

**PARTICIPANT MARKETING  
COMMUNICATIONS MANAGEMENT AND  
ITS IMPLEMENTATION ON THE  
MULTINATIONAL LODGING BUSINESSES  
LOCATED AT SKI SITES IN TURKEY**

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**Abstract:** This project aims to identify the views of the personnel working at the multinational lodging businesses located at ski sites in Turkey about Participant Marketing Communications Management (PMCM) practices. In this framework, the role of education in total quality management was researched. The project covered eleven marketing managers and forty five marketing staff working at the ten five-star and fourteen four-star hotels at the four largest ski centers of Turkey-Uludağ, Palandöken, Erciyes ve Sarıkamış. The data was collected according to a standard questionnaire, and was analyzed using on the  $\chi^2$  test. Based on the results of the analysis, a statistically meaningful and positive relationship between the workers' levels of education and their stance towards participant marketing communications management was found.

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Marketing communications is a process through which consumer demand is created and followed; or through which consumers are convinced to purchase (Lewis , 2000, 444). All acts of administration and coordination constitute the marketing communications management (Legg , 2007, 163).

Adopting the marketing communications management is one of the modern marketing management techniques. This school of scientific marketing management regarding marketing activities defines highest productivity in marketing activities as making the best use of workers' synergy (Wells, 1996, 430). Hence, the followers of this school have persistently advocated that the redundant acts, methods and other time-consuming activities that keep the workers less productive had to be averted. In classical marketing management, the role of the administration was to make decisions, while the marketing staff had to heed and obey. When it was figured that this approach did not suffice, a new set of techniques was sought that would not only have the staff solely use their physical power, but also allow them to incorporate their thoughts and feelings into their work. This way a new motivation technique was developed, which can be interpreted as multilateral participation and synergy with regards to marketing communications management (Lagrosen, 2005,63).

Methods of participation in management, sharing and creating synergy bring in a new approach to marketing communications management, and constitute the final stage of a developmental process that has its roots in traditional marketing management approach. The marketing staff are no longer satisfied as being simple workers, but want to take part in the marketing communications management. They want to play an active role in the discussion and conclusion of every decision regarding themselves; expect their opinion be asked, are willing to share their own points of view, and want supervision for the marketing force.

Partaking in marketing communications management, in general terms, can be defined as joint thinking, experimentation, evaluation among the whole staff from the lowest ranking worker to the top

manager in all applications and approaches, allowing mistakes, and making of decisions based on multilateral contribution and synergy.

The workers demand an active role and freedom of speech in the discussion and conclusion of each decision regarding themselves. In recent years, the topics of discussion among professional marketing managers have shifted from whether joining in the marketing communications management is necessary, to at what level, using which approaches, how, and with whom this management will be implemented (Geadek, 1983,438). Those who favor marketing communications management view this approach as a formula that solves the administrative problems and prevents possible frictions and conflicts. One of the most appropriate methods of increasing efficiency in firms is encouraging the workers for constructive thinking in solving problems (Bob, 1988, 45). However, traditional systems of education, centralist management practices, and restrictive factors that are part of organization culture cause people to take a negative stance towards constructive thinking. Thus, the worker, assuming that constructive thinking is either not expected from him or is an innate gift, does not even make the effort to use his given potential.

In lodging businesses where a high number of workers are employed and where automation is limited, the productiveness and efficiency of workers are highly significant. In this regard, the inclusion of the marketing staff in the decision making process would increase their motivation and performance, which, eventually, would carry the firm to a higher position with regards to its competitors (Carl, 1999, 80).

### **The aim and significance of the research**

The aim of this research was to find out the opinions of the marketing staff regarding participant marketing communications management working at lodging firms where a large number of workers are employed. It is expected that a research of this content would be beneficial both academically and for the related sectors.

Two of the main elements that determine customer satisfaction in lodging businesses is efficient marketing practices and the staff that apply these marketing strategies and practices. Through participant marketing communications management, lodging businesses not only will increase the productivity of their own staff, but will also increase their income, and have their customers stay a second time. Both the lodging sector and the tourism sector at large would benefit from this approach.

The findings of the research are considered significant as they would constitute a resource to marketing managers, marketing staff, and other researchers who will study this topic.

### **The Hypotheses of the research**

- H1: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the work skills of workers” differ based on their levels of education.

- H2: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the efficiency of workers” differ based on their levels of education.
- H3: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the empathy skills of workers” differ based on their levels of education.
- H4: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the persuasion skills of workers” differ based on their levels of education.
- H5: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the production quality of workers” differ based on their levels of education.
- H6: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the workers’ ability to communicate with the customer” differ based on their levels of education.
- H7: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the self-confidence of workers” differ based on their levels of education.
- H8: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the sensitivity and acuity of workers” differ based on their levels of education.
- H9: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the enthusiasm of workers” differ based on their levels of education.
- H10: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the trustworthiness of workers” differ based on their levels of education.
- H11: The opinions of the research participants regarding the statement “Participant marketing communications management practices increase the dedication of workers” differ based on their levels of education.

### **Data, analysis and methods**

The research population covers 11 marketing managers and 45 marketing staff working at the ten five-star and fourteen four-star hotels at the four largest ski centers of Turkey as of 2009—Uludağ, Palandöken, Erciyes ve Sarıkamış. The number of samples is determined to be 56, taking P as 0.5.

Following a literature review about the topic, a field research was conducted. Through the field research, the opinions of the marketing managers and staff about the topic were collected based on a standardized questionnaire.

An electronic database was created by uploading the data gathered through the questionnaire, the data was then analyzed using the SPSS 15.0 program, and the results of the analysis was interpreted accordingly.

### **Findings of the analysis and general properties of samples**

Some of the data about the samples are given on table 1-5.

According to the Star of The hotel	n		%		Total- n	Total- %
	Administrator	Employee	Administrator	Employee	Administrator	Employee
4 Stars	4	21	36	47	25	45
5 Stars	7	24	64	53	31	55
<b>Total</b>	<b>11</b>	<b>45</b>	<b>100,0</b>	<b>100,0</b>	<b>56</b>	<b>100,0</b>

The categorization of the hotels according to their numbers of stars is represented in Table 1. According to the chart, of all the staff that participated in the questionnaire, 45% work in 4 star hotels, and 55% in 5 star hotels.

Age Status	n	%
18-24	10	18
25-31	11	20
32-38	14	25
39-45	9	16
46 +	12	21
<b>Total</b>	<b>56</b>	<b>100</b>

Table 2 represents the categorization of the research participants based on their age. According to the table, of all the staff that participated in the questionnaire, those of age 18-24 constitute 18%, 25-31 constitute 20%, 32-38 constitute %25, 39-45 constitute %16, and 46+ constitute %21. As seen in the chart, the highest participation in the research is by the 32-38 age group, with 25%.

Gender Status	n	%
Woman	12	21
Male	44	79
<b>Total</b>	<b>56</b>	<b>100</b>

Table 3 represents the categorization of the research participants based on their sex. According to the table, of all the staff that participated in the questionnaire, 21% are female, and 79% are male.

Education level	n	%
Primary	7	13
High School	12	21
Junior Technical College	16	29
University	21	37
<b>Total</b>	<b>56</b>	<b>100</b>

Table 4 represents the categorization of the research participants based on their levels of education. According to the table, of all the staff that participated in the questionnaire, 13% are graduates of elementary school, 21% of high school, 29% of vocational high school, 37% of college.

### Testing of the hypotheses

Throughout the research, the opinions of the research participants regarding the practices of the approach were designated based on their levels of education. The results of the research are represented on Chart 5 below. The questions in the questionnaire are as follows:

1. Participant marketing communications management practices increase the work skills of workers,
2. Participant marketing communications management practices increase the efficiency of workers,
3. Participant marketing communications management practices increase the empathy skills of workers,

4. Participant marketing communications management practices increase the persuasion skills of workers,
5. Participant marketing communications management practices increase the production quality of workers,
6. Participant marketing communications management practices increase the workers' ability to communicate with the customer,
7. Participant marketing communications management practices increase the self-confidence of workers,
8. Participant marketing communications management practices increase the sensitivity and acuity of workers,
9. Participant marketing communications management practices increase the enthusiasm of workers,
10. Participant marketing communications management practices increase the trustworthiness of workers.

Question	Option	Primary		High School		Junior Technical College		University	
		n	%	n	%	n	%	n	%
1	Agree	6	86,7	7	58,3	12	75	14	71,1
	Undecided	1	13,3	4	33,3	3	18,8	6	28,6
	Disagree	-	-	1	8,4	1	6,2	1	0,3
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 84,519		S.D. ; 6		p; 0,000			
2	Agree	5	71,4	7	58,3	12	75,0	14	71,1
	Undecided	1	14,2	4	33,3	3	18,8	6	28,6
	Disagree	1	14,2	1	8,4	1	6,2	1	4,8
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 98,379		S.D. ; 6		p; 0,000			
3	Agree	4	57,1	7	58,3	13	81,25	15	71,4
	Undecided	2	28,6	3	25	3	18,75	5	23,8
	Disagree	1	14,2	2	16,7	-	-	1	4,8
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 87,675		S.D. ; 6		p; 0,011			
4	Agree	5	71,4	8	66,7	13	81,25	16	76,1
	Undecided	1	14,2	1	8,4	1	6,25	4	19,0
	Disagree	1	14,2	1	8,4	2	12,50	1	4,8
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 86,543		S.D. ; 6		p; 0,000			
5	Agree	5	71,4	7	58,3	14	87,5	15	71,4
	Undecided	-	-	4	33,3	2	12,5	5	23,8
	Disagree	2	28,6	1	8,4	-	-	1	4,8
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 81,870		S.D. ; 6		p; 0,000			
6	Agree	4	57,1	8	66,7	12	75,0	16	76,1
	Undecided	2	28,6	1	8,4	3	18,8	4	19,0
	Disagree	1	14,2	1	8,4	1	6,2	1	4,8
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 84,771		S.D. ; 6		p; 0,000			
7	Agree	5	71,4	8	66,7	13	81,25	16	76,1
	Undecided	1	14,2	1	8,4	1	6,25	4	19,0
	Disagree	1	14,2	1	8,4	2	12,50	1	4,8
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 83,865		S.D. ; 6		p; 0,000			
8	Agree	6	86,7	7	58,3	14	87,5	16	76,1
	Undecided	1	13,3	4	33,3	2	12,5	4	19,0
	Disagree	-	-	1	8,4	-	-	1	4,8
	Total	7	100	12	100	16	100	21	100

		$\chi^2$ ; 85,444			S.D. ; 6		p; 0,000		
9	Agree	5	71,4	7	58,3	14	87,5	15	71,4
	Undecided	-	-	4	33,3	2	12,5	5	23,8
	Disagree	2	28,6	1	8,4	-	-	1	4,8
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 87,999			S.D. ; 6		p; 0,000		
10	Agree	4	57,1	8	66,7	13	76,1	16	81,25
	Undecided	2	28,6	1	8,4	3	19,0	4	6,25
	Disagree	1	14,2	1	8,4	-	4,8	1	12,50
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 86,003			S.D. ; 6		p; 0,000		
11	Agree	6	86,7	7	58,3	12	75	14	71,1
	Undecided	1	13,3	4	33,3	3	18,8	6	28,6
	Disagree	-	-	1	8,4	1	6,2	1	0,3
	Total	7	100	12	100	16	100	21	100
		$\chi^2$ ; 88,741			S.D. ; 6		p; 0,000		

The results of the  $\chi^2$  test rejects the  $H_0$  hypothesis with a 5% degree of meaningfulness. Based on this result, although the participants share the opinion that the Participant Marketing Communications Management (PMCM) practices do increase the workers' work-skills, efficiency, empathy skill, persuasion skill, production quality, customer communication skills, self-confidence, sensitivity and acuity, enthusiasm, trustworthiness and dedication, these opinions differ based on their levels of education. For example, regarding the statement "Participant marketing communications management practices increase the work skills of workers", while the elementary school graduates who agree with the statement are 86.7%, the college graduates who agree with the statement remains at 71.1%. The situation is quite similar in all the 11 statements included in the research—that is to say, the responses of the research participants to the given statements differ proportionately based on their levels of education. Hypothesis of  $H_1, H_2, H_3, H_4, H_5, H_6, H_7, H_8, H_9, H_{10}, H_{11}$  was accepted.

### Conclusions and suggestions

No matter what the type, sector, and size of the firm may be, one of the most significant responsibilities of the individuals working at the administrative level is increasing the workers' performance, or in other words, making the best possible use of the labor force. The Participant Marketing Communications Management approach is an important tool in motivating the marketing staff, ensuring the communication between them, and promoting self-development for workers. Moreover, the approach can be seen as an important element for providing necessary training for the workers, for their self-satisfaction psychologically, and for improving their productivity and efficiency. The results of this study, the aim of which can be defined as finding out the opinions of the marketing staff, who work at multinational lodging firms with a large number of employees located at the ski centers of Turkey, regarding participant marketing communications management can be summarized as follows:

The project participants of different levels of education who believe that the Participant Marketing Communications Management increase the workers' work skills is 68.95%; who believe that PMCM increase their empathy skill is 67.01%; their persuasion skill, 71.76%; production quality, 72.15%;

customer communication skills, 68.72%; self-confidence, 72.30%; sensitivity and acuity, 75.97%; enthusiasm, 56.15%; trustworthiness, 70.28%; and dedication, 72.77%. Of all the participants, 15.24% of the elementary school graduates, 19.7% of the high school graduates, 14.08% of vocational high school graduates, and 21.04% of college graduates have remained indecisive. Again, according to the results, 12.94% of the elementary school graduates have disagreed with the statement that the Participant Marketing Communications Management approach improves the workers' work-efficiency, empathy skill, persuasion skill, production quality, customer communication skills, self-confidence, sensitivity and acuity, enthusiasm, trustworthiness and dedication. For the high school graduates this ratio is 14.92%, for vocational high school graduates it is 4.4%, and for the college graduates it is 13.77%.

In conclusion, while the opinion that the Participant Marketing Communications Management improves the workers' work-efficiency, empathy skill, persuasion skill, production quality, customer communication skills, self-confidence, sensitivity and acuity, enthusiasm, trustworthiness and dedication is supported by all the participating staff; their ratio of agreement differs according to their level of education— this differentiation, from the lowest to the highest, is high school, vocational high school, college, and elementary school. This result proves all the foreseen research hypotheses to be true.

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