within position	.0%	.0%	25.0%	50.0%	25.0%	100.0
	6	Count	2	1	1	2	0	
		% within position	33.3%	16.7%	16.7%	33.3%	.0%	100.0
	8	Count	0	0	2	1	1	
		% within position	.0%	.0%	50.0%	25.0%	25.0%	100.0
Total		Count	4	1	12	12	9	
		% within position	10.5%	2.6%	31.6%	31.6%	23.7%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.525[a]	24	.239
Likelihood Ratio	29.024	24	.219
Linear-by-Linear Association	1.529	1	.216
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * citizenship

Crosstab

			citizenship					
			1	2	3	4	5	Total
position	1	Count	0	1	1	3	2	
		% within position	.0%	14.3%	14.3%	42.9%	28.6%	100.0
	2	Count	1	0	0	4	1	
		% within position	16.7%	.0%	.0%	66.7%	16.7%	100.0
	3	Count	2	0	0	2	2	
		% within position	33.3%	.0%	.0%	33.3%	33.3%	100.0
	4	Count	0	1	2	2	0	
		% within position	.0%	20.0%	40.0%	40.0%	.0%	100.0
	5	Count	1	0	1	2	0	
		% within position	25.0%	.0%	25.0%	50.0%	.0%	100.0
	6	Count	3	1	0	2	0	
		% within position	50.0%	16.7%	.0%	33.3%	.0%	100.0
	8	Count	2	1	0	1	0	
		% within position	50.0%	25.0%	.0%	25.0%	.0%	100.0
Total		Count	9	4	4	16	5	
		% within position	23.7%	10.5%	10.5%	42.1%	13.2%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.776[a]	24	.474
Likelihood Ratio	29.114	24	.216
Linear-by-Linear Association	7.560	1	.006
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .42.

position * dialogue

Crosstab

			dialogue					Total
			1	2	3	4	5	
position	1	Count	0	0	0	4	3	
		% within position	.0%	.0%	.0%	57.1%	42.9%	100.0
	2	Count	0	0	0	2	4	
		% within position	.0%	.0%	.0%	33.3%	66.7%	100.0
	3	Count	0	1	0	4	1	
		% within position	.0%	16.7%	.0%	66.7%	16.7%	100.0
	4	Count	0	0	1	2	2	
		% within position	.0%	.0%	20.0%	40.0%	40.0%	100.0
	5	Count	0	0	0	1	3	
		% within position	.0%	.0%	.0%	25.0%	75.0%	100.0
	6	Count	0	0	1	1	4	
		% within position	.0%	.0%	16.7%	16.7%	66.7%	100.0
	8	Count	1	0	2	0	1	
		% within position	25.0%	.0%	50.0%	.0%	25.0%	100.0
Total		Count	1	1	4	14	18	
		% within position	2.6%	2.6%	10.5%	36.8%	47.4%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.663[a]	24	.164
Likelihood Ratio	26.033	24	.351
Linear-by-Linear Association	2.791	1	.095
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * goals

Crosstab

			goals					
			1	2	3	4	5	Total
position	1	Count	0	0	2	4	1	
		% within position	.0%	.0%	28.6%	57.1%	14.3%	100.0
	2	Count	0	0	0	3	3	
		% within position	.0%	.0%	.0%	50.0%	50.0%	100.0
	3	Count	0	1	1	4	0	
		% within position	.0%	16.7%	16.7%	66.7%	.0%	100.0
	4	Count	0	0	3	2	0	
		% within position	.0%	.0%	60.0%	40.0%	.0%	100.0
	5	Count	0	0	2	2	0	
		% within position	.0%	.0%	50.0%	50.0%	.0%	100.0
	6	Count	0	0	1	2	3	
		% within position	.0%	.0%	16.7%	33.3%	50.0%	100.0
	8	Count	3	0	0	1	0	
		% within position	75.0%	.0%	.0%	25.0%	.0%	100.0
Total		Count	3	1	9	18	7	
		% within position	7.9%	2.6%	23.7%	47.4%	18.4%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.894[a]	24	.002
Likelihood Ratio	38.000	24	.035
Linear-by-Linear Association	6.269	1	.012
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * uasage

Crosstab

			uasage					
			1	2	3	4	5	Total
position	1	Count	1	2	1	2	1	
		% within position	14.3%	28.6%	14.3%	28.6%	14.3%	100.(
	2	Count	0	0	0	5	1	
		% within position	.0%	.0%	.0%	83.3%	16.7%	100.(
	3	Count	3	0	0	3	0	
		% within position	50.0%	.0%	.0%	50.0%	.0%	100.(
	4	Count	0	0	1	4	0	
		% within position	.0%	.0%	20.0%	80.0%	.0%	100.(
	5	Count	0	0	1	3	0	
		% within position	.0%	.0%	25.0%	75.0%	.0%	100.(
	6	Count	3	1	0	2	0	
		% within position	50.0%	16.7%	.0%	33.3%	.0%	100.(
	8	Count	2	1	1	0	0	
		% within position	50.0%	25.0%	25.0%	.0%	.0%	100.(
Total		Count	9	4	4	19	2	
		% within position	23.7%	10.5%	10.5%	50.0%	5.3%	100.(

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.477[a]	24	.283
Likelihood Ratio	34.685	24	.073
Linear-by-Linear Association	4.300	1	.038
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * communicating

Crosstab

			communicating					Total
			1	2	3	4	5	
position	1	Count	2	2	2	0	1	
		% within position	28.6%	28.6%	28.6%	.0%	14.3%	100.0
	2	Count	0	2	1	2	1	
		% within position	.0%	33.3%	16.7%	33.3%	16.7%	100.0
	3	Count	2	0	1	2	1	
		% within position	33.3%	.0%	16.7%	33.3%	16.7%	100.0
	4	Count	0	1	2	1	1	
		% within position	.0%	20.0%	40.0%	20.0%	20.0%	100.0
	5	Count	0	1	1	0	2	
		% within position	.0%	25.0%	25.0%	.0%	50.0%	100.0
	6	Count	3	0	1	1	1	
		% within position	50.0%	.0%	16.7%	16.7%	16.7%	100.0
	8	Count	1	0	1	1	1	
		% within position	25.0%	.0%	25.0%	25.0%	25.0%	100.0
Total		Count	8	6	9	7	8	
		% within position	21.1%	15.8%	23.7%	18.4%	21.1%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.424[a]	24	.830
Likelihood Ratio	23.144	24	.511
Linear-by-Linear Association	.221	1	.639
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .63.

position * redirect

Crosstab

			redirect					
			1	2	3	4	5	Total
position	1	Count	3	0	1	2	1	
		% within position	42.9%	.0%	14.3%	28.6%	14.3%	100.(
	2	Count	2	1	1	1	1	
		% within position	33.3%	16.7%	16.7%	16.7%	16.7%	100.(
	3	Count	1	0	1	4	0	
		% within position	16.7%	.0%	16.7%	66.7%	.0%	100.(
	4	Count	0	2	1	2	0	
		% within position	.0%	40.0%	20.0%	40.0%	.0%	100.(
	5	Count	0	1	0	2	1	
		% within position	.0%	25.0%	.0%	50.0%	25.0%	100.(
	6	Count	1	0	0	4	1	
		% within position	16.7%	.0%	.0%	66.7%	16.7%	100.(
	8	Count	1	0	2	1	0	
		% within position	25.0%	.0%	50.0%	25.0%	.0%	100.(
Total		Count	8	4	6	16	4	
		% within position	21.1%	10.5%	15.8%	42.1%	10.5%	100.(

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.406[a]	24	.555
Likelihood Ratio	26.168	24	.345
Linear-by-Linear Association	.738	1	.390
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .42.

position * rescources

Crosstab

			rescources					
			1	2	3	4	5	Total
position	1	Count	1	0	1	4	1	
		% within position	14.3%	.0%	14.3%	57.1%	14.3%	100.0
	2	Count	0	0	2	3	1	
		% within position	.0%	.0%	33.3%	50.0%	16.7%	100.0
	3	Count	0	2	0	3	1	
		% within position	.0%	33.3%	.0%	50.0%	16.7%	100.0
	4	Count	0	0	4	1	0	
		% within position	.0%	.0%	80.0%	20.0%	.0%	100.0
	5	Count	0	0	3	0	1	
		% within position	.0%	.0%	75.0%	.0%	25.0%	100.0
	6	Count	3	0	1	2	0	
		% within position	50.0%	.0%	16.7%	33.3%	.0%	100.0
	8	Count	1	0	1	2	0	
		% within position	25.0%	.0%	25.0%	50.0%	.0%	100.0
Total		Count	5	2	12	15	4	
		% within position	13.2%	5.3%	31.6%	39.5%	10.5%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.212[a]	24	.065
Likelihood Ratio	35.237	24	.065
Linear-by-Linear Association	3.394	1	.065
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * plans

Crosstab

			plans			
			3	4	5	Total
position	1	Count	0	2	5	7
		% within position	.0%	28.6%	71.4%	100.0%
	2	Count	0	2	4	6
		% within position	.0%	33.3%	66.7%	100.0%
	3	Count	0	3	3	6
		% within position	.0%	50.0%	50.0%	100.0%
	4	Count	0	4	1	5
		% within position	.0%	80.0%	20.0%	100.0%
	5	Count	1	1	2	4
		% within position	25.0%	25.0%	50.0%	100.0%
	6	Count	1	0	5	6
		% within position	16.7%	.0%	83.3%	100.0%
	8	Count	0	3	1	4
		% within position	.0%	75.0%	25.0%	100.0%
Total		Count	2	15	21	38
		% within position	5.3%	39.5%	55.3%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.459[a]	12	.217
Likelihood Ratio	17.014	12	.149
Linear-by-Linear Association	1.346	1	.246
N of Valid Cases	38		

a. 21 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * knowledge

Crosstab

			knowledge					
			1	2	3	4	5	Total
position	1	Count	1	0	3	1	2	
		% within position	14.3%	.0%	42.9%	14.3%	28.6%	100.0
	2	Count	0	0	1	4	1	
		% within position	.0%	.0%	16.7%	66.7%	16.7%	100.0
	3	Count	2	0	2	0	2	
		% within position	33.3%	.0%	33.3%	.0%	33.3%	100.0
	4	Count	0	0	2	3	0	
		% within position	.0%	.0%	40.0%	60.0%	.0%	100.0
	5	Count	1	1	1	0	1	
		% within position	25.0%	25.0%	25.0%	.0%	25.0%	100.0
	6	Count	2	0	1	3	0	
		% within position	33.3%	.0%	16.7%	50.0%	.0%	100.0
	8	Count	1	1	1	1	0	
		% within position	25.0%	25.0%	25.0%	25.0%	.0%	100.0
Total		Count	7	2	11	12	6	
		% within position	18.4%	5.3%	28.9%	31.6%	15.8%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.234[a]	24	.393
Likelihood Ratio	30.028	24	.184
Linear-by-Linear Association	2.918	1	.088
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * awareness

Crosstab

			awareness					Total
			1	2	3	4	5	
position	1	Count	0	0	0	5	2	
		% within position	.0%	.0%	.0%	71.4%	28.6%	100.0
	2	Count	0	0	0	3	3	
		% within position	.0%	.0%	.0%	50.0%	50.0%	100.0
	3	Count	1	1	1	2	1	
		% within position	16.7%	16.7%	16.7%	33.3%	16.7%	100.0
	4	Count	0	0	0	4	1	
		% within position	.0%	.0%	.0%	80.0%	20.0%	100.0
	5	Count	1	0	1	2	0	
		% within position	25.0%	.0%	25.0%	50.0%	.0%	100.0
	6	Count	3	0	0	3	0	
		% within position	50.0%	.0%	.0%	50.0%	.0%	100.0
	8	Count	2	0	1	1	0	
		% within position	50.0%	.0%	25.0%	25.0%	.0%	100.0
Total		Count	7	1	3	20	7	
		% within position	18.4%	2.6%	7.9%	52.6%	18.4%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.054[a]	24	.258
Likelihood Ratio	30.171	24	.179
Linear-by-Linear Association	10.921	1	.001
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * feedback

Crosstab

			feedback					
			1	2	3	4	5	Total
position	1	Count	0	0	2	3	2	
		% within position	.0%	.0%	28.6%	42.9%	28.6%	100.0
	2	Count	0	0	0	3	3	
		% within position	.0%	.0%	.0%	50.0%	50.0%	100.0
	3	Count	0	1	1	2	2	
		% within position	.0%	16.7%	16.7%	33.3%	33.3%	100.0
	4	Count	0	0	0	2	3	
		% within position	.0%	.0%	.0%	40.0%	60.0%	100.0
	5	Count	0	0	1	3	0	
		% within position	.0%	.0%	25.0%	75.0%	.0%	100.0
	6	Count	0	0	1	1	4	
		% within position	.0%	.0%	16.7%	16.7%	66.7%	100.0
	8	Count	1	0	1	2	0	
		% within position	25.0%	.0%	25.0%	50.0%	.0%	100.0
Total		Count	1	1	6	16	14	
		% within position	2.6%	2.6%	15.8%	42.1%	36.8%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.500[a]	24	.433
Likelihood Ratio	23.002	24	.520
Linear-by-Linear Association	1.467	1	.226
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * processes

Crosstab

			processes					
			1	2	3	4	5	Total
position	1	Count	1	0	1	2	3	
		% within position	14.3%	.0%	14.3%	28.6%	42.9%	100.0
	2	Count	0	0	2	3	1	
		% within position	.0%	.0%	33.3%	50.0%	16.7%	100.0
	3	Count	1	0	2	3	0	
		% within position	16.7%	.0%	33.3%	50.0%	.0%	100.0
	4	Count	0	0	0	5	0	
		% within position	.0%	.0%	.0%	100.0%	.0%	100.0
	5	Count	1	0	1	1	1	
		% within position	25.0%	.0%	25.0%	25.0%	25.0%	100.0
	6	Count	2	0	0	2	2	
		% within position	33.3%	.0%	.0%	33.3%	33.3%	100.0
	8	Count	2	1	0	1	0	
		% within position	50.0%	25.0%	.0%	25.0%	.0%	100.0
Total		Count	7	1	6	17	7	
		% within position	18.4%	2.6%	15.8%	44.7%	18.4%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.146[a]	24	.215
Likelihood Ratio	29.397	24	.206
Linear-by-Linear Association	4.111	1	.043
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

position * marketing

Crosstab

			marketing					Total
			1	2	3	4	5	
position	1	Count	0	1	0	2	4	
		% within position	.0%	14.3%	.0%	28.6%	57.1%	100.0
	2	Count	0	0	1	2	3	
		% within position	.0%	.0%	16.7%	33.3%	50.0%	100.0
	3	Count	1	1	0	1	3	
		% within position	16.7%	16.7%	.0%	16.7%	50.0%	100.0
	4	Count	0	0	1	3	1	
		% within position	.0%	.0%	20.0%	60.0%	20.0%	100.0
	5	Count	1	0	0	3	0	
		% within position	25.0%	.0%	.0%	75.0%	.0%	100.0
	6	Count	4	0	1	1	0	
		% within position	66.7%	.0%	16.7%	16.7%	.0%	100.0
	8	Count	1	0	3	0	0	
		% within position	25.0%	.0%	75.0%	.0%	.0%	100.0
Total		Count	7	2	6	12	11	
		% within position	18.4%	5.3%	15.8%	31.6%	28.9%	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.356[a]	24	.020
Likelihood Ratio	43.212	24	.009
Linear-by-Linear Association	10.877	1	.001
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

position * diciplines

Crosstab

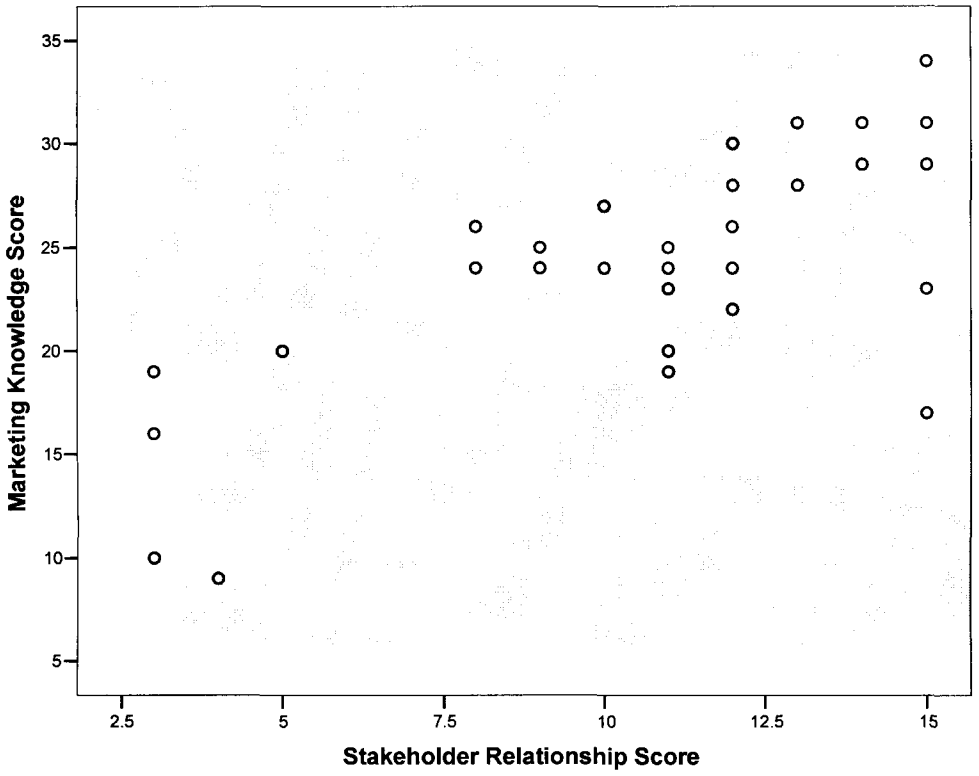
			diciplines					
			1	2	3	4	5	Total
position	1	Count	1	1	1	0	4	
		% within position	14.3%	14.3%	14.3%	.0%	57.1%	100.0
	2	Count	0	0	0	2	4	
		% within position	.0%	.0%	.0%	33.3%	66.7%	100.0
	3	Count	1	0	0	4	1	
		% within position	16.7%	.0%	.0%	66.7%	16.7%	100.0
	4	Count	0	0	0	2	3	
		% within position	.0%	.0%	.0%	40.0%	60.0%	100.0
	5	Count	0	0	0	2	2	
		% within position	.0%	.0%	.0%	50.0%	50.0%	100.0
	6	Count	2	0	0	4	0	
		% within position	33.3%	.0%	.0%	66.7%	.0%	100.0
	8	Count	1	0	1	1	1	
		% within position	25.0%	.0%	25.0%	25.0%	25.0%	100.0
Total		Count	5	1	2	15	15	3
		% within position	13.2%	2.6%	5.3%	39.5%	39.5%	100.0

Chi-Square Tests

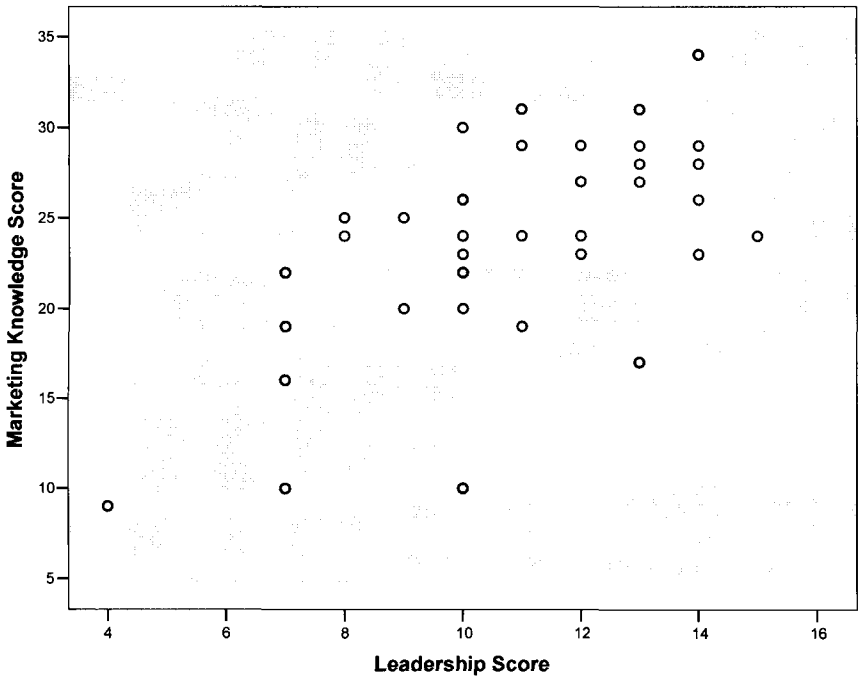
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.300[a]	24	.390
Likelihood Ratio	29.901	24	.188
Linear-by-Linear Association	1.588	1	.208
N of Valid Cases	38		

a. 35 cells (100.0%) have expected count less than 5. The minimum expected count is .11.

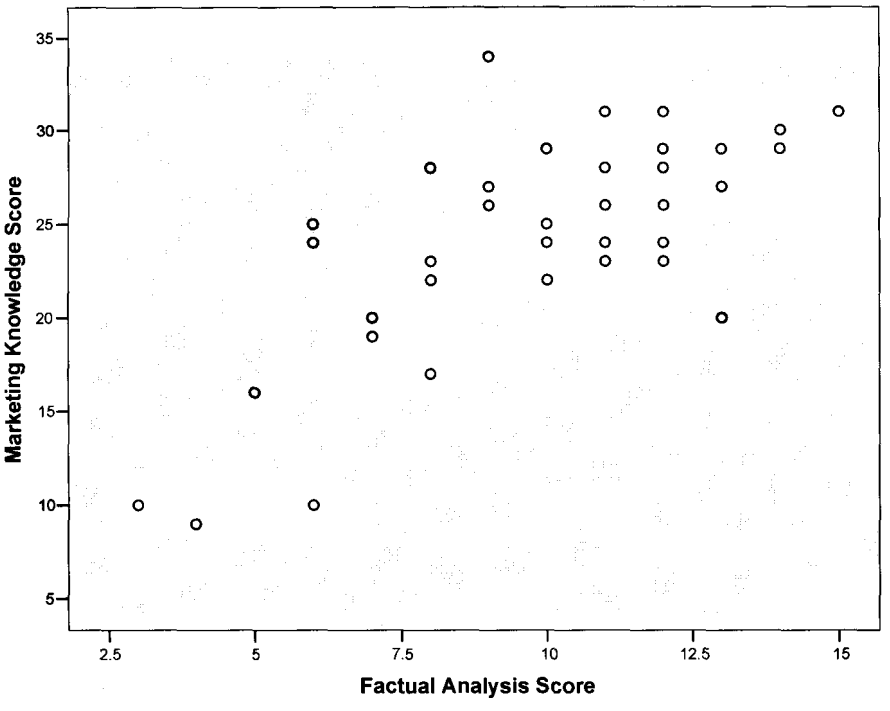
APPENDIX 6: SCATTERPLOTS



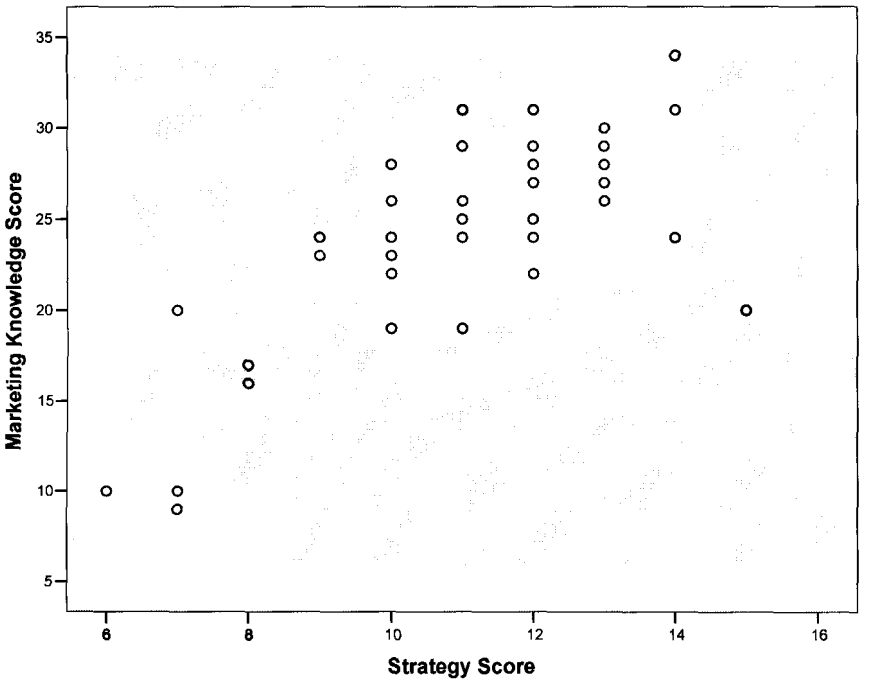
Marketing Knowledge Score / Stakeholder Relationships Score



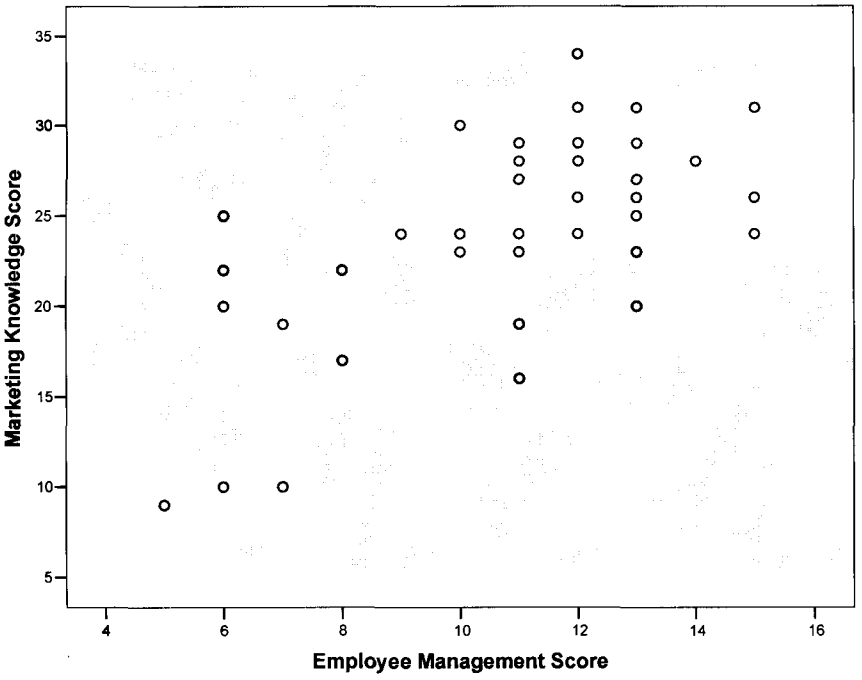
Marketing Knowledge Score / Leadership Score



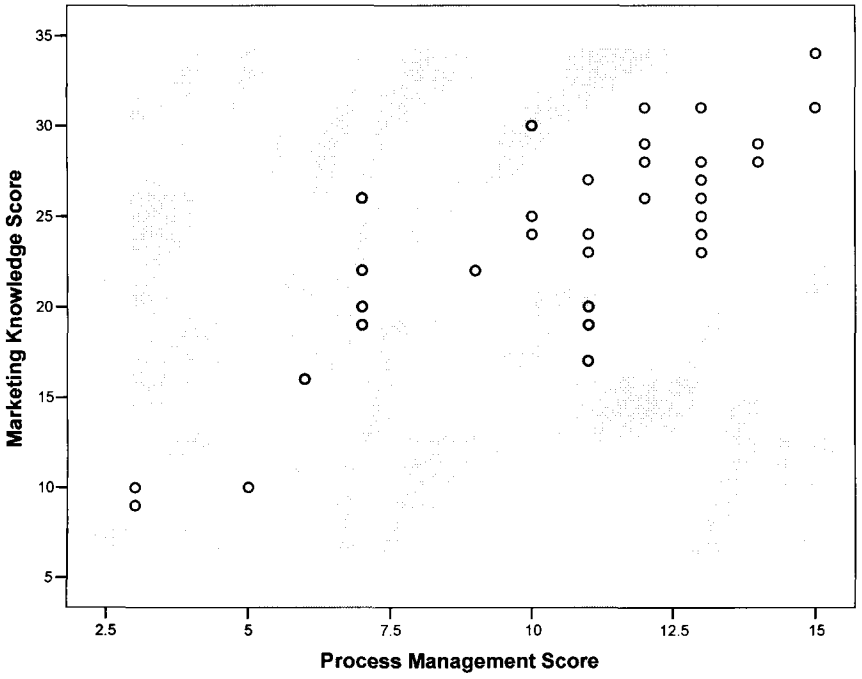
Marketing Knowledge Score / Factual Analysis Score



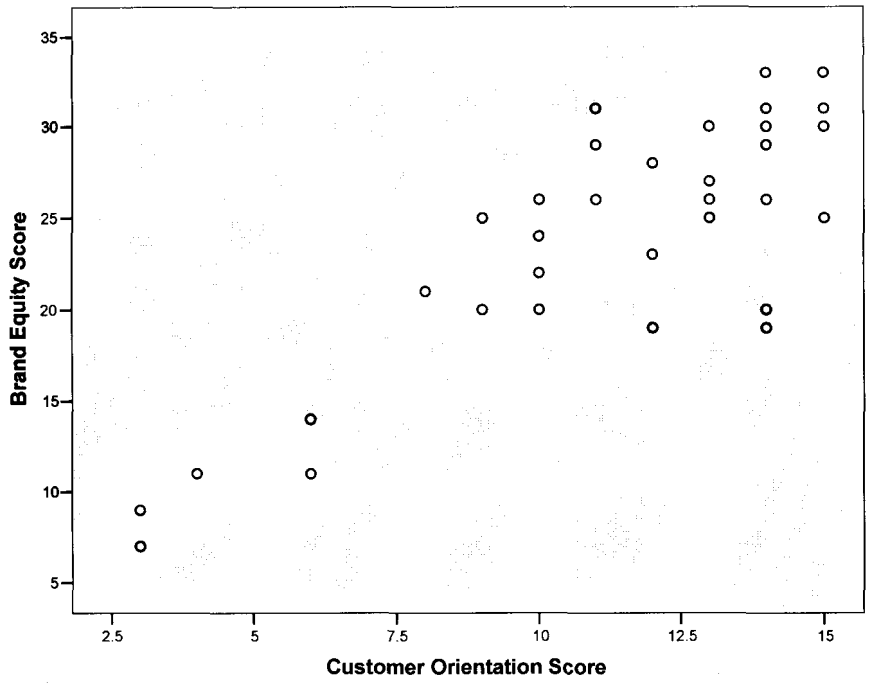
Marketing Knowledge Score / Strategy Score



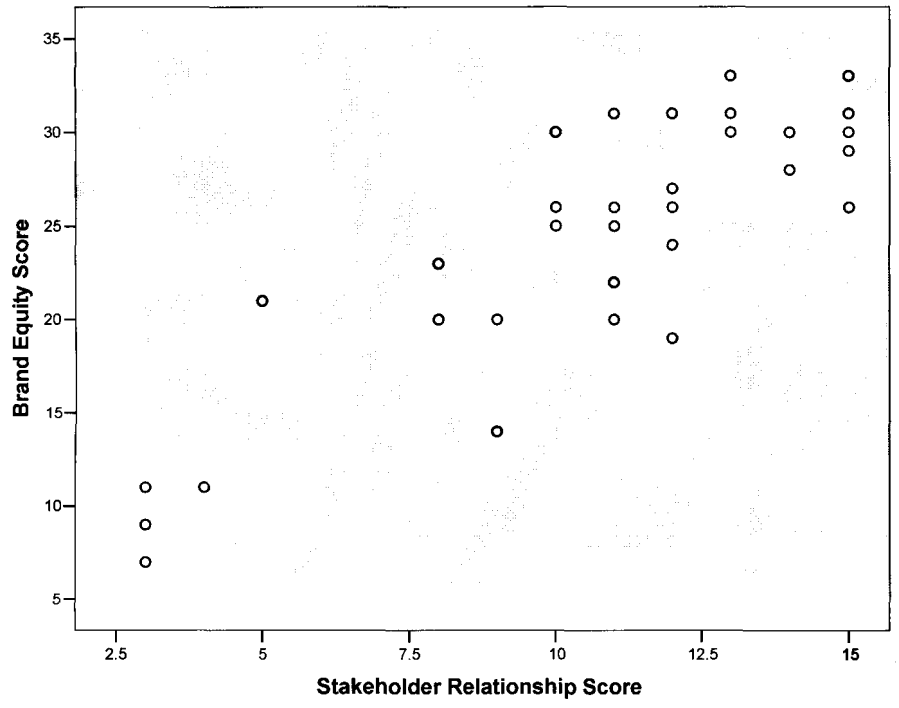
Marketing Knowledge Score / Employee Management Score



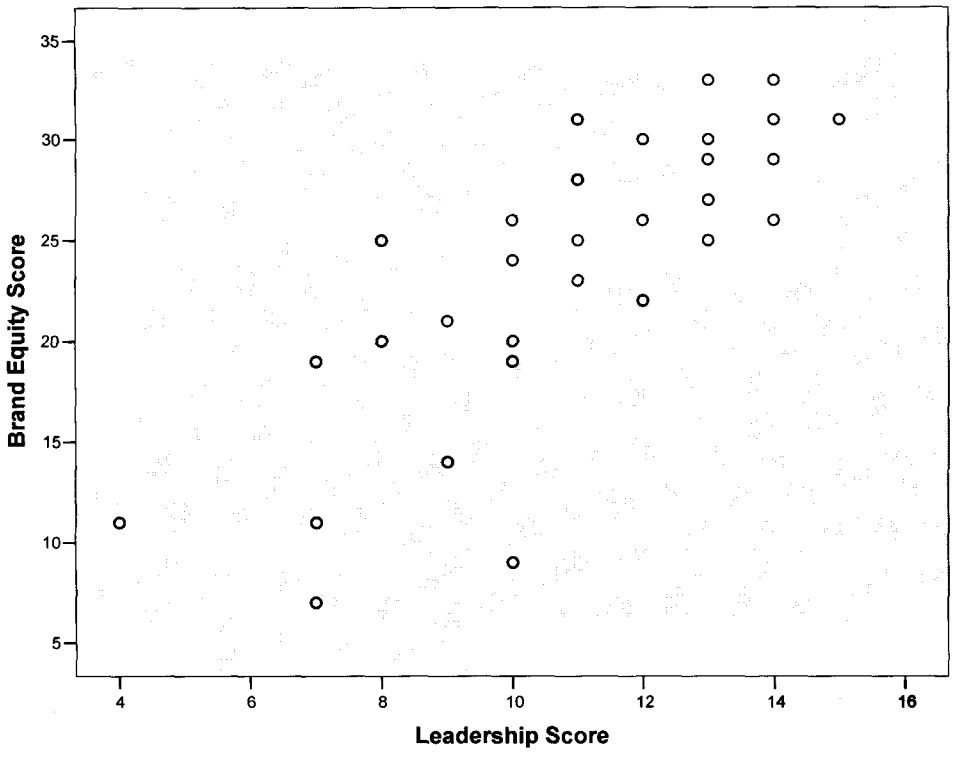
Marketing Knowledge Score / Process Management Score



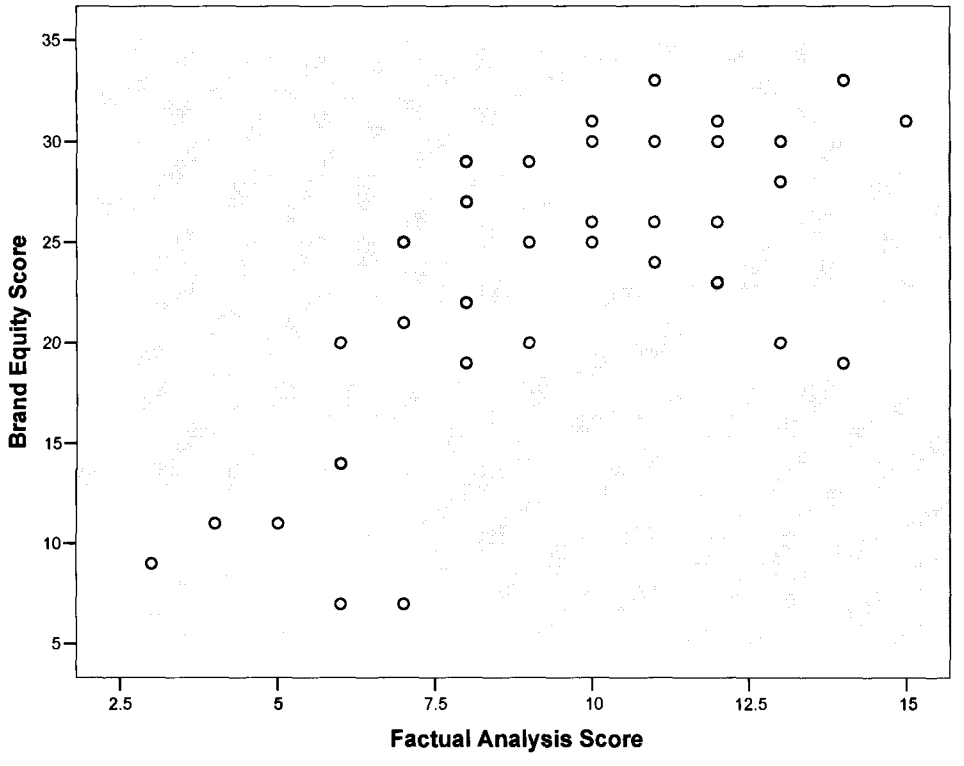
Brand Equity Score / Customer Orientation Score



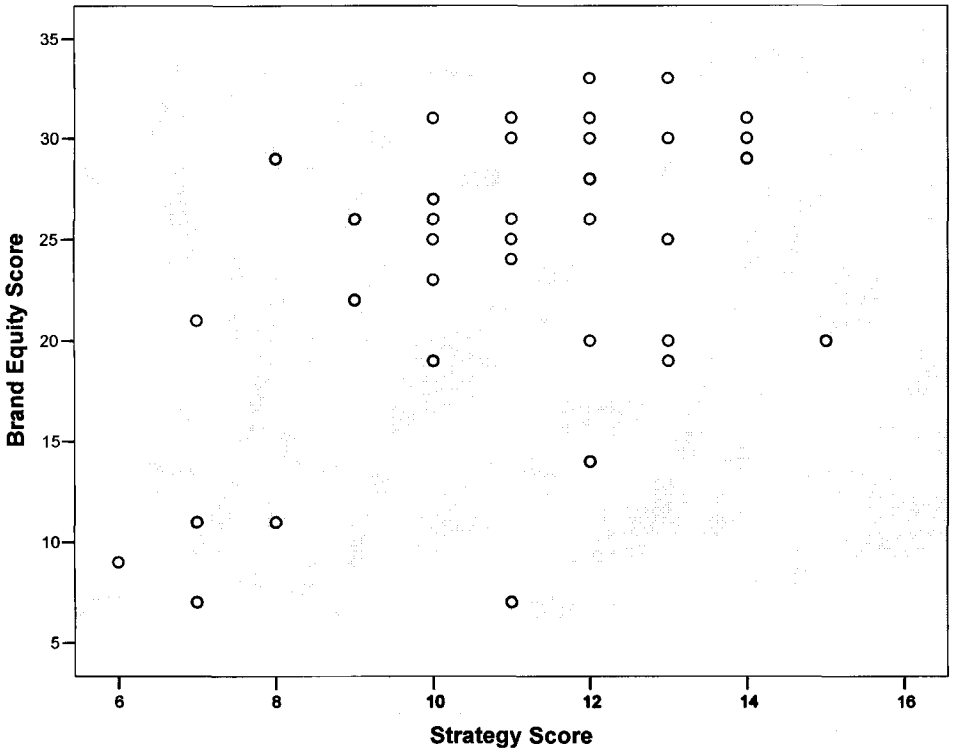
Brand Equity Score / Stakeholder Relationship Score



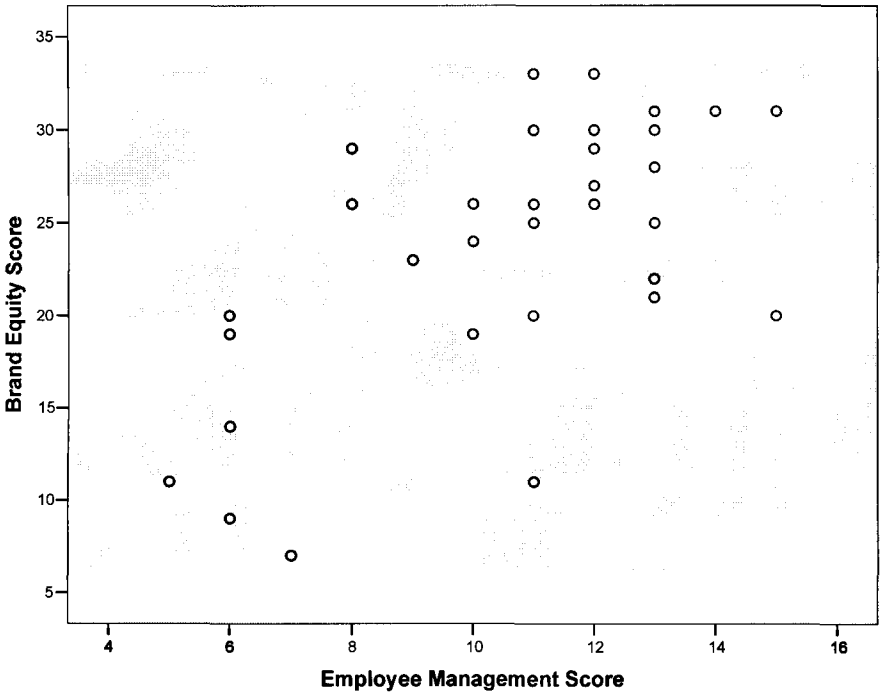
Brand Equity Score / Leadership Score



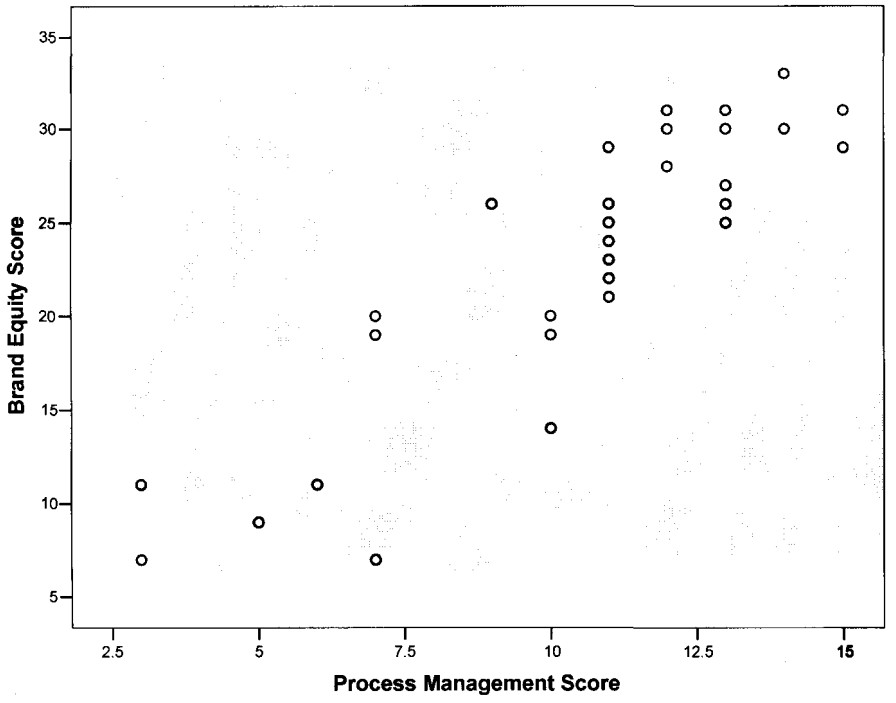
Brand Equity Score / Factual Analysis Score



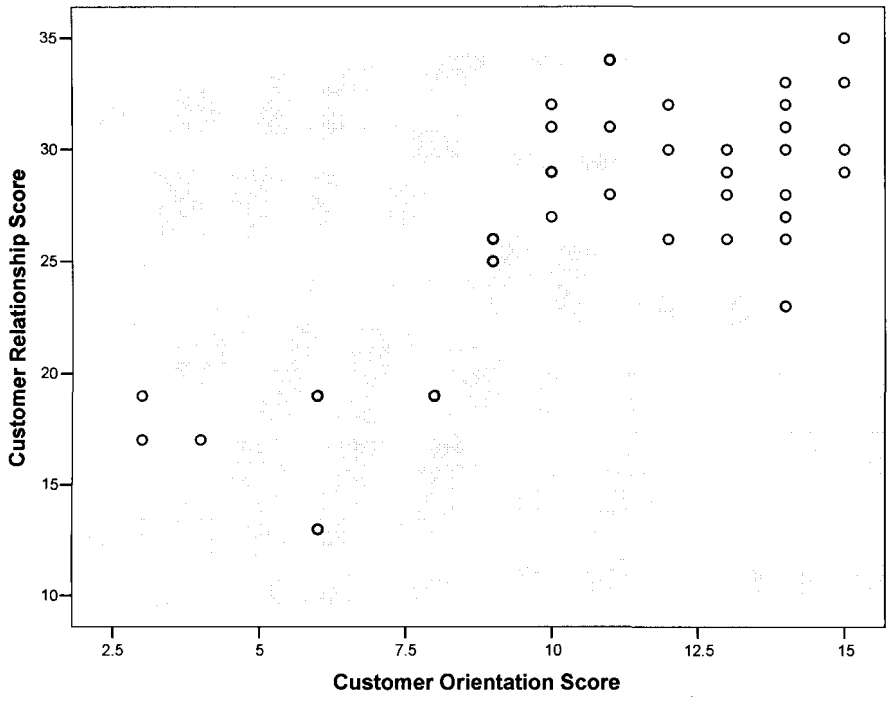
Brand Equity Score / Strategy Score



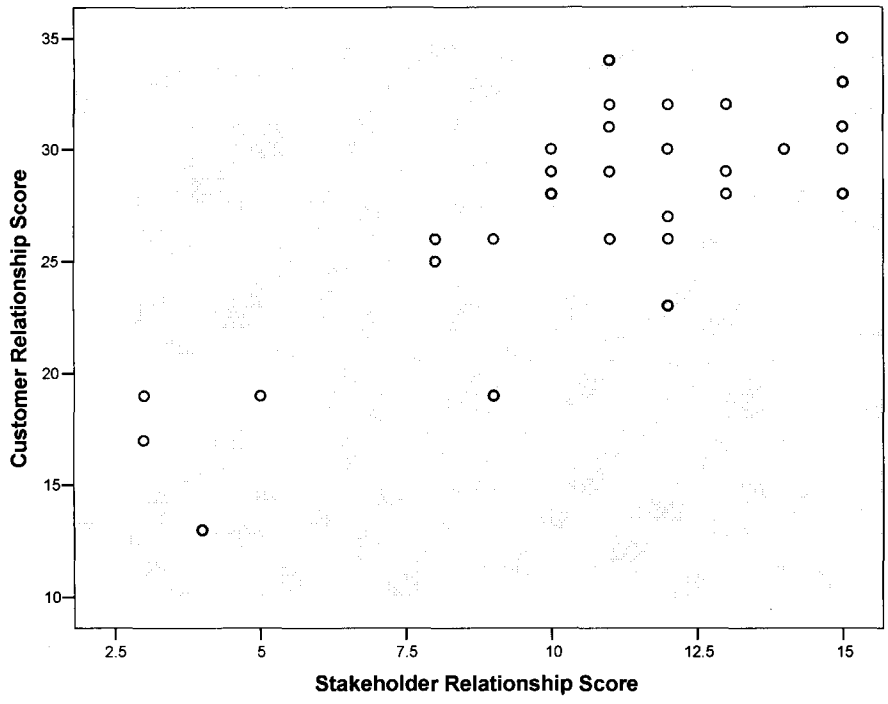
Brand Equity Score / Employee Management Score



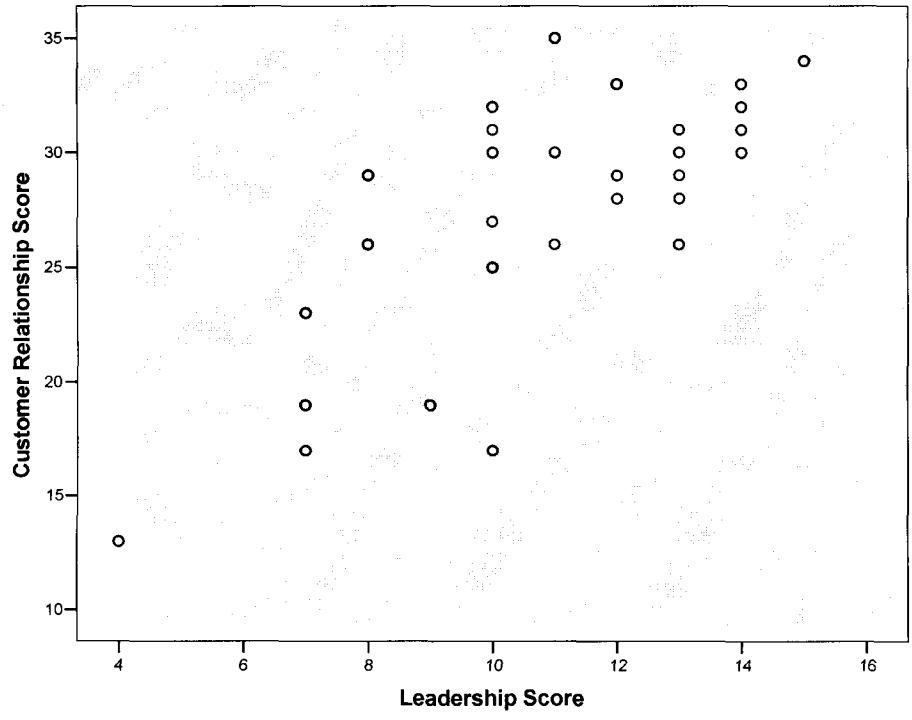
Brand Equity Score / Process Management Score



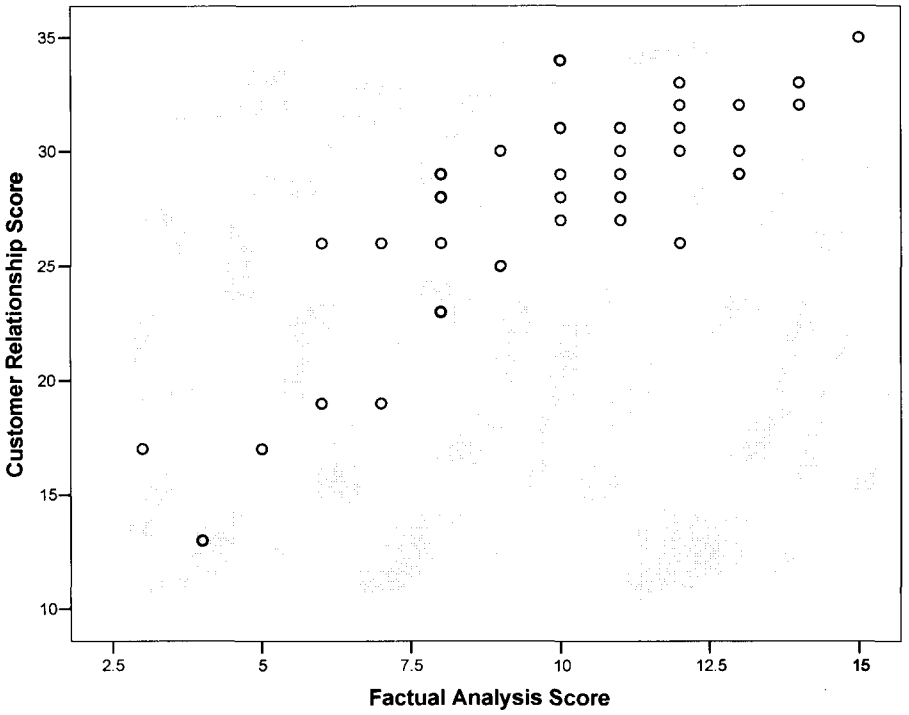
Customer Relationships Score / Customer Orientation Score



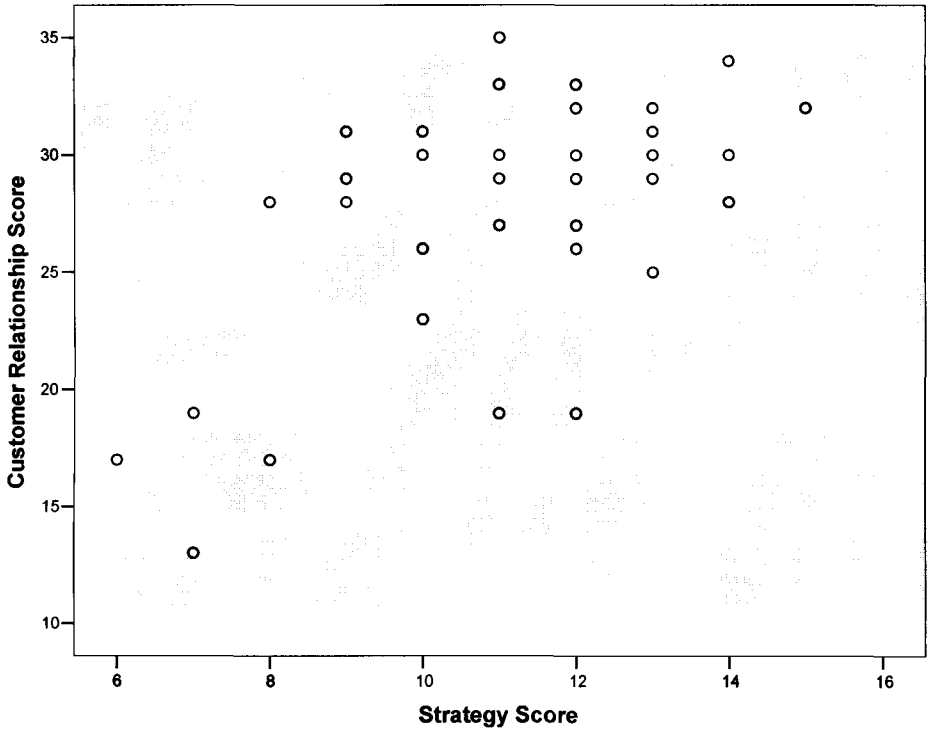
Customer Relationships Score / Stakeholder Relationship Score



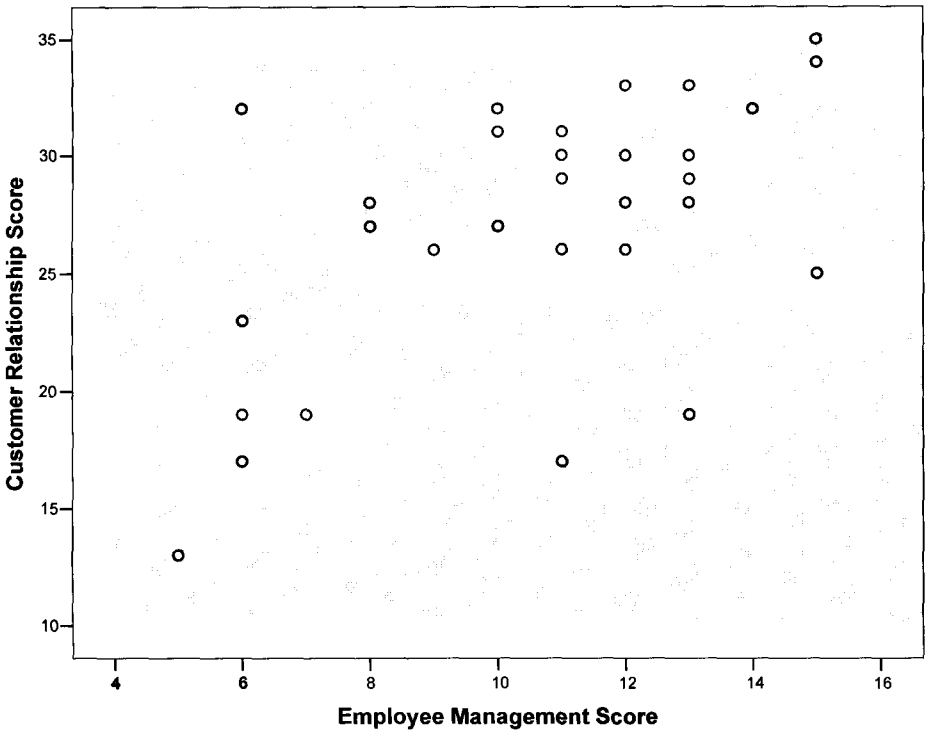
Customer Relationships Score / Leadership Score



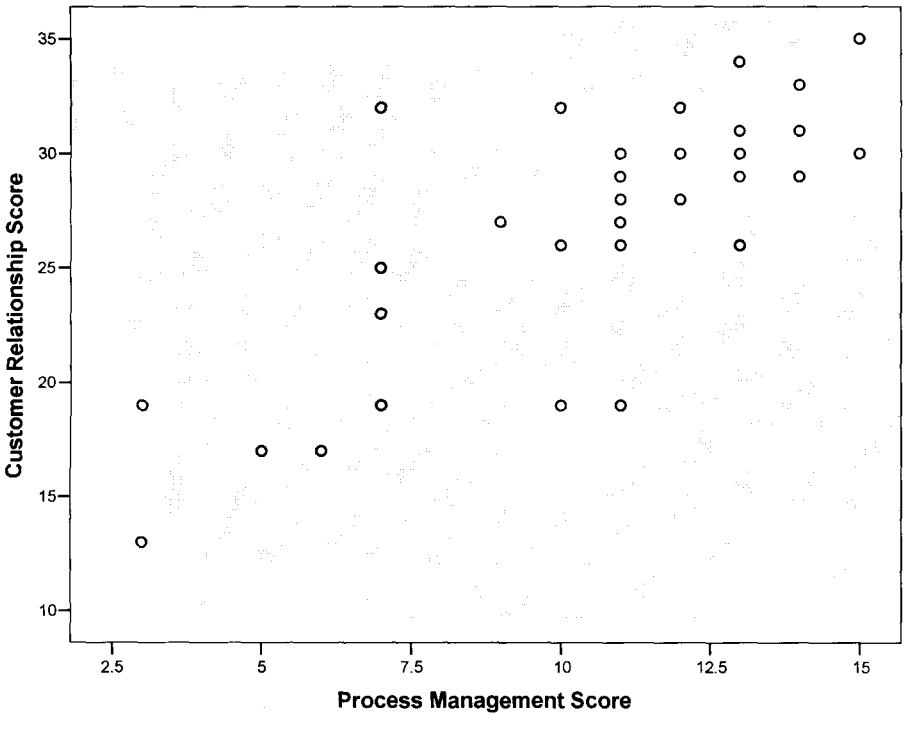
Customer Relationships Score / Factual Analysis Score



Customer Relationships Score / Strategy Score



Customer Relationships Score / Employee Management Scores



Customer Relationships Score / Process management Scores

APPENDIX 5: ETHICAL CLEARANCE

RESEARCH OFFICE (GOVAN MBEKI CENTRE)
WESTVILLE CAMPUS
TELEPHONE NO.: 031 – 2603587
EMAIL : ximbap@ukzn.ac.za

UNIVERSITY OF
KWAZULU-NATAL

27 NOVEMBER 2006

MR. DF LAAS (202525433)
GRADUATE SCHOOL OF BUSINESS

Dear Mr. Laas

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/06754A

I wish to confirm that ethical clearance has been granted for the following project:

"Investigate the existence of quality management principles and the application thereof amongst managers within the *Oranje Toyota Group*"

Yours faithfully

MS. PHUMELELE XIMBA
RESEARCH OFFICE

cc. Faculty Office (Christel Haddon)
cc. Supervisor (Prof. S Lubbe)