

**REVEALING MARKETING CRITERIA OF CUSTOMS SERVICES:**

**A DYADIC APPROACH**

**İLKYAZ İLDEŞ**



**DECEMBER 2017**

**THE GRADUATE SCHOOL OF SOCIAL SCIENCES**

**OF**

**IZMIR UNIVERSITY OF ECONOMICS**

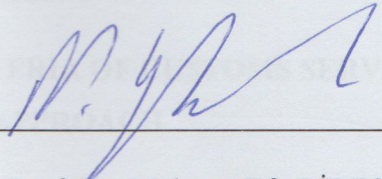
**REVEALING MARKETING CRITERIA OF CUSTOMS SERVICES:**

**A DYADIC APPROACH**

**İLKYAZ İLDEŞ**

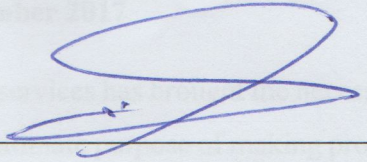
**DECEMBER 2017**

Approval of the Director of Graduate School

  
Assoc. Prof. Dr. Mehmet Efe BİRESSELİOĞLU

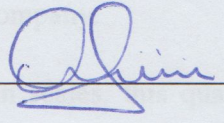
Director

I certify that this thesis satisfies all requirements as a thesis for the degree of Master of Logistics Management.

  
Assoc. Prof. Dr. Özgür ÖZPEYNİRCİ

Head of Department

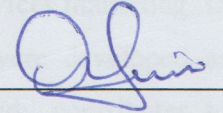
This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Logistics Management.

  
Asst. Prof. Dr. Aysu GÖÇER

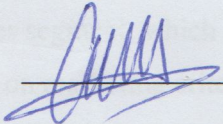
Supervisor

Examining Committee Members

Asst. Prof. Dr. Aysu GÖÇER



Asst. Prof. Dr. Cansu YILDIRIM



Asst. Prof. Dr. Işık Özge YUMURTACI HÜSEYİNOĞLU



## **ABSTRACT**

### **REVEALING MARKETING CRITERIA OF CUSTOMS SERVICES: A DYADIC APPROACH**

**İldeş, İlkyaz**

**Department of Logistics Management**

**Supervisor: Asst. Prof. Dr. Aysu Göçer**

**December 2017**

Increasing importance of marketing services has brought the necessity of focusing on individual services industries for the ultimate purpose of making progress for better service providing and thus, better customer satisfaction in the competitive industrial marketplace. Being aware of what can be promoted strongly and what is essentially taken into consideration by customers for choosing the service provider are important aspects to adopt a strategic and successful marketing plan. Knowing core competences as well as customer expectations and perceptions is undoubtedly the best tool in the path to success. While services marketing has been widely studied for many services industry, logistics in particular, customs services is rarely touched on even though it is one of the indispensable services for a foreign trade company.

Benefitting from services quality and perception scales, this qualitative study adopted content analysis to semi-structured interviews with service providers and customer companies in order to discover marketing criteria dyadically. Marketing criteria from the perspective of customs services providers and customer companies were explored within the scope of business-to-business (B2B) services marketing. In this study, marketing criteria for customs services marketers were developed as company, personnel and service oriented dimensions. This study contributes to services marketing literature by focusing on an individual services segment, which are customs services in this case. Moreover, this study put emphasis on marketing criteria specific to customs services by means of comparing alike factors found within the scope of services quality and perception literature regarding logistics mainly.

**Keywords:** Customs services, Services Marketing, Business-To-Business Services Industry, Marketing Criteria

## ÖZET

### GÜMRÜK HİZMETLERİ PAZARLAMA KRİTERLERİ: ÇİFT YÖNLÜ YAKLAŞIM

İldeş, İlkyaz

Lojistik Yönetimi Bölümü

Tez Yöneticisi: Yard. Doç. Dr. Aysu Göçer

Aralık 2017

Hizmet pazarlamasına verilen önemin giderek artması, rekabetçi endüstriyel pazarlarda daha iyi hizmet ve müşteri memnuniyeti sağlama amacıyla hizmet sektörü segmentlerine ayrı ayrı odaklanılması ihtiyacını doğurmuştur. Stratejik ve başarılı bir pazarlama planını benimsemek için güçlü bir şekilde pazarlanabilecek yetkinliklerin ve müşteriler tarafından hizmet sağlayıcı seçerken temel olarak göz önünde bulundurulacak faktörlerin farkında olmak oldukça önemlidir. Müşterinin beklentilerinin ve algısının yanı sıra temel yetkinleri bilmek, şüphesiz ki başarıya giden yoldaki en iyi araçtır. Hizmet pazarlaması birçok hizmet sektörü açısından kapsamlı bir şekilde çalışmalara konu edilmiş olmasına rağmen dış ticaret şirketleri için yadsınamaz öneme sahip gümrük hizmetleri şimdiye kadar neredeyse hiç çalışılmamıştır.

Hizmet kalitesi ve algısı ölçeklerinden yararlanılan bu çalışmada pazarlama kriterlerini çift yönlü olarak ortaya koymak üzere hizmet sağlayıcılar ve müşteri şirketlerle yürütülen yarı yapılandırılmış görüşmelere içerik analizi uygulanmıştır. Hem gümrük hizmetleri sağlayıcıların hem de müşteri şirketlerin bakış açısı göz önünde bulundurularak işletmeden işletmeye hizmet pazarlaması kapsamında pazarlama kriterleri incelenmiştir. Kalitatif olarak yürütülen bu çalışmada gümrük hizmetleri pazarlamacıları için şirket, personel ve hizmet odaklı pazarlama boyutları geliştirilmiştir. Özel olarak gümrük hizmetleri segmentine odaklanarak hizmet pazarlaması literatürüne katkıda bulunulmuştur. Başlıca lojistik hizmet kalitesi ve algısı literatüründeki benzer faktörlerle karşılaştırma yapılarak gümrük hizmetlerine özel pazarlama kriterleri vurgulanmıştır.

Anahtar Kelimeler: Gümrük Hizmetleri, Hizmet Pazarlaması, İşletmeden İşletmeye Hizmet Sektörü, Pazarlama Kriterleri

## To My Family

I would like to express my appreciation to my family members, especially my beloved father Bülent İldeş, my mother Sema Uluçay and my sister Nazlıcan İldeş for their love, understanding, patience, endless support, and courage. Furthermore, I would like to thank my beloved friends Eda Hükül, Fatmanur Avar and Efe Hasan Çetin for their endless support during my research.

I would like to dedicate this master thesis to my father particularly, which will constitute a significant milestone in my academic and private life since it showed me my strengths and determination.



## ACKNOWLEDGEMENTS

I present my sincere thanks and appreciation to my advisor Asst. Prof. Dr. Aysu Göçer for her endless encouragement, patience, guidance, support and insightfulness throughout my thesis period. Mrs. Göçer was always ready to help whenever I have any question or trouble regarding my research. Thanks to her supervisorship, I managed to complete this research deservedly.

I would like to present my gratitude to my father Bülent İldeş for always listening and encouraging me whenever I feel hopeless.

I also would like to thank the practitioners of industrial companies for their enthusiasm for cooperating with regards to interviews and insights about the subject in question.

Finally, I would like to thank our faculty members Asst. Prof. Dr. Işık Özge Yumurtacı Hüseyinoğlu and Asst. Prof. Dr. Cansu Yıldırım for their suggestions and comments on my research.

İlkyaz İldeş

December 2017

## TABLE OF CONTENT

ABSTRACT.....	iii
ÖZET.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENTS.....	vi
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
<b>CHAPTER 1.....</b>	<b>1</b>
1. INTRODUCTION.....	1
1.1. Introduction to the Research Problem and Aims of the Study.....	1
1.2. Theoretical Foundations of the Study.....	2
1.3. Research Questions of the Study.....	5
1.4. Significance of the Study.....	5
<b>CHAPTER 2.....</b>	<b>8</b>
2. SERVICES MARKETING.....	8
2.1. Understanding Marketing in Services Businesses.....	8
2.1.1. Concept of Services Marketing.....	8
2.1.2. Importance of Services Marketing.....	8
2.1.3. Development of Services Marketing.....	9
2.2. Core Characteristics and 7P's Of Services Marketing.....	11
2.2.1. Product/Service.....	14
2.2.2. Price.....	14
2.2.3. Promotion.....	15



2.2.4. Place.....	15
2.2.5. Physical Environment.....	15
2.2.6. People.....	16
2.2.7. Process.....	16
2.3. Quality and Perception in Services.....	17
2.4. Development of Business to Business (B2B) Marketing.....	23
2.4.1. B2B Marketing in Services.....	24
2.5. Marketing of Customs Services.....	25
2.5.1. Customs Services.....	25
2.5.2. Importance of Customs Services.....	26
<b>CHAPTER 3.....</b>	<b>28</b>
3. METHODOLOGY.....	28
3.1. Design of Research.....	28
3.2. Data Collection.....	29
3.3. Sampling.....	30
3.4. Analysis of Data.....	33
<b>CHAPTER 4.....</b>	<b>35</b>
4. FINDINGS AND DISCUSSION.....	35
4.1. Company Oriented Dimension.....	39
4.2. Personnel Oriented Dimension.....	44
4.3. Service Oriented Dimension.....	49
4.4. Marketing Criteria Regarding Company, Personnel and Service Dimensions....	54

<b>CHAPTER 5.....</b>	<b>58</b>
5. CONCLUSION.....	58
5.1. Theoretical and Managerial Implications.....	59
5.2. Limitations of the Study and Further Research Opportunities.....	60
<b>REFERENCES.....</b>	<b>61</b>
<b>APPENDIX.....</b>	<b>67</b>
A. Semi-structured Interview Questions for Companies Providing Customs Services.....	67
B. Semi-structured Interview Questions for Companies Receiving Customs Services.....	68
C. Quotations for Each Dimension.....	70

## **LIST OF TABLES**

<b>1</b> Structure of Companies.....	31
<b>2</b> Sample Demography.....	33
<b>3</b> Company Oriented Dimension for Marketing Criteria: Geographical Accessibility.....	41
<b>4</b> Company Oriented Dimension for Marketing Criteria: Information Management.....	41
<b>5</b> Company Oriented Dimension for Marketing Criteria: Power.....	42
<b>6</b> Company Oriented Dimension for Marketing Criteria: Recognition.....	42
<b>7</b> Personnel Oriented Dimension for Marketing Criteria: Attitude of Customs Personnel.....	46
<b>8</b> Personnel Oriented Dimension for Marketing Criteria: Competence of Customs Personnel.....	47
<b>9</b> Personnel Oriented Dimension for Marketing Criteria: Customized Attention.....	47
<b>10</b> Service Oriented Dimension for Marketing Criteria: Quality of Customs Process.....	51
<b>11</b> Service Oriented Dimension for Marketing Criteria: Services Variety.....	51
<b>12</b> Service Oriented Dimension for Marketing Criteria: Value Perception on Customs Services.....	52

## LIST OF FIGURES

<b>1</b> (Lusch et al., 2008) G-D Logic versus S-D Logic: A Change of Perspective.....	3
<b>2</b> (Berry, 1993) A Model of Forces Influencing the Development of the Services Marketing Field.....	10
<b>3</b> (Moeller, 2010) Customer Integration Approach to Characterize Services.....	12
<b>4</b> (Grönroos, 1982) The Services Quality Model.....	18
<b>5</b> (Parasuraman et al., 1988) Service Quality Assessment (SERVQUAL).....	20
<b>6</b> (Mentzer et al., 1999) Logistics Service Quality.....	21
<b>7</b> (Gilmore and Carson, 1996) Suitability of Qualitative Research Models for Services Marketing.....	29
<b>8</b> Generic Dimensions with Refractions for Marketing Criteria.....	37
<b>9</b> Comparison of Marketing Criteria by Service Providers and Customer Companies.....	57

## **CHAPTER 1**

### **1. INTRODUCTION**

#### **1.1. Introduction to the Research Problem and Aims of the Study**

Being business-to-business environment in nature, customs services are widely used by companies dealing with import and export. For a foreign trade company, customs services are sine qua non in order to survive complex liabilities specific to each country in terms of international commerce. It is impossible to carry out foreign trade activities without comprehensive knowledge on customs tariffs and regulations specific to each country. Excelling at customs regulations requires substantial accumulation of knowledge and experience, which seems impracticable for foreign trade companies as they have to deal with several activities such as production, procurement, sales, supply chain management, customer relations, etc. Naturally, necessity and importance of customs services are indisputable to most of the companies (Özgen and Tanyas, 2011).

Since these services cannot be performed without certain requirements and certificates under related regulations, the importance of companies providing customs services cannot be ignored. Although there were many research on customs services regarding its international, economic, politic, regulatory effects as discussed by Fedorenko et al. (2015), marketing these services has not been addressed exclusively from the perspective of both engaging parties as service provider and service receiver.

Therefore, with an intend to understand the marketing criteria applied by customs services providers and to recommend more applicable factors for consideration, business-to-business services marketing literature was referred as well as service quality and perception studies. As suggested by Özgen and Tanyas (2011), factors affecting customers in choosing the service provider should be considered since marketing is inclusive of both understanding what capabilities can be promoted by service providers and how these capabilities are perceived by customer companies when being marketed in business-to-business environment.

This research was carried out with participation of customs services providers and customers receiving customs services located in Turkey, Izmir. To fulfil the aim of the study, a sample consisting of ten (10) companies providing customs services and ten (10) customer companies receiving customs services were chosen from Turkey, Izmir.

Afterwards, semi-structured interviews were carried out on marketing criteria taken into consideration by both sides.

This research benefits from widely accepted service quality measurement models such as Service Quality (SERVQUAL) Scale and Logistic Service Quality (LSQ) Scale from a service dominant perspective in order to detect differences or additional factors in providing and choosing customs services, if any. These two scales provide insight for customer expectations and perceptions which are vital for marketing planning since they determine the way services are being introduced to customers. After a broad research on scales to be utilized in this study, Service Performance (SERVPERF) scale, mainly used for measuring performance, was opted out when compared to SERVQUAL and LSQ. Marketing criteria is inclusive of both expectation and perception of the service in question. However, SERVPERF is only based on the measurement of perception of the result of the service rendered (Gil Saura et al., 2008).

In this sense, expectations and perception of customers receiving customs services were comparatively analysed by exploring the differences in between. Furthermore, this research aims to explore the criteria for choosing a customs services provider from the point of the customer in a B2B concept. The purpose is to discover what kind of communication or search tools the customers use for finding a credible company providing customs services, which marketing factors are taken into consideration by customer companies and which marketing factors are used by companies providing customs services to attract new customers and maintain existing customers, whether there is a specific department or group working for marketing of customs services provided by the company, and whether there is a difference between the companies providing customs services and customer companies in terms of perceiving the importance and quality of the provided service.

Ultimately, this study aims to contribute to services marketing literature by exclusively focusing on customs services marketing criteria dyadically as well as giving insight to marketers for promoting customs services better and achieving higher levels of customer satisfaction.

## **1.2. Theoretical Foundations of the Study**

Services literature involves service systems which is constituted by “value-coproduction configuration of people, technology, other internal and external service systems, and shared information (such as language, processes, metrics, prices, policies,

and laws) (Spohrer et al. 2007). It is also noted by Wladawsky-Berger (2006) that service systems correspond to market-facing complex systems and therefore, involve economic exchange. Accordingly, services discipline is necessarily based on market exchange processes which involves people’s interaction, innovation, learning and technological evolution. As it is clearly understood, this functions as an exchanging, adjusting and developing service system; thus, brings marketing discipline into play.

Together with its process and resourcing adjustment, service dominant logic presents a point of view for theoretical foundation of services discipline mainly dealing with mutual co-creation of value among systems of service as shown in the figure 1. Service dominant logic is triggered by the lack of integrated, elementary knowledge in order to assist service systems in the process of service innovation and provision for the purpose of achieving more anticipating results since companies progress towards an orientation of service instead of manufacturing (Vargo, S. L., & Akaka, M. A. 2009).

**Figure 1** (Lusch et al., 2008) G-D Logic versus S-D Logic: A Change of Perspective

<b>From: G-D Logic</b>	<b>To: S-D Logic</b>
Operand resources	Operant resources
Resource acquisition	Resourcing (creating and integrating resources and removing resistances)
Goods and services	Servicing and experiencing
Price	Value proposing
Promotion	Dialog
Supply chain	Value-creation network
Maximizing behavior	Learning via exchange
“Marketing to”	Collaborative marketing (“marketing with”)

Service dominant logic contains re-evaluation of resources’ meaning and performance, which is considered beneficial for this paper analysing marketing strategies of customs services in terms of discussing “value creation” and “intangible resources”. The core idea behind S-D logic describes service as the application of

competences for the benefit of another as well as the foundation of value creation by means of exchange. In other words, it offers that market exchange acts as the process of parties that utilize their own specialized knowledge for mutual service gain. Although service is deemed to be the foundation of the whole exchange, it further acknowledges the service for service exchange which is frequently disguised by market complexities including indirect exchange among parties. Namely, due to the development of intermediary systems having vital roles in assisting the exchange process, the value creation process among service systems evolves into more complex and less obvious.

The framework of S-D logic is centred on service for appreciating economic exchange and value creation for the sake of service science development and it is characterized by operant resources in contrast to traditional goods dominant logic characterized by operand resources. Operant resources are the fundamental value source which is not restricted to providers but customers, suppliers and other parties engaging in value creation. From the view point of service dominant school of thought, it is discussed that value is created mutually among service systems including customers and others. The service providers can only propose value and provide services; therefore, value is originated by the service beneficiary i.e. the customer. Value is only created when the service beneficiary engages and applies the resources of service provider together with other resources in terms of its own, special, current resources including those of other service systems.

Service dominant logic is considered to lay foundation for marketing criteria which is discussed throughout this study in terms of customs brokerage companies to better attract customers and create “value” mutually. Since S-D logic covers the whole process among service systems, this study benefits from S-D school of thought to comprehensively and deservedly analyse the existing process among service systems and ultimately, present a better solution to create value and develop the process itself. By taking into consideration and highlighting operant resources as a result of interviews carried out with both service providers and beneficiaries i.e. companies receiving services, ways of marketing services as a value creation process is proposed for customs services providers.



### **1.3. Research Questions of the Study**

This research seeks answer for the following questions to discover existing and advisable marketing criteria in customs services business.

**RQ1.** What are the marketing criteria introduced by customs services companies in attracting customers?

**RQ2.** What are the marketing criteria considered by the customers in choosing the customs service providers?

**RQ3.** Which marketing criteria are regarded dyadically between the customs services providers and their customers?

These research questions provide basis for this research's necessity since this study focusing on marketing customs services would undoubtedly provide insight for academicians and marketing practitioners for further studies to shed light on this particular services segment, representing a vital role within foreign trade globally as well as on national level.

### **1.4. Significance of the Study**

Throughout the history, countries have been in an attempt to trade with each other under certain terms and conditions for enriching life standards, welfare and prosperity both in terms of national and international level. In this sense, each country or union have their own authorities, tariffs, duties and terms to regulate, audit and facilitate the trading in between. Levying customs duties by customs agencies, therefore, has been a vital part of trade. Increasing demand for customs clearance duties, middlemen and agents, also known as customs brokers, who move goods on behalf of the consignee or shipper have become vital players in economies (Baluch, 2006).

Customs brokers began carrying out customs clearance transactions, arranging freight transport and buying area in ships and some evolved into forwards, which were then called as Third or Fourth Party Logistic (3PL or 4PL) companies. As the vital role of brokers has expanded further, customs tariffs and the effects of relationship among countries and nations on customs environment have become the focus of researchers.

In particular, customs union between Turkey and European Union has comprehensively been studied to reflect the effects of political issues on customs environment since Turkey has a geopolitical position in the world affecting many countries' economies (Harrison et al., 2014). Most of the research discuss customs

clearance environment from a political and economic perspective in the literature as it can be understood from the study by Neyaptı et al. (2007).

On the other hand, while the services literature has numerous prominent studies on logistics service providers, the quality of logistics services, value creation process in services marketing, etc., there is no research carried out particularly on customs services in Turkey in terms of services marketing literature. Among other research on customs union from a political perspective, Turkey was only studied with regards to customs broker agencies selection by a prominent study carried out in 2011. By combining decision-making techniques with fuzzy set theory, the study addressed customs broker agencies and international road transportation as a joint selection by the companies receiving service (Özgen and Tanyas, 2011).

However, different from previous academic works, this research addresses the marketing criteria exclusively for companies receiving customs services for the benefit of customs services providers in Turkey. In addition, this study was carried out in Izmir, one of the most important port towns in Turkey. Port has formed a significant structure and been effective in terms of transportation systems in Izmir. 91% of export in Izmir is carried out by sea and Izmir port is one of the leading container ports in Turkey. There are 291 international transportation companies, 44 international transport and entrepot companies and almost 1700 inland transportation services companies in Izmir (Çevik and Kaya, 2010). Being ranked as the third port in terms of twenty-foot equivalent unit (TEU) as of 2015, Izmir is a prominent port town to study on to reflect the overall atmosphere in customs services (U.D.H. Bakanlığı, 2015).

This research takes into consideration existing situation in customs brokerage environment by means of reviews from both parties as a result of semi-structured interviews. Since the service provided by customs brokers in any location is obviously vital to any engaging party, the process itself and the way services are marketed are considered highly important for the literature and the industry. This research further aims to highlight the importance of customs services and customs broker agencies in the economy for both the companies receiving service and the government authorities, which was implied for further study in Boksberger and Melsen's research on perceived value for the service industry (Boksberger and Melsen, 2011). In the study, it was suggested to study on developing more understandable articulation of measures for the sake of service quality, perceived value, benefits, customer satisfaction, and ultimately behavioural intentions with regards to certain services marketing. This research may

be discussed to fit well into the gap existing in services marketing literature when customs services marketing efforts in Turkey are concerned.



## **CHAPTER 2**

### **2. SERVICES MARKETING**

#### **2.1. Understanding Marketing in Services Businesses**

##### **2.1.1. Concept of Services Marketing**

Marketing literature involves a number of studies discussing that services are uniquely different from goods industries' marketing. Based on services marketing studies, it can be said that the most obvious difference is the 'intangibility' feature since services are not a finished tangible 'thing' but a process given and taken simultaneously (Berry, 1980). One of the oldest descriptions of marketing by Duddy and Revzan (1953) offers that marketing is a process providing goods and services to be exchanged and their value to be determined in terms of cash. Service marketing studies began to be carried out in the beginning of 1980s to define, describe, extend and replicate the existing marketing concepts (Boksberger and Melsen, 2011). Therefore, the concept of services marketing began to change radically and regarded as a managerial process for facilitation and consummation of relational exchanges (Eggert and Ulaga, 2002; Keith et al., 2004). As the concept was developed further with practical and theoretical cases and changes in the industry, the concept of "value" emerged in two categories: (a) perceived value and (b) value creation.

##### **2.1.2. Importance of Services Marketing**

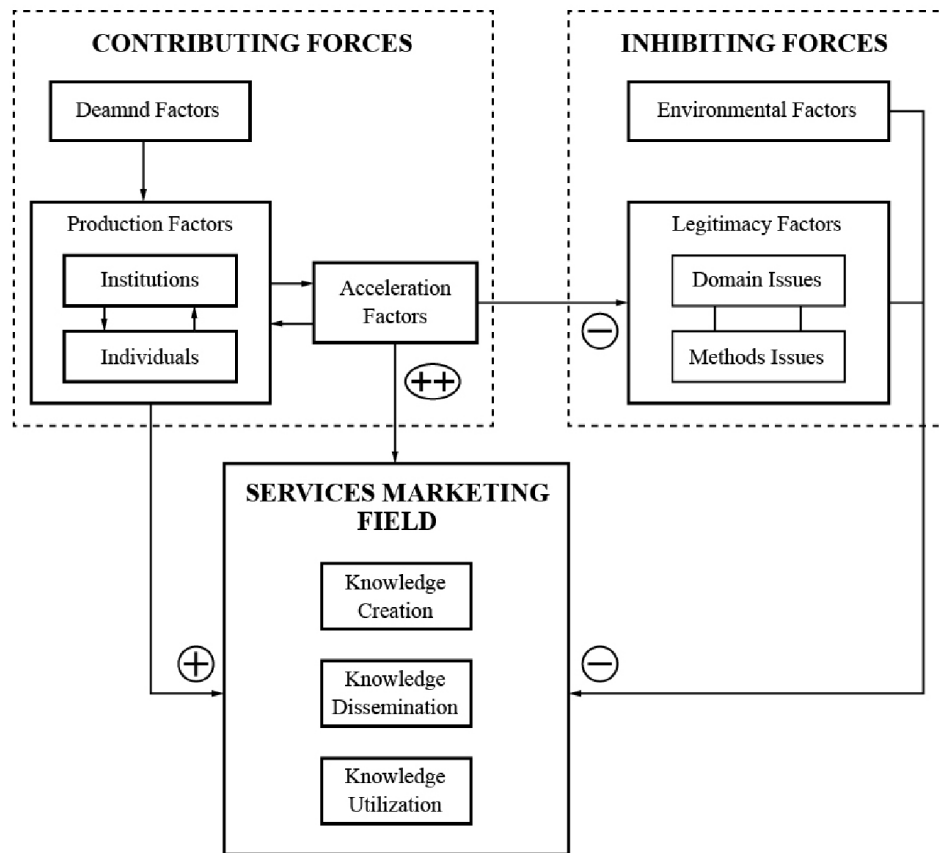
Before 1970s, only a few academicians were focused on services marketing. Robert Judd and John Rathmell had planted the early seeds on services marketing with an integrative approach and therefore, sub-discipline of services marketing did not exist before (Berry et al., 1993). The motive to study services marketing lies within the field itself since it is operational, practicable and can be monitored in real industry conditions. Most of the scholars involved in the field could benefit by knowing the field's roots and practises. The field itself demonstrates its importance in terms of institutional and business community engagement since the early traces of services marketing.

### **2.1.3. Development of Services Marketing**

The growth of a new field of study does not resemble a product's growth. The development of a unifying field focusing on the marketing of intangible products reflected the increasing recognition of services economy in America in the 1970s and 1980s. Services marketing development was discussed by Berry, L. (1993) and tree-component model was illustrated to explain the development, consisting of "contributing forces", "inhibiting forces" and "services marketing field". Potential forces contributing to the development of services marketing should be examined in order to acknowledge the application and to carry out further research.

The model suggested by Berry, L. (1993) classifies these contributing powers as "demand factors" and "production factors" as illustrated in the figure 2 below. Demand factors were created by the need of thorough knowledge for services marketing, driven by external marketplace effects whereas production factors were thought to be energy sources providing the knowledge desired. Institutions supplying required infrastructure to constitute a field of study and individuals effectively using the infrastructure to build the subdiscipline's growth depend on the effectiveness of one another. Some events and publications by institutions and/or individuals has played influential role in the growth of the services marketing field, which is also termed "acceleration factors" due to their reproductive effect on the field's growth. They began to respond the need of knowledge and finally, the new subdiscipline of services marketing was born when enough production occurred. Moreover, these acceleration factors indirectly contribute the engagement of institutions and individuals by further stimulating.

**Figure 2** (Berry, 1993) A Model of Forces Influencing the Development of the Services Marketing Field



Due to the growth of service industry in U.S. economy during 1970s and 1980s, service industries built new technology indicating the real potential of service industry. It includes transportation, education, distribution, accounting, entertainment, legal and government services, telecommunication, financial, health-care and more of the same (Naser, 1992). Together with new competitors in the marketplace in the 1980s due to deregulation in service industry, capacity and price competition also played a significant role in the growing demand for knowledge in the services marketing. Service companies had to explore new ideas to differentiate themselves by creating value, improving quality, retaining customers and turning contact personnel into marketers (Berry, 1993).

Demand for knowledge met through research by numerous individuals who played vital role during the development period of 1970s and 1980s. However, their contribution consisting of courses, articles and books by individuals related to services marketing was supported and sponsored by institutions established to contribute to

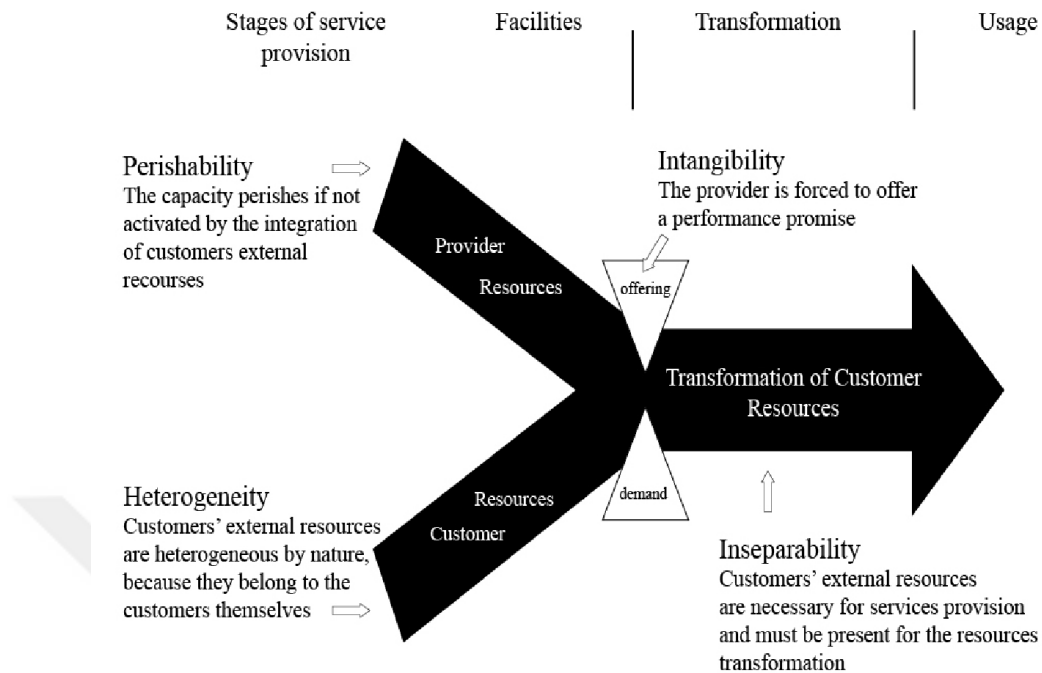
services marketing development such as Marketing Science Institute, the American Marketing Association and Arizona State University's First Interstate Centre for Services Marketing.

After the devoted works carried out by researchers supported by those institutions, the services marketers became aware the fact that research and planning for consumer services marketing deserves something beyond product-centred practices due to complex communication during the process of marketing services.

## **2.2. Core Characteristics and 7P's of Services Marketing**

Marketing school of thought has been studied in consideration of characteristic of the "thing" being marketed. In fact, many studies discuss and make a point that services marketing is substantially different from marketing of goods, widely referred as tangible products. Researchers developed a thought that characteristics of services are quite different than of goods. Parasuraman et al. (1985) put forward that the most distinct characteristics are *intangibility*, *inseparability* of production and consumption or simultaneity, *heterogeneity* or non-standardization, and *perishability* or inability to inventory, which are well depicted in the figure 3 below.

**Figure 3** (Moeller, 2010) Customer Integration Approach to Characterize Services



Intangibility was first put forward by Say (1836) and in response to the work by Adam Smith (1776) focusing on the way production of wealth functions in an economy. He claimed that employees providing services are not productive labour since the wealth of a nation is only represented by directly exchangeable material objects. However, Say claimed that immaterial products are capable of generating wealth and therefore, associated activities are effective. Due to being not palpable and material, intangibility term is often described as “something that can be bought and sold but cannot drop on your foot”. This characteristic has been highlighted in the literature due to its vital effects such as the uncertainty of buying decision and the perception of services (Moeller, 2010). However, intangibility has been put into different perspective since it contains tangible concepts in a services performance. Since intangibility feature is not related to the facilities of the provider’s resources or to the customer’s resources as input and outcome of the transformation between the providers and the customer (*performance of service* itself), the change/transformation of resources is intangible, not the resources themselves. This concept is also supported with the definition itself by Lovelock explaining services as economic activities provided by one party to another as time and performance-based in exchange for



money, time, and effort together with the expectation of value from access to goods, labour, professional skills, facilities, and systems (Lovelock, 1991). In services, the transformation relies on the customer resources integration since their integration commonly launches the transformation. In terms of performance promise, consecutive services are offered and usually utilized. Therefore, the intangibility of the service offer is service-oriented, not of transformation processes.

Inseparability attribute of services was suggested by Say (1836) since the production and consumption of services take place simultaneously, making these two processes inseparable. Inseparability of services highlights the vital interaction between the customer and the service provider; therefore, focuses on personal services (Bitner, 1990). Services personnel is believed to affect the consumption experience since consumers are more dependent on their advice and expertise in deciding what is suitable for their service purchase (Crosby, et al., 1990; Dubinsky and Rudelius, 1981; Shostack, 1977).

Heterogeneity of services relates to the adversity of standardizing service since the outcome of the services may differ by virtue of production performance of different producers/people and production performance over a certain period of time. In addition, quality and quantity of customers' engagement in the transformation process also prove the heterogeneous nature of services (Moeller, 2010).

Perishability has usually been correlated with the fact that services cannot be stored or stockpiled; therefore, services perish in the very moment of their performance. However, some argue that the outcome of the transformation perishes although the perceived utility of the service remains as Edvardsson et al. (2005) discusses the long-term impacts in the memory of service provision. Moreover, perishability is also associated with the service provider's capacity since the facilities are enabled by the engagement of customer resources, which means the service provider is precisely relying on the demand by the customers. When there are no customer resources to utilize, the capacity to perform a transformation on resources perishes, making the capacity in the facilities perishable (Ng et al., 1999).

Therefore, services marketing requires a genuine marketing approach. Since the service firms are labour intensive, giving the service provider flexibility in differentiating the service, and highly driven by customer service which is fundamentally an interactive process, services marketing contains personnel, physical facilities, and other tangible elements such as the service price. Due to the competitive nature of services industry, quality is deemed the most important phenomenon for the firm's survival. One of the main services industry concern is the measurement of performance/quality in terms of perceived and judged value by the customer.

### **2.2.1. Product/Service**

Product/service is described as the way service provider develops a distinct, thorough service proposal in an attempt to fulfil customer needs and requirement while trying to survive in highly competitive markets. It contains all essential elements and components to provide service as well as creating value for customers. This concept is beneficial in planning the marketing of product/service to distinguish what is offered/provided among other brands and providers by means of competitive attributes. Offering a package of benefits by the product/service provider should meet customer's expectations since it ultimately affects the perception of product/service delivery and consequently, the level of preferability (Jain, 2013).

### **2.2.2. Price**

Price refers to pricing policies and activities to determine the worth of product/service provided by the provider. Price is discussed to have an incidental importance when obtaining certain products or services are considered from the perspective of both the customer and the provider. In this sense, providers should possess a significant level of flexibility in terms of price. Customers regard price as a core part of costs incurred due to desired benefits. However, they may sometimes be rigorous and exceed monetary elements by assessing expense of their time and effort to acknowledge whether the product/service is honourable in this sense. Due to the fact that there are many other providers in the market that could be preferred by customers, customers are quite price-sensitive and less loyal. That is why the product/service requires setting proper and affordable prices to the extent the target customers are willing to pay as well as creating value perception accompanying the product/service (Akroush, 2011).

### **2.2.3. Promotion**

Product/service is unknown and invisible unless it is promoted. Providers benefit from a set of promotion components in order to highlight their product/service offer. These components vary from product to product and service to service in accordance with their genuine nature in an attempt to attract customers in highly competitive markets. It basically addresses the communication consisting of advertising, personal selling, public relations, and sales promotion. In particular, promotional activities such as customer relations, media recognition and corporate identity efforts are associated with services industry and are believed to have a positive and substantial effect on customer behaviours in terms of purchasing, loyalty and retention (Kushwaha, 2015).

### **2.2.4. Place**

Place refers to the distribution channels available for products whereas for services, it addresses electronic and/or physical distribution channels as well as network area by partnering with other providers to reach a wider scope of business. In services environment, it is put forward that providers can have technology-driven, self-service means at customers' ease as well as establishing branches in various locations within their own brand or by means of creating a wide network of partners in order to improve cost efficacy and develop customer satisfaction together with increased attention. These place components are believed to ensure customer satisfaction and loyalty since they make the provider more accessible without any hassle or extra cost for the customer (Kushwaha, 2015).

### **2.2.5. Physical Environment**

Physical environment, also known as physical evidence, is explained provider's concern to create a customer friendly atmosphere within their working setting. It addresses the style and appearance of physical surroundings as well as other empirical elements experienced by customers.

When services are concerned, service environment is regarded as a significant agent for quality since services are mostly intangible and lead customers to evaluate quality by taking into consideration the process of service delivery based on service setting components such as the appearance of buildings, equipment, personnel's

dressing, communication means, and other visible cues ensuring tangible evidence of the service quality (Kuswaha, 2015; Akroush, 2011; Jain, 2013).

#### **2.2.6. People**

People addresses the staff and customer-oriented behaviour of providers while practising their business. Since staff is the main component to represent the provider company and fulfil customer needs and requirements, it is asserted that training personnel on sale knowledge and communication is vital to achieve a better contact with customers and competitive advantage in the market.

In services environment, staff is often the main and first contact point for the customers; thus, the perception of service performance staff has an impact on customers' assessment of service quality. Since interaction between the staff and customers is considered as a crucial driver among the dimensions of service quality and involves behaviour, attitude, competence, confidence, willingness to help and kindness, this concept is combined with some of the SERVQUAL's dimensions with regards to responsiveness, assurance and empathy which are discussed further in the following section (Kuswaha, 2015).

#### **2.2.7. Process**

Process defines the way, procedure and sequence of activities adopted by the provider during the product/service is delivered. Process generates the value proposition guaranteed to the customers. In services industry, customers are an indispensable part of operation and therefore the process becomes their experience and has a substantial effect on their service quality perception and evaluation.

Availability of self-service mechanisms and remote service distribution channels such as telephone or internet in services industry is believed to improve reaching more customers as well as increasing profit, speed, ease of use and accessibility. Therefore, businesses have increasingly been adopting more online service means and components. A process which is more accessible and smooth represents an advantage when service quality is evaluated and plays a vital role in customer satisfaction (Kushwaha, 2015; Jain, 2013).

### **2.3. Quality and Perception in Services**

Service marketing and service management paradigms are only deservedly developed by acknowledging what customers in the marketplace expect and what they are assessing in the customer relation of service providers. Each service needs a service quality model to understand how customers perceive and evaluate the service given for the purpose of achieving the best customer satisfaction. However, in order to have an effective and genuine model for marketing services, one should first have a clear understanding of the term “service quality” frequently mentioned by many academicians and practitioners in the services field.

According to Parasuraman et al., characteristics of services which are mentioned above have to be well documented to recognize service quality ideally. Due to the fact that services are intangible and regarded as performance and/or process instead of tangible goods, unvarying quality can hardly be set for services environment and it is hard for customers to evaluate when compared to goods quality.

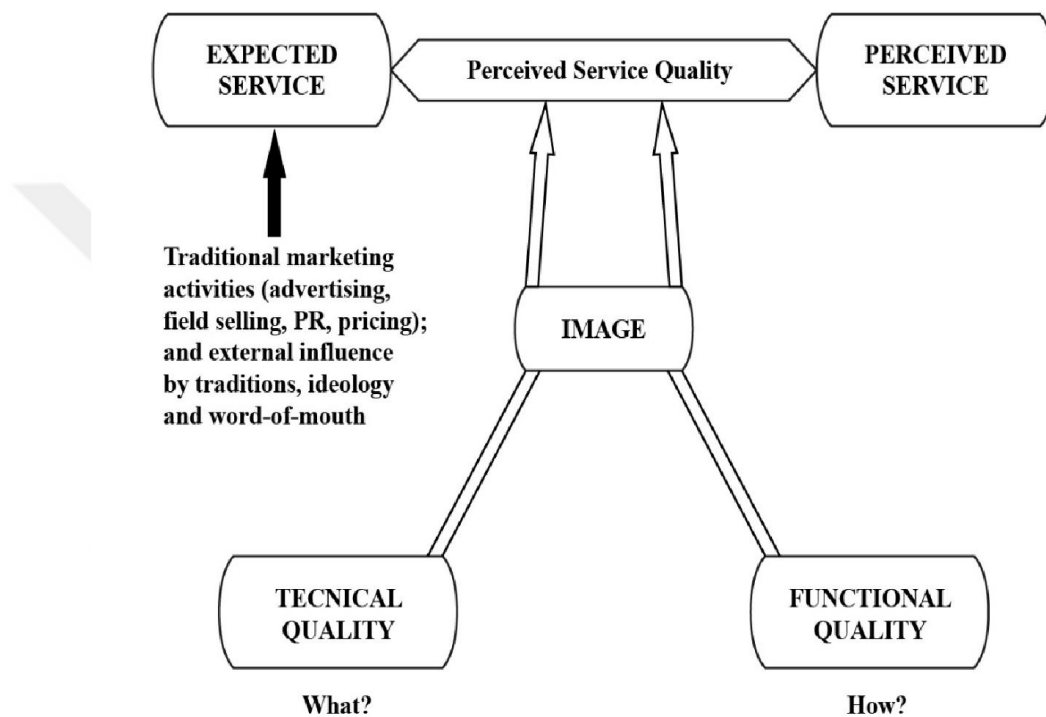
Service quality involves contrasting customer expectation with the actual service performance provided by taking into consideration the outcome of service as well the process of service delivery. Therefore, delivering quality service is to conform the expectations of customers persistently throughout the whole process. Service quality is basically measuring the service delivery which is provided by the service provider with intent to match the expectations of customers (Parasuraman et al., 1985).

When service quality is discussed, the term “service perception” is naturally mentioned since it refers to the service gap when compared to their expectations. In early research, it is put forward that service quality originates from contrasting what customers feel a seller/provider should ideally offer, in other words the expectations of customers, with the seller’s/provider’s existing performance. This expectation-performance gap point of view was broadly discussed and suggested by Parasuraman et al. (1985); they described service quality as discrepancy level and direction between customers’ service perceptions and expectations.

There have been many studies on the attributes that customers adopt as criteria to assess the quality of service. Three distinct attributes were suggested with regards to service delivery process as levels of material, facilities and personnel (Sasser et al.,

1978). Grönroos (1982) introduced two types of service quality: technical quality and functional quality as shown in the figure 4 below. According to Grönroos' study, technical quality indicates what customers receive from the service as an outcome whereas functional quality refers to the way the customer receives the service, namely process of service delivery.

**Figure 4** (Grönroos, 1982) The Service Quality Model



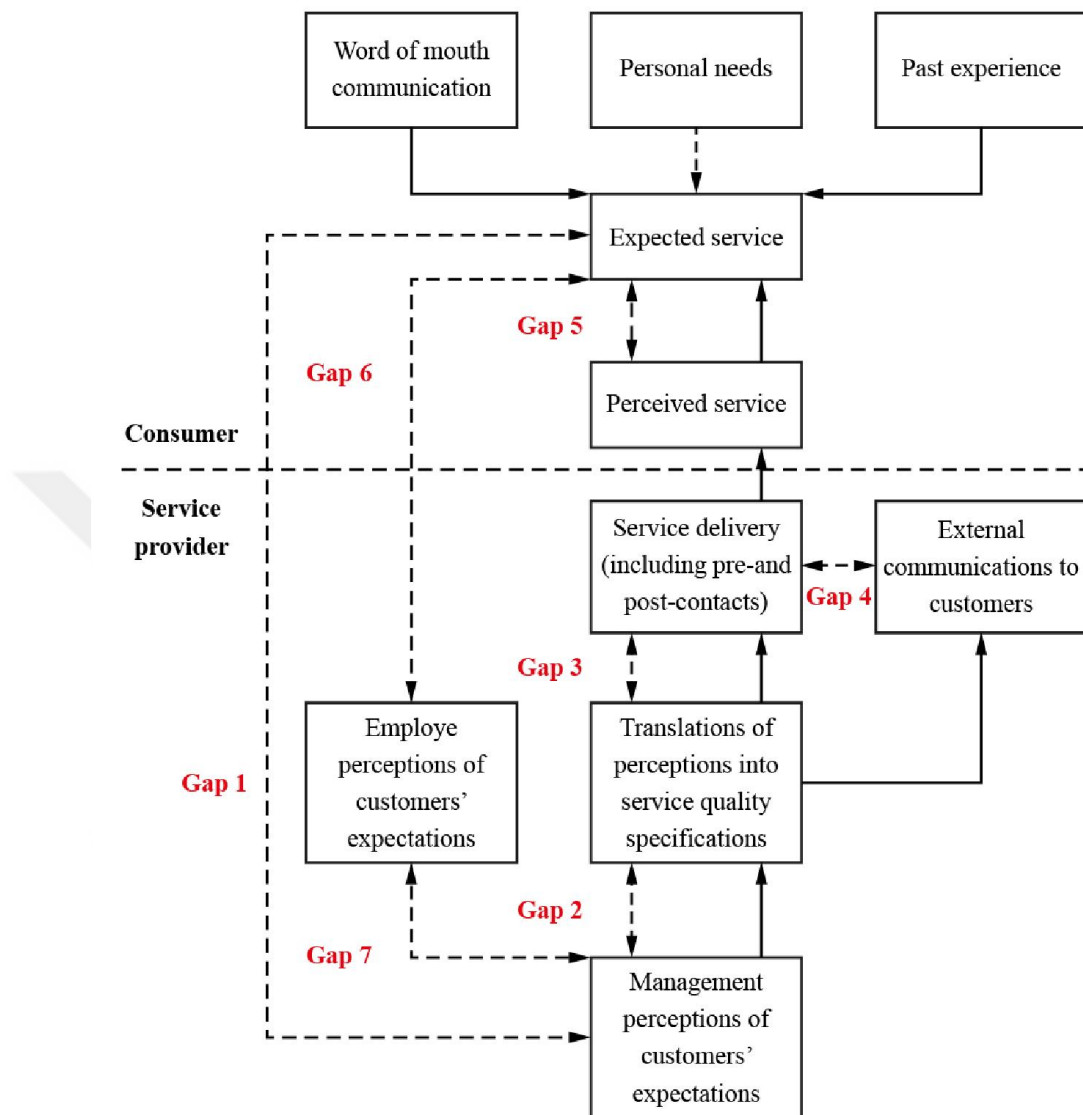
Moreover, another perspective was put forward by Lehtinen and Lethinen (1982) as physical quality, corporate quality and interactive quality. In this point of view, physical quality refers to tangible features in relation to the service such as equipment or building, corporate quality addresses the reputation or image of the service provider, and interactive quality relies on the interaction between customers and service staff.

However, as asserted by Parasuraman et al. (1985), customers assess the service they are receiving depending on the associated process as well as the service delivery as outcome. By emphasizing the significance of process attributes in terms of service quality evaluation by customers, Parasuraman et al. put forward ten evaluative dimensions and carried out further empirical research in various industries to establish and enhance SERVQUAL based on gap theory.

SERVQUAL scale is a multiple-item tool for measuring service quality by means of five common dimensions originated from the first ten evaluative dimensions: facilities and physical appearance of the provider; reliability of the offered service; willingness and eagerness of the personnel for being responsive to the customer; the skill and conversance of the personnel; courtesy of the personnel; honesty, secrecy and reliability of the personnel; security; availability of services; communication with customer; and understanding the customer. Parasuraman et al. (1988) classified five dimensions as (i) *reliability* referring to the ability to perform the guaranteed service accurately, (ii) *responsiveness* addressing to willingness to help customers and supply immediate service, (iii) *assurance* meaning the knowledge and courtesy of personnel and their power to encourage trust and confidence, (iv) *empathy* indicating care, customized attention provided to the customers, and (v) *tangibles* including the appearance of physical facilities, equipment, staff and communication means.

This model describes interaction among activities and linkages among the key activities of the service provider aiming to deliver a quality service. Links are considered as gaps or discrepancies; in other words, they symbolize vital barriers to achieve satisfaction in terms of service quality. The interplay between service provider and customer brings out five basic gaps during the delivery of quality service; therefore, the core objective of service quality enhancement is to minimise the fifth gap, i.e. quality gap, as shown in the figure 5 regarding service gap model.

**Figure 5** (Parasuraman et al., 1988) Service Quality Assessment (SERVQUAL)

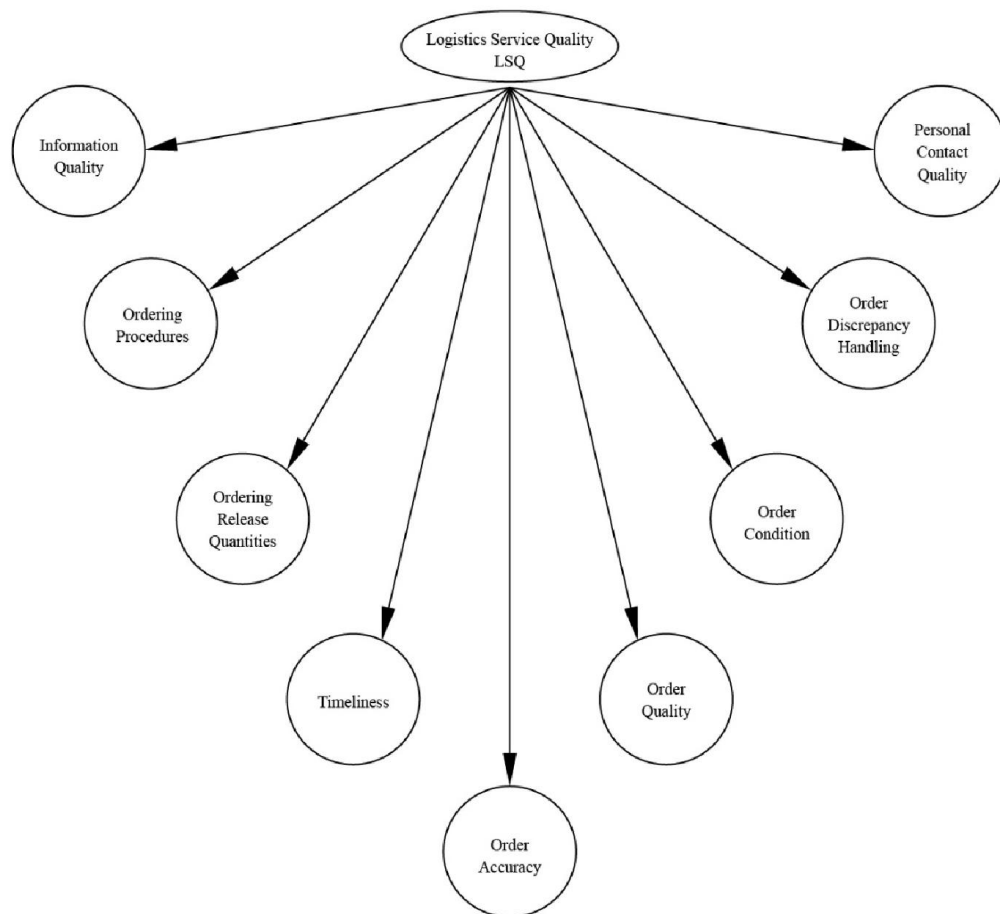


Together with the dimensions addressed above, service quality has always been regarded as one of the fundamental principles of customer satisfaction and purchase motive. SERVQUAL still maintains its usefulness in its twentieth year regarding service quality studies when different service quality assessment methods are considered. However, most research discussed the need for different procedures for particular services settings to help companies maintain their existing customer cluster and attract new ones by decreasing costs and increasing effectiveness by taking customer expectations and requirements. Each service setting should have their own relative dimensions to reflect the very specific nature and dynamics of such service setting.



Considering this in mind and to discuss service quality from a more customized perspective for marketing purposes, this study recognizes logistics services quality scale as a part of the supply chain. Together with increasing attention to services marketing and measuring service quality, SERVQUAL was further customized. Starting from Grönross' (1982) study on service quality where technical quality addresses the service outcomes and functional quality describes the process of service delivery, physical distribution aspects were adjusted as technical service criterion and customer service facets were aligned as functional service criterion, which led to the formation of a scale to measure physical distribution service. Research afterwards extended the scope of physical distribution to an element of logistics, which led to the formation of logistics service quality scale as LSQ by Mentzer et al. (1999), which consists of nine key components as shown in the figure 6 below.

**Figure 6** (Mentzer et al., 1999) Logistics Service Quality



*Information quality* addresses customer's perception of information shared by the service supplier with regard to product and/or process. Customers evaluate whether the service supplier could provide information and the provided information is adequate to make related decisions.

*Ordering procedures* concerns the efficacy and ease of use of procedures adopted by the service supplier.

*Order release quantities* dimension is based on the concept of product availability since stock outs have long been believed to have vital effect on customer loyalty and satisfaction.

*Timeliness* is related to the arrival time of orders to the customer location as promised. In most cases, it addresses the length of time between ordering and receipt of delivery, which can be influenced by transportation time.

*Order accuracy* is determined as a result of comparison between the shipped order and customer's order consequent to arrival with regard to right items, correct number and no substitutions.

Moreover, how well the products conform to specifications and customer requirements refers to *order quality* as well as order condition in terms of manufacturing defects.

In case the products are damaged or in poor condition, the way service provider attempts and deals to correct the situation also refers to *order discrepancy handling*.

Lastly, personnel contact quality relies on customer oriented behaviours by the service provider's staff including their knowledge, empathy and willingness to help customers to find a solution for problematic situations.

When all these dimensions are considered, quality perception is believed to be formed during the delivery of service, in other words, it is fundamentally based on service process carried out by the service staff (Mentzer et al., 1999).

## **2.4. Development of Business to Business (B2B) Marketing**

Business to Business, widely mentioned as B2B, corresponds to the concept where a company engages in products, services and/or marketing activities for other companies instead of customers (Wiersema, 2013). Contribution to B2B theory started from 1800s, yet it is almost impossible to reach a remarkable study or research until the end of 1980s. In particular, the last three decades shows that B2B concept has been at a significant stage of theory development (Hadjikhani and LaPlaca, 2013).

Starting from 1980s, the concept of communication technology stepped into a new age and weakened the understanding of product-oriented trade, which was the foundation of Industrial Revolution. The process characterised by information revolution expression removed geographical obstacles and therefore, triggered global interaction. Increased interaction pioneered the substantial improvement in information access and dissemination speed. At the end of this process triggering many factors within its scope, knowledge-oriented economic and commercial structure started to dominate the world (Kıyan, 2005). This knowledge-oriented economic structure led to the conversion and development of traditional trade models with regards to content and position.

Described as an umbrella term for trade activities through internet, e-Trade concept can be discussed under many trade models such as B2B, B2C (Business to Customer), C2C (Customer to Customer), C2B (Customer to Business) and B2G (Business to Government). What highlights B2B among other models of trade in this process is the huge trade volume it has reached (Witter, 2000). Moreover, in the e-Trade report published by UNCTAD (United Nations Conference on Trade and Development), it was highly obvious that B2B trade was keeping ahead to an extent which cannot be compared with other online models. As of 2014, 96% of online trade in USA and approximately 70% of online trade in Europe was performed among B2B models; thus, the importance and size of B2B trade has deservedly been reflected with figures. B2B model is discussed to be suitable for trade organizations in developing countries due to its advantages. It is put forward that developing marketplaces where raw material, service and intermediary product form are common may enable unequal conditions among countries' economies by increasing export activities to developed regions (United Nations Conference on Trade and Development, 2000).

B2B model is believed to improve many key aspects of the economy including (i) decreasing the cost of production by minimizing purchasing and ordering costs, (ii) accelerating industrial development by increasing interaction and dialog, (iii) increasing the efficiency of time use, (iv) increasing use of marketing and advertising concepts, (v) creating employment and workforce, and (vi) developing the general quality-saving elements together with customised production and customer services perceptions (Hadjikhani and LaPlaca, 2013).

Since B2B model refers to the organizational or industrial marketplace outside the consumers formed by those demanding product or services in order to meet the needs excluding personal and household needs, the marketing activities carried out in this marketplace is called “B2B marketing”. B2B marketing is to commercialize goods and services for using in the production of such goods and services to commercial enterprises, government or non-profit organizations and for reselling such goods and services to other industrial customers. Industrial marketing has a very complex structure when compared to consumer marketing due to marketing strategy creation, marketing communication, sales, sales method and supply chain concepts (Kilvan, 2017).

#### **2.4.1. B2B Marketing in Services**

Marketing activities and strategies vary depending on the subject being marketed as well as the reason of demand. If the demand occurs as a result of personal needs, then the marketing activities are planned for the purpose of consuming; however, if there is demand arising from other reasons, marketing activities vary depending on the demand. In this case, this demand addresses industrial needs and requirements and thus, industrial marketing.

Different requirements occur due to the nature of B2B marketing when compared to other models of marketing. Since B2B model is performed in a professional environment, marketing to business requires certain professional key aspects to be considered and improved in order to satisfy customers in a sustainable manner. B2B marketing has more direct distribution channels when compared to consuming goods marketing. It is put forward that after sales services, training and technical support become more of an issue in B2B marketing. Since services concept is characterized by user participation and satisfaction, service-oriented organizations should determine

their core competencies, sales force and technical equipment as well as setting expected quality standards, making employees adopt these standards and clarifying duty descriptions in order to succeed the B2B model deservedly (Uyguç, 1998).

One of the most remarkable points in B2B marketing in services is determined to be the personnel competence and skills. Since B2B model offers the advantage of international trade possibility and providing service to international businesses, sustainable service understanding is fed by certain capabilities such as communication language, personnel attitude, level of knowledge and skills, foreign language use, interest in industrial development, technological capabilities, etc. When today's reality is considered, technological adaptation is believed to be beneficial for better achievements within a highly competitive services industry.

Due to the nature of services industry and B2B model, the value referred to customer relations, customer loyalty and management of customer relations has increased. Thus, it is put forward that having insight about service expectations and perceptions by the customer, following industrial developments within the scope of cost-benefit concept and achieving continuous powerful communication are mutually beneficial. Customer relations management (CRM) developed as a part of B2B model has the top position among promotion and marketing attempts since CRM is considered to be the foundation of long-term partnerships (Chen and Popovich, 2003).

## **2.5. Marketing of Customs Services**

### **2.5.1. Customs Services**

Customs brokerages are the qualified authorities who can follow operations under 5, 225, 226, 227, and 228<sup>th</sup> articles of Customs Code and 561<sup>st</sup> article of Customs Regulations (Yasalar, T. C. 4458 sayılı Gümrük kanunu. *Ankara: Resmi Gazete (23866 sayılı)*). These authorised brokerages act in the name and/or on the account of others, which is called indirect representation. Customs brokerages are subject to strict regulations and policies by the governments which are dominantly based on political issues across the word and/or between neighbouring countries.

Under certain regulations, customs brokerages provide a wide range of services including customs advisorship, bank transactions via internet to pay related taxes, export and import transactions, road, air, and sea transport/freight forwarding,

warehousing, following up required permits, determining customs tariff, insurance operations, confirmation of origin, transit trade procedures, inward and outward processing regimes, and etc. In order to perform these activities, customs brokerages are required to have a license to be obtained by an exam named Customs Brokerage Occupational Proficiency Exam carried out by Directorate General for Innovation and Education under Ministry of Education.

As it may be understood from the services offered, customs brokerages are an important player in every trade environment whether it is in an import or export environment (Fedorenko et al., 2015). They obviously or covertly constitute the biggest and the most complex process regarding the international trade. Each country has its own regulations for customs clearance in terms of product category. A company dealing with export and import at the same time may not follow up all these customs clearance processes for each product category and country. Therefore, entities need customs brokerages for their daily proceedings since they face the obligation of observe a wide range of statutory requirements enforced by customs legislation (Fedorenko, 2014). Among the most frequently used third party logistics services, customs brokerage had %40 rate as of 2000 (Aghazadeh, 2003). This relationship sometimes includes inland freight forwarding if the firm providing customs services also offers other solutions as a 3PL.

There are big companies under customs brokerage or logistics company name that provides solutions for any kind of need regarding inland or abroad proceedings (Baluch, I., 2006). Therefore, it is a strategic decision for a company to choose a customs brokerage or 3PL company to carry out the customs clearance process on behalf of it. Each company has its own criteria while choosing and naturally, each customs brokerage or 3PL company has their own marketing criteria to attract customers and sustain its existing B2B relations by a professional attitude.

### **2.5.2. Importance of Marketing in Customs Services**

Customs services providers are one of the most significant functional intermediaries for a country in terms of providing a stable economic growth by means of international trade. According to World Customs Organization (WCO), the mission of customs brokers is to facilitate trade procedures and ensure borders security for the sake of economic growth and development. The role and importance of customs

services have already been studied and proved by many researchers as well as authorities with regards to political relations among nations in order to update, improve and highlight customs duties and regulations as a part of global economy and logistics concept.

When the customs concept is discussed from a slightly smaller perspective, i.e. managerial perspective, receiving customs services for companies that are engaged in export and/or import activities are sine qua non since they are busy dealing with their core businesses such as producing or selling. Today, customs brokers are providing a wide range of services to the industrial companies such as logistics, customs, infrastructure, tracking and tracing, international shipments, assurance, storage, inventory management, etc. (Fedorenko et al., 2015). Many researchers have addressed the increasing use of customs services together with third party logistics mainly, yet no study has discussed this vital service separately as it deserves. On the other hand, problems in and amendments to customs regulations have thoroughly been discussed by many prominent researchers as a significant part of foreign economic activities; however, the question of featuring customs services and its providers have not been studied yet (Özgen and Tanyas, 2011).

When customs clearance is discussed in terms of services literature, it is obvious that this service needs to be marketed as other products and services. Without presenting what can be provided in a competitive manner, the product and/or service is simply incomplete as discussed in the services marketing section above. There is a big deficiency in the literature as well as the market concerning marketing need for customs services. Activities for the sake of presenting services provided by customs clearance brokers are carried out somehow in the real-life industry; however, it has not been researched and discussed specifically.

Each service needs to be spotlighted in accordance with its core characteristics and nature. Since customs services are widely used by many importer/exporter company, marketing these services is as important as carrying out them correctly as per related regulations. The study of marketing customs services is expected to describe core characteristics and choice criteria considered by service receivers similar to the aim of many services marketing studies so far (Özgen and Tanyas, 2011).

## **CHAPTER 3**

### **3. METHODOLOGY**

#### **3.1. Design of Research**

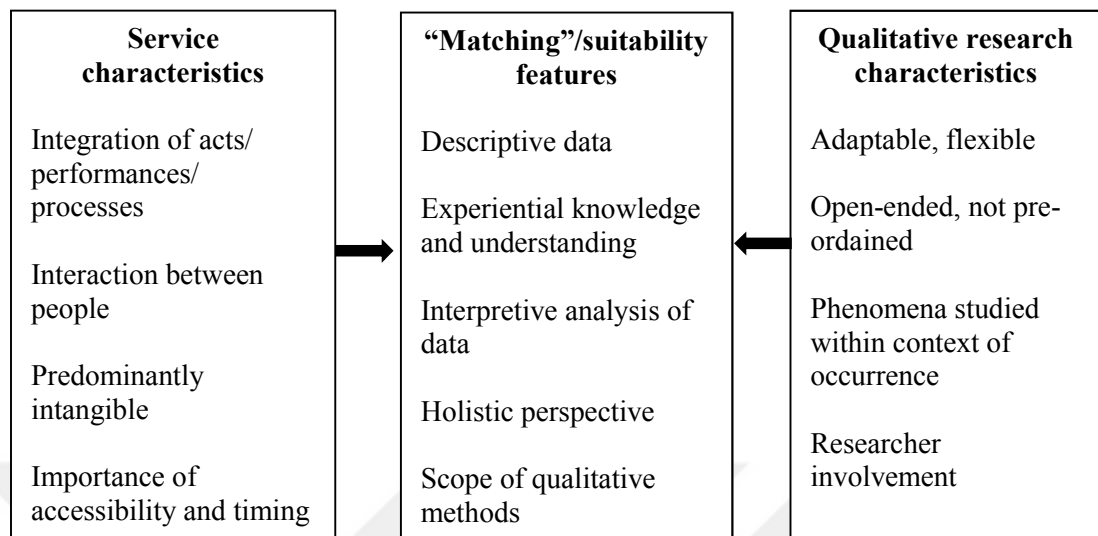
Research, by nature, are designed based on at least one methodological technique in accordance with its subject in question and aim. In this sense, qualitative research includes an interpretive and natural approach; in other words, qualitative research lets the researcher study the subject in its natural setting for the purpose of making sense of or interpreting the phenomena with regards to its meaning for the related people (Ryan et al., 2000). It is widely agreed that one of the most main motifs of qualitative research is the way related people being studied on comprehend and define their social phenomenon (Bryman, 2003).

Fundamental aspects of qualitative research have widely been focused on by numerous researchers to define its characteristics. These aspects include perspective, importance of participants' frames of reference, flexible characteristic of research design, volume and copiousness of data, unique ways to analysis and interpretation, and the type of outputs deriving from the research. In particular, some data collection techniques have also been associated with qualitative research such as in-depth interviewing, observational methods, group discussions, etc. (Bryman, 2003).

Qualitative research methodologies are extensively associated with the aspects of service as well as the nature of service product when taken into account that service is a process and a performance where service delivery takes place by means of human interaction. Qualitative research is mainly discussed to fit well when analysing services marketing as put forward by Gilmore and Carson (1996) in the figure 7 below. Since this study aims to form marketing criteria for customs services by taking into consideration reviews of people engaging in customs services by either providing or receiving, it is based on qualitative research method which has been used in various academic disciplines, dominantly in marketing research (Denzin and Lincoln, 2011).



**Figure 7** (Gilmore and Carson, 1996) Suitability of Qualitative Research Methods for Services Marketing



The mutual nature of qualitative research and this study’s goal, which is to analyse the dynamic reviews of people engaging the service process based on their experience, this study was carried out with a qualitative approach by utilizing semi-structured interview with related people to serve the services marketing literature in terms of customs services.

It is almost impossible to eliminate people engaging the process in order to analyse a dynamic environment such as services marketing. This qualitative research focuses on unfolding the process by means of observing the existing behaviour to provide service as well as perceiving the service provided for the absolute purpose of generating marketing criteria for customs services providers to service better.

### 3.2. Data Collection

This study benefits from semi-structured interview as the data collection method by asking previously prepared questions to sample group of the study which consists of companies providing customs services and companies receiving customs services. Interviews are one of the most frequently utilized data collection methods, which are categorised as structured, semi-structured and unstructured interviews as differentiated by DiCicco and Bloom et al. (2006).

Semi-structured interviews are defined as a verbal interchange where the interviewer tries to elicit information from the interviewee. Although questions are prepared by the interviewer before the interview, semi-structured interviews unravel in a talkative method proposing participants the opportunity to discover issues they consider are significant (Whiting, 2008).

The reason behind benefitting from semi-structured interview to collect data in this study is to elicit detailed and narratives and stories by the participants to reflect the real-life phenomenon within customs services industry by generating an intimate and personal environment for the participants. Questions are determined to be prepared beforehand in order not to experience shortfall of data and time designated with the participants. Subjectivity within semi-structured interviews is the core characteristic to generate discussion for this study since it seeks services marketing criteria from the perspective of both the service provider and service receiving party for better value creation throughout the whole process.

Therefore, the questions serving for semi-structure interview of this study were prepared by means of a checklist identifying areas to be clarified and issues to be solved. Marketing managers or certified customs clearance brokers were interviewed from service provider companies. From customer companies receiving customs services, employees from foreign trade department or senior management were interviewed in order to better reflect the real-life relationships and condition regarding the customs process. As it can be reviewed in Appendix A and B, participants were asked to answer ten open-ended questions in an intimate and quiet environment within the participants own premise in order to retain mutual professionalism and confidence. Interviews took twenty-five minutes to an hour of time. All interviews were recorded in order to utilize throughout the study and provide evidence for the discussion as well as the proposal for managerial purposes.

### **3.3. Sampling**

Since this study aims to investigate the existing marketing structure of companies providing customs services in Turkey and the criteria considered by the companies receiving customs services, the sample was selected through personal experience/knowledge referred to as judgmental sampling method (Westfall, 2009).

Sample consists of two groups as service providers and customer companies to reflect the subject in question from both perspectives.

After thirteen interviews, interviews were determined to be cut to ensure the quality of the research and its content validity due to reaching saturation point (Fusch and Ness, 2015). As introduced by Glaser and Strauss (1967), data saturation point referring to the point when no new further data are found to develop the aspects of a conceptual category was paid attention during the data collection stage due to the time limitation of the research. As this study reached stopping criterion after ten (10) interviews since three further interviews have been conducted with no additional factors emerging, each group was decided to have ten companies.

Service providers are inclusive of structured corporate companies providing customs services as well as accompanying services such as logistics. Customer companies are selected from various industries such as energy, logistics, textile, granite, etc. to reflect the outcome from a wider perspective regardless of industry. Both groups have participants from small-scale to large-scale companies well-known in their related industries in Izmir, Turkey. The table 1 below outlines service providers coded with the letter “P” beginning from 1 to 10 as well as the customer companies having the letter “C” from 1 to 10.

**Table 1** Structure of Companies

Codes	Industry	Establishment Year	Location	Scale
P1	Customs clearance, logistics, and storage and order management	1982	Operations across 18 cities in Turkey, 61 operations overseas	Large
P2	Customs clearance and consultancy	2006	1 operation in Izmir	Medium
P3	Customs clearance, logistics, consultancy, and export-import transactions	2013	1 operation in Izmir	Medium

P4	Customs clearance, logistics, insurance, and training	2001	19 operations in Turkey	Large
P5	Customs clearance, logistics, consultancy, warehouse, insurance	2000	8 operations in Turkey	Medium
P6	Customs clearance and consultancy	1992	1 operation in Izmir	Small
P7	Customs clearance and consultancy	2016	1 operation in Izmir	Small
P8	Customs clearance and consultancy	2016	1 operation in Izmir	Small
P9	Customs clearance, logistics, insurance, storage management, and training	1978	Operations across 16 cities in Turkey	Large
P10	Customs clearance, logistics, insurance, translation, and training	1981	46 operations in Turkey	Large
C1	Textile	2012	1 operation in Turkey	Small
C2	Fibre	1997	3 operations in Turkey	Large
C3	Food	2005	1 operation in Izmir	Small
C4	Granite consumer goods	1960	2 operations in Izmir	Medium
C5	Energy	1984 (Turkey-1998)	1 operation in Izmir, various operations across the world	Large
C6	Confectionary	1940s (Turkey-2015)	2 operations in Turkey, various operations across the world	Large
C7	Metal casting	2011	1 operation in Izmir	Medium
C8	Textile	1990	1 operation in Izmir	Large

<b>C9</b>	Industrial kitchen	1978	1 operation in Izmir	Small
<b>C10</b>	Paper	2000	3 operations in Turkey	Medium

**Table 2** Sample Demography

	Age			Position			Experience		
	18-30	31-40	40+	Marketing Departm.	Customs Broker	Foreign Trade Specialist	1-5	6-10	+10
P1		X		X				X	
P2			X		X				X
P3			X		X			X	
P4		X		X			X		
P5		X			X			X	
P6	X				X		X		
P7		X			X			X	
P8	X				X		X		
P9			X		X				X
P10		X		X				X	
C1		X				X		X	
C2			X			X		X	
C3		X				X		X	
C4			X			X	X		
C5		X				X		X	
C6		X				X	X		
C7	X					X	X		
C8	X					X	X		
C9	X					X	X		
C10		X				X		X	

### 3.4. Analysis of Data

The data collected by means of semi-structured interviews with service providers and customer companies was analysed by benefiting from content analysis method. Berelson (1952) defined content analysis as a systematic, iterable method for compacting many words of text into fewer content categories depending on specific rules of coding. It is mainly discussed to be a method for making inferences by identifying particular characteristics of messages in an objective and systematic way (Holsti, 1969). Content analysis is mainly believed to be a beneficial technique to uncover and describe the focus of individual, group, institutional, or social attention as well as analysing trends and patterns (Weber, 1990).

As content analysis was used in many research such as Yang and Fang's (2004) exploratory study on service quality and customer satisfaction within the setting of online securities brokerage services, this study also uses service quality dimensions as a result of content analysis based on conceptual frameworks from services marketing. The key idea behind adopting content analysis was to identify key dimensions in and their respective effects on marketing customs services from both sides, which is from the perspectives of service provider and customer company in this case.

After content analysis carried out on interviews, as asserted by Seuring and Gold (2012), dimension obtained were sent to a few research for discursive alignment for the purpose of providing reliability and validity of coding and interferences. Reliability and validity of coding is discussed to be the most vital characteristic of content analysis since this method is sensitive to objectivity; however, different people's coding the same text in the same way could eliminate the possibility of having wrong interferences.

## CHAPTER 4

### 4. FINDINGS AND DISCUSSION

In order to discover the marketing criteria adopted by customs services providers as aimed at RQ1 and taken into consideration by customer companies when choosing the service provider as intended at RQ2, a thorough literature review was conducted on service provider selection, B2B marketing, service quality scales and service perceptions within this research. After exploring and utilizing the data revealed by RQ1 and RQ2, it is aimed to compare these two perspectives to understand whether there is a service gap for the sake of providing a fresh applicable layout for marketing customs services as addressed in RQ3. In addition to supporting subjects in the literature as mentioned above related to this study's main goals, it has been noticed that there has been no study about marketing criteria dyadically for customs services in a developing economy like Turkey and therefore, this is regarded as a gap in the literature. Ultimately, this research aims to uncover marketing criteria for customs services by sampling Turkey by means of a two-way approach.

For fulfilling this aim, ten (10) companies providing customs services in B2B model and ten (10) companies receiving customs services were chosen for semi-structured interview aiming to determine marketing criteria in this very significant industry. During semi-structured interviews conducted with marketing practitioners and foreign trade specialists, open-ended questions were asked about marketing criteria to providers when offering customs services and to customers when choosing the service provider. Semi-structured interviews with ten providers and ten customers, twenty companies in total, were recorded and transcribed.

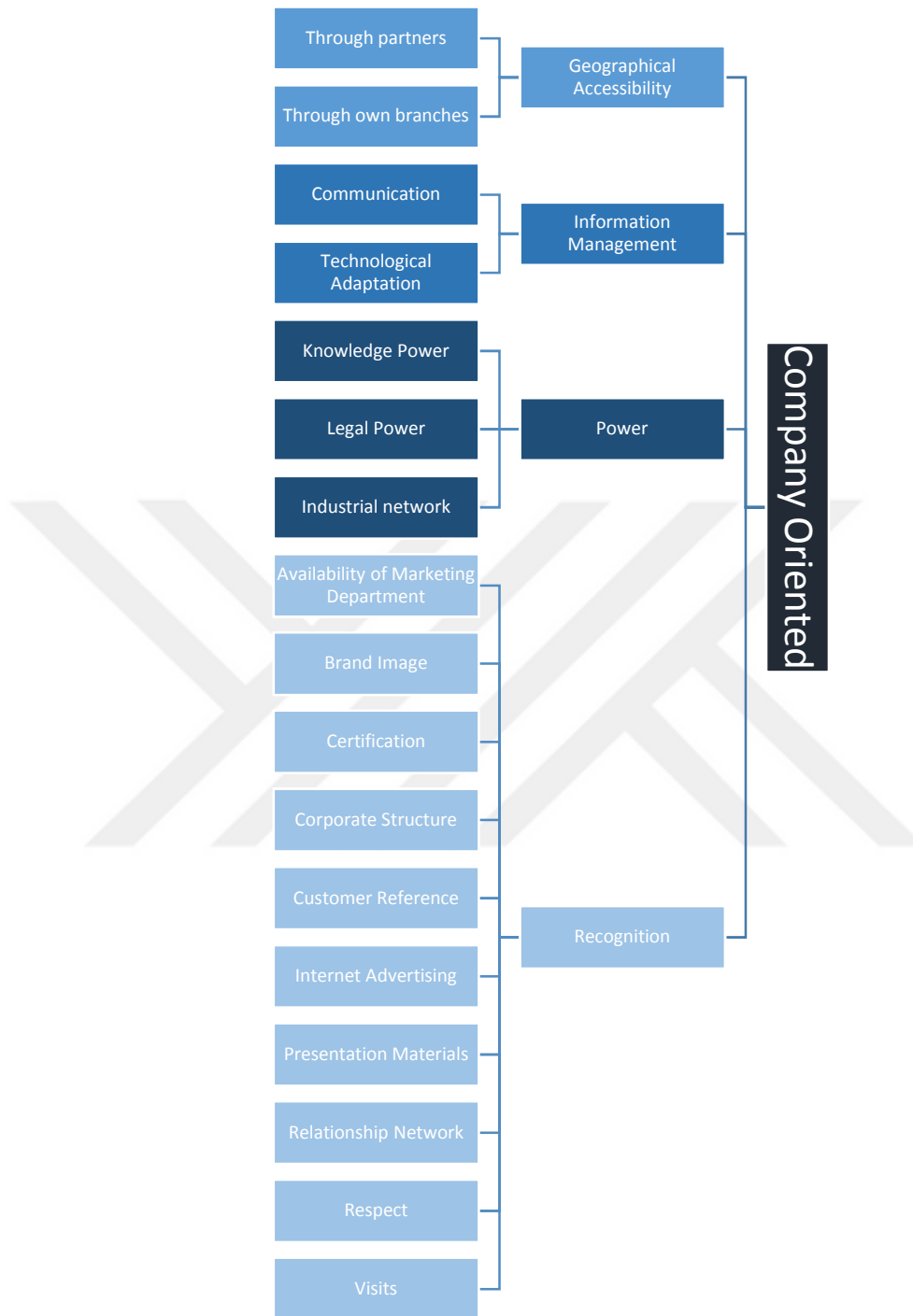
Semi-structured interviews were subjected to latent content analysis. During content analysis, recordings were well studied and first-order codes for marketing criteria extracted from these sessions was supported by quotations. Fifty first-order codes were obtained as a result of content analysis. These first-order codes were grouped into second-order codes and then these second-order codes were ultimately categorized as three dimensions by taking into consideration the related and inclusionary literature on service quality and perception, which is regarded as highly enlightening for this research.

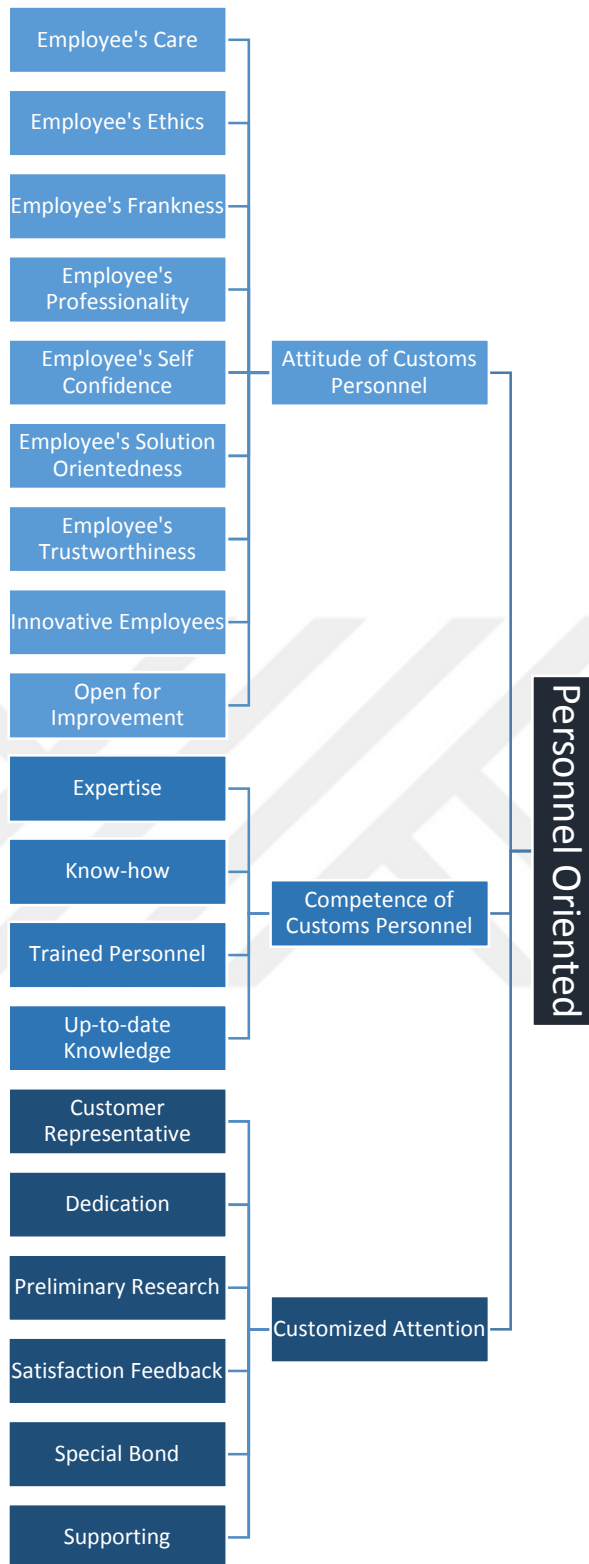
The content analysis applied to interviews from both sides revealed fifty (50) first-order codes. It is found that there are fifty (50) marketing factors in total when the reviews of companies providing customs services and customer companies are summed up. These first-order codes were thoroughly analysed and re-matched with quotations in order to ensure validity. As the second phase, these first-order codes were cross-analysed with the literature on service quality and perception since marketing criteria includes both when providers' offerings and customers' choice patterns are concerned. In this second phase, SERVQUAL and LSQ factors provided insight to collect associated first-order factors into second-order codes in the study. These two scales addressing service expectation and perception assisted naming first-order factors to explore the overall marketing criteria. Different from the literature, first-order codes discovered in this study reflects the similarities and differences between the perspectives of service providers and customer companies.

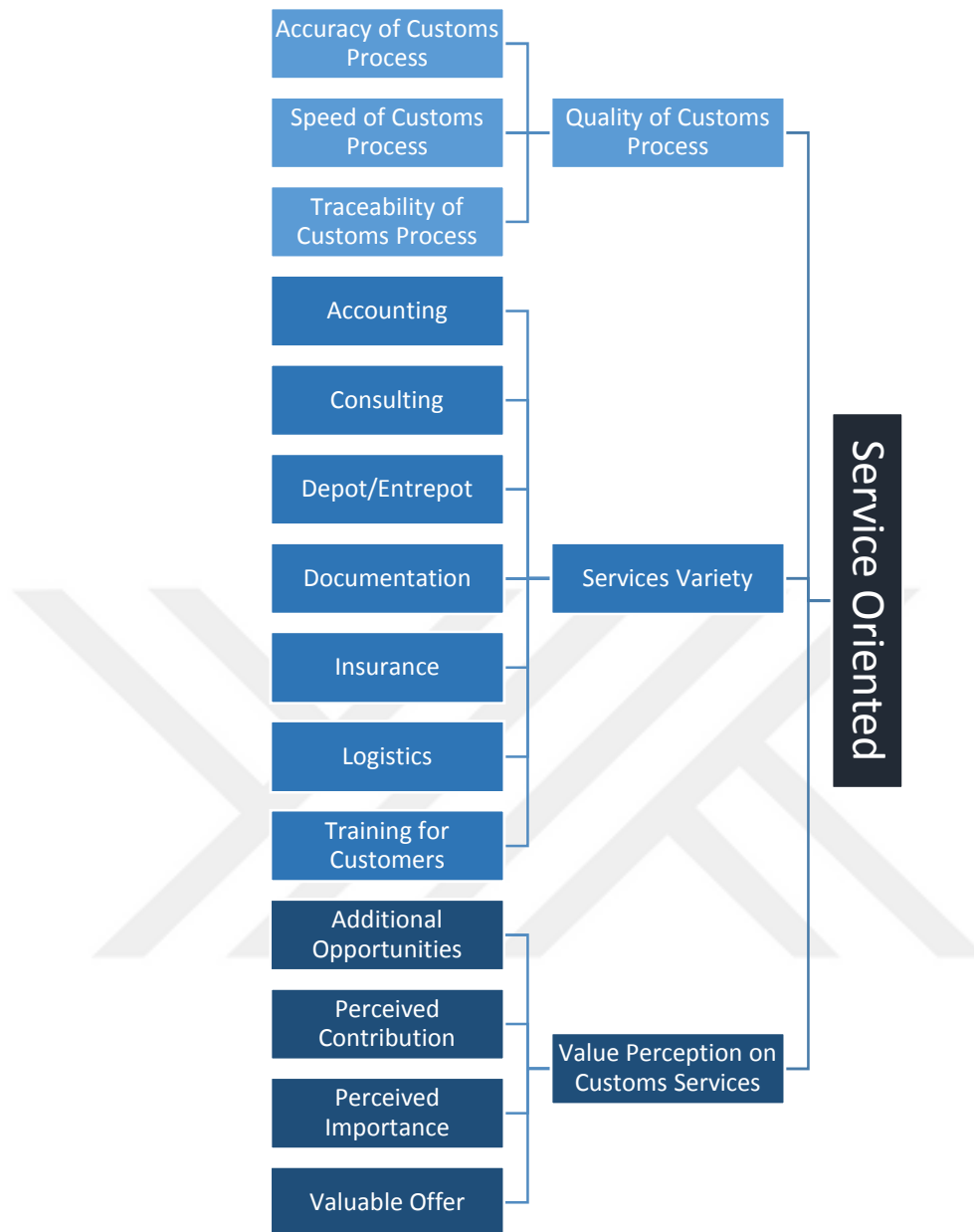
As the third phase, second-order codes consisting of ten (10) groups with associated first-order codes were latently categorized into more generic dimensions. The study obtained three (3) interconnected dimensions for marketing criteria with regards to customs services in the figure 8 where relational layers are illustrated.



**Figure 8** Generic Dimensions with Refractions for Marketing Criteria







#### 4.1. Company Oriented Dimension

First dimension is named “Company Oriented” since it highlights the service provider company’s organizational capabilities when B2B marketing model and service perception of customers are concerned. This dimension represents a new group of codes generated from qualitative research based on a comprehensive services literature. Company oriented dimension with regards to marketing criteria of customs services consists of four (4) second-order codes containing seventeen (17) first-order codes as a result of semi-structured interviews conducted dyadically.

This dimension includes four (4) second-order codes referred to as geographical accessibility, information management, power and recognition which are necessary for customs services providers to highlight their corporate capabilities to attract customers under the scope of marketing efforts when the choice criteria of customers receiving customs services are considered.

The first second-order code “Geographical accessibility” addresses to the existence and/or availability of the provider company’s facility or services in various locations by means of partners or own branches for ease of customs processes. According to the quotations, if a service provider can ensure its services at any location anyhow, then its preferability increases. For the customers, it is important to reach services they need at any location by contacting only one service provider. Moreover, especially for customs services, closeness to customs ports was quoted to be quite beneficial for both parties. The second second-order code “Information management” refers to the communication and technological adaptation for real-time information exchange. Due to customs’ legal, complex and ever-changing nature, information sharing was quoted to be playing a vital role, especially for the accuracy of transactions. The third second-order code “Power” emphasises the intangible strengths the service provider possesses with regards to knowledge, law and the industry which are the core characteristics to facilitate the customs process in an accurate manner. The last company oriented second-order code “Recognition” touches on promotional aspects of the provider company such as the availability of marketing department to arrange promotional efforts, brand image which is an intangible standing within the industry, certification the provider company holds, corporate structure within its facility, customer references contributing word-of-mouth strategy, internet advertising attracting wider range of customers, presentational materials used for marketing efforts, relationship network built within the customs environment, respect gained due to operational and organizational achievements, and visits paid to customers for marketing purposes and showing the company’s dedication to customers by checking their satisfaction face-to-face. According to the quotations, recognition gained by these aspects ensures the service provider’s credibility in the sight of customers at first, which is highly valuable for attracting customers directly.

Under company oriented dimension, four (4) second-order codes, seventeen (17) first-order codes supported with two power quotations are shown in the tables below.

**Table 3** Company Oriented Dimension for Marketing Criteria: Geographical Accessibility

Geographical accessibility	
Through partners:	Through own branches:
(P3): <i>We work together with our partners in İstanbul, Ankara, Mersin, İskenderun and Antalya.</i>	(C6): <i>We are working with 2 different customs brokers due to geographical deficiency.</i>
(P1): <i>...since I do not own any ship, I can provide service to my customers by contacting certain lines such as MSC, ZIM, Hapag-Lloyd.</i>	(P10): <i>The other big companies using intermediaries to carry out operations in Antep, İskenderun, Mersin or İstanbul, but we do not; we have our own branches there.</i>

**Table 4** Company Oriented Dimension for Marketing Criteria: Information Management

Information management	
Communication:	Technological adaptation:
(P4): <i>As more communication channels are involved, attracting customers is becoming easier.</i>	(P9): <i>We are working with customers who are carrying out their business on ACP system.</i>
(C7): <i>I can get any kind of information or help whenever I want by means of telephone or e-mail in a short time.</i>	(C4): <i>For example, there is a software that the customs brokerage firm is connected to our system.</i>

**Table 5** Company Oriented Dimension for Marketing Criteria: Power

Power		
Knowledge power:	Legal power:	Industrial network:
(P1): <i>Because the customs broker is the person who knows every detail about the customer company and carries out procedures on behalf of its customers.</i>	(P6): <i>You can learn all kinds of information about the companies from the Exporter's Association or the Customs Brokers Association; you have superior power on their confident information.</i>	(P3): <i>We are capable of carrying out transactions in all customs bureaus in İzmir and in all affiliated customs offices.</i>
(P4): <i>Our officials have deep knowledge in regulations because the state requires so.</i>	(C2): <i>There can be some problems in customs, but they use their legal power and fix the problems.</i>	(C7): <i>The fact that they have a good network with agencies and customs authorities make them preferable because then they have power over transactions.</i>

**Table 6** Company Oriented Dimension for Marketing Criteria: Recognition

Recognition				
Availability of marketing department:	Brand image:	Certification:	Corporate structure:	Customer reference:
(P5): <i>Marketing department constitutes the core of this company.</i>	(P4): <i>When you visit a customer, your brand name should be something to be proud of.</i>	(P1): <i>The company asks for certain documents to confirm our trustworthiness .</i>	(P10): <i>We have an institutional structure...we can see the difference it makes in terms of prestige...</i>	(P8): <i>Because customer firms know each other, they give recommendations to one another for provider firms related to transactions.</i>

<i>(C9): Marketing department is actually very important in respect of both marketing and business process.</i>	<i>(C9): The more they get known, the more they have visibility in the industry.</i>	<i>(P1): Customers require certain documents to measure customs brokerage' reliability.</i>	<i>(C8): We expect our customs broker to... work on improvements to build up a corporate identity.</i>	<i>(C6): Best marketing tool is the existing customers and partner companies they are working in collaboration in the field such as transport and entrepot companies.</i>
Internet advertising:	Presentation materials:	Relationship network:	Respect:	Visits:
<i>(P8): The most important way of marketing, I mean the most distinctive way is Internet.</i>	<i>(P1): According to the service demanded from us I definitely bring an introduction booklet with me for the customer.</i>	<i>(C7): However, thanks to...their close relationship with related agency, we managed to get extra time and withdrew our goods without paying any fine.</i>	<i>(P4): My customer firms respect me and quality of my firm's services, so we have a good relationship.</i>	<i>(P10): We are visiting customer companies and delivering presentations regarding our company and provided services.</i>
<i>(C3): There is, yes, they send their e-mail addresses. I mean they advertise themselves.</i>	<i>(P8): We had marketers prepare publicity logos and files for our company.</i>	<i>(C6): I think the best marketing strategies are customer reference and their network.</i>		<i>(C10): We expect them to come to our company for a meeting together with their experts in sales and marketing.</i>

Tables under company oriented dimension (3, 4, 5 and 6) gives insight to associated first-order codes regarding the provider companies' core competences from the perspective of both service providers and customer companies. The differentiation between this dimension and others refers to the aspect of service process, which is the company itself as a whole body rather than a single person and/or object in this case. Therefore, this dimension includes attributes belonging to the company solely related to its industrial presence and power such as the facilities, information sharing, technological assets, equipment, reputation, legal power, branches, marketing efforts, etc. According to the results obtained from content analysis, it can be inferred that customers place importance on geographical accessibility, recognition the most when compared to other first-order codes whereas service providers have mentioned those attributes in addition to technological adaptation as a core company-oriented capability.

Furthermore, to broaden the discussion on genuineness of marketing criteria found as a result of this study, company oriented dimensions can be cross-analysed with LSQ as well as SERVQUAL scale items. First of all, these two scales dominantly based on services; on the other hand, company oriented dimension lays bare the capabilities of the service provider. LSQ scale does not discuss company capabilities related to the service; yet, it focuses on service and the personnel related aspects (Mentzer et al., 1999). When the fact that only one item (tangibles) is existing related to service provider under SERVQUAL is considered, company oriented dimension under customs services marketing criteria is undoubtedly broadening the perspective to the service provider. This dimension expands company capabilities beyond equipment and communication devices as it is in tangibles item in SERVQUAL (Parasuraman et al., 1985). It can be implied that company oriented dimension covers and further contributes to SERVQUAL scale items when customs services is concerned as a part of logistics.

#### **4.2. Personnel Oriented Dimension**

Shedding light onto behavioural aspects and capabilities of the employees working in customs services provider companies, the second dimension is referred to as "Personnel Oriented". This new dimension includes three (3) second-order codes



along with nineteen (19) first-order codes determined during the content analysis applied to semi-structured interviews.

Three (3) second-order codes under this dimension are named as attitude of customs personnel, competence of custom personnel and customized attention quoted to be highly vital from the perspective of both the service providers and customer companies when marketing customs services is concerned.

“Attitude of customs personnel” refers to the stance of the employees when dealing with customer companies’ transactions. It addresses whether the customs personnel are professional, frank, caring, confident, solution-oriented, open for improvement, trustworthy, innovative or acting ethical since services are perceived to be rendered by the personnel rather than being provided by the company as a whole. This dimension highlights the fact that the personnel who deals with the customer and provides services is a determinant regarding service quality and perception either positively or negatively. The staff’s attitude is quoted to be very affecting since they are the enablers of services requested. Their manner while rendering the services have either a pleasing effect on customers or negative. In case the latter happens, the customers are likely to cease the partnership as they place importance on trust built with the personnel as well as the company as a whole. The second second-order code “Competence of customs personnel” is additionally contributes to this idea by discussing the expertise, know-how and up-to-date knowledge the personnel possess as well as touching on their training levels. It was quoted that the competence of customs personnel can make a difference over transactions besides highlighting the knowledge/experience power they have as a part of marketing activities. The third second-order code “Customized attention” addresses the level and method of the relationship built between personnel and customers. Customized attention was found to be recognized by the special bond in between as well as the availability of customer representatives, preliminary research carried out on customer company’s profile, satisfaction feedbacks from existing customers and further support given to the customers.

Under personnel oriented dimension, three (3) second-order codes, nineteen (19) first-order codes supported with two power quotations are shown in the tables below.

**Table 7** Personnel Oriented Dimension for Marketing Criteria: Attitude of Customs Personnel

Attitude of Customs Personnel		
Employee's care:	Employee's ethics:	Employee's frankness:
<p>(P3): <i>In all our jobs, we are very selfless and delicate.</i></p> <p>(C9): <i>The people I work with now slacked my operation off too much. Therefore, I did not work with the branch there, Istanbul branch.</i></p>	<p>(P10): <i>We are working in the framework of ethical policies.</i></p> <p>(P10): <i>We cut our business with some companies carrying out business we deemed undue.</i></p>	<p>(P4): <i>When we first visit a company, the important thing is frankness comes from personnel; so, attitude of the personnel is very important.</i></p> <p>(C5): <i>When the customs broker makes a mistake, they should be able to tell it frankly so that an action can be taken, and bigger issues can be prevented.</i></p>
Employee's professionalism:	Employee's self-confidence:	Employee's solution-orientedness:
<p>(C1): <i>It is important that the personnel are professional.</i></p> <p>(C5): <i>The personnel should be properly-dressed, presentable and well-behaved.</i></p>	<p>(P10): <i>We are sure of ourselves.</i></p> <p>(C1): <i>Personnel must be experienced and practical, should not be passive but confident.</i></p>	<p>(C5): <i>They should convert negative situations into a solution; they should adopt a solution-oriented behaviour.</i></p> <p>(C10): <i>In import and export operations, problems should be solved quickly; they should behave solution-oriented.</i></p>
Employee's trustworthiness:	Innovative employees:	Open for improvement:
<p>(P2): <i>Trustworthiness of the personnel is very important in our industry.</i></p> <p>(C5): <i>Trust is the key point here and it is understood by personnel's approach.</i></p>	<p>(C6): <i>Employees...could be more innovative.</i></p> <p>(C6): <i>They should be innovative, speak English, and have a dynamic characteristic.</i></p>	<p>(P1): <i>Because I need to develop myself, I do my own marketing activities.</i></p> <p>(C8): <i>We expect our customs broker to...work on improvements to build up a corporate identity.</i></p>

**Table 8** Personnel Oriented Dimension for Marketing Criteria: Competence of Customs Personnel

Competence of Customs Personnel	
Expertise:	Know-how:
<p>(P4): <i>Personnel expertise also brings quality of service together.</i></p> <p>(C4): <i>I look for the capacity of customs office, I mean whether the staff is competent enough.</i></p>	<p>(P5): <i>How much the customs service provider knows the subject is important.</i></p> <p>(C7): <i>The ones who have deep knowledge makes your transactions easier.</i></p>
Trained personnel:	Up-to-date knowledge:
<p>(P5): <i>We send our customer representative for training or we arrange a training in the customs broker company.</i></p> <p>(P9): <i>We organized many trainings on basic information, taxes, fundamental procedures at customs, etc. for our personnel.</i></p>	<p>(P2): <i>We inform customers instantly about processes since we monitor changes in regulations regularly.</i></p> <p>(C5): <i>Customs brokers should have up-to-date information, up-to-date regulation agenda, customs tariff codes, etc...</i></p>

**Table 9** Personnel Oriented Dimension for Marketing Criteria: Customized Attention

Customized Attention		
Customer representative:	Dedication:	Preliminary research:
<p>(P10): <i>We are employing specially selected teams for our VIP customers.</i></p> <p>(C5): <i>Group chief and customer representatives should be crowded to give</i></p>	<p>(P4): <i>Whatever the customer requires, we immediately discuss it with our chairperson and adapt our database accordingly, we are so responsive in this manner.</i></p> <p>(C6): <i>We want customs broker to care our business personally</i></p>	<p>(P5): <i>After market research, we evaluate potential customer companies and call them accordingly.</i></p> <p>(C4): <i>If a customs office goes to a firm for introducing their</i></p>

<i>special attention to customers.</i>	<i>therefore, interpret regulation changes beforehand and inform us regarding both positive and negative effects of such change.</i>	<i>services, first of all, they have to know the capacity of the firm, what they do and its products.</i>
Satisfaction feedback:	Special bond:	Supporting:
(P8): <i>We visit the firms we work with monthly to check their satisfaction.</i>	(P8): <i>As I said, by maintaining a good dialog with marketing managers, customer representatives, we help them in business and private lives, in every subject; this makes them look for us automatically.</i>	(P10): <i>We are supporting our customers at all points as we are a solution partner.</i>
(P4): <i>Marketing, customers' feedback on satisfaction, and visits are important.</i>	(C2): <i>Because of their customized attention, it does not change for years, they become like your partner.</i>	(C9): <i>I changed my customs broker before because they did not support and care about my business enough.</i>

Personnel oriented dimension shown in table 7, 8 and 9 shed light on the qualifications and personal attributes of the employee's working within the body of service provider companies. According to the quotations related to personnel, it is found that the contact personnel during the service process have utmost importance since they are the service enablers and have a vital effect on service quality perceived by the customer companies. It can be implied that personnel's expertise, up-to-date knowledge and trustworthiness have been quoted as highly decisive by both parties. In addition to these three, dedicated, supportive and customized attention by the trained staff exclusively assigned to singular customer company is found to be contributing the quality service perception by the customers since they feel that they are receiving services tailored to their needs and requirements from a group of employees having specialized knowledge regarding the line of business by working only for one customer company within ethical terms (Stank et al., 2003).

When compared to logistics which is the most associated service with customs services with regards to supply chain, customs services are found to be dominantly

depending on the personnel. By means of quotations during semi-structured interviews, personnel is proved to be playing the most significant role within customs services environment since they are the enablers of the service requested. The difference created by the personnel is recognized by both the service providers and the customer companies. Therefore, the first-order codes under personnel oriented dimension can be asserted to contribute in the personnel focus on existing literature assessing service quality.

Due to the behavioural and cultural implications inferred from personnel oriented dimension e.g. employee's ethics and solution-orientedness, marketing customs services differs from other services by nature, e.g. logistics. To exemplify, while LSQ scale discusses the quality of contact personnel with regards to attitude, behaviour and competence (Mentzer et al., 1999), SERVQUAL scale looks for responsiveness of the staff and their empathy (Parasuraman et al., 1985). For instance, assurance item under SERVQUAL can support trustworthiness of the employees; however, cannot mean the same. Assurance is defined as the knowledge to attract, build trust and confidence whereas trustworthiness is directly related to the characteristic of the personnel. Personnel oriented dimension revealed in this study can discuss the quality of the service enabler from a wider perspective including certain points discussed by mentioned scales and add further items e.g. trustworthiness of the employees which comes first for customs services due to its association with legal liabilities.

### **4.3. Service Oriented Dimension**

The last dimension is named "Service Oriented" due to its references to service-related aspects when marketing customs services. Adding a fresh perspective, this dimension consists of three (3) second-order codes along with fourteen (14) first-order codes inferred as a result of content analysis used in this research for semi-structured interviews.

Three (3) second-order codes covered by service oriented dimension are quality of customs process, services variety and value perception on customs services. These aspects are quoted to determine service perception as well as the service quality both in the marketing phase and during the actual performance of service rendering (Grönroos, 1988).

The first second-order code “Quality of customs process” highlights the accuracy, speed and traceability of customs processes since the customs related transactions are subject to legal regulations and tariffs. Quality of customs process constitutes the foundation of the partnership between service provider and the customer company similar to what is proved with LSQ (e.g. accuracy of order, timeliness) and SERVQUAL (e.g. reliability) scales within the literature throughout the history of services quality principle. Especially in customs services, accuracy and speed are not waivable due to certain sanctions for wrong or delayed transactions. Thus, service providers are expected to act quick and in accordance with regulations. The second second-order code “Services variety” represents the service range offered by the customs services providers in an attempt to fulfil the needs of customers as much as possible. These services are mainly logistics, documentation, accounting, consulting, depot/entrepot, insurance and training for customers. Service providers are aware of the importance of services variety that is highly appreciated by customers as they ideally desire one name to contact for all services. The third one is called “Value perception on customs services” and includes additional opportunities accompanying the customs services, perceived contribution to the customer company, perceived importance of the services provided, and valuable offer made by the service provider when marketing his/her services.

Under service oriented dimension, three (3) second-order codes, fourteen (14) first-order codes supported with two power quotations are shown in the tables below.

**Table 10** Service Oriented Dimension for Marketing Criteria: Quality of Customs Process

Quality of Customs Process		
Accuracy of customs process:	Speed of customs process:	Traceability of customs process:
<p>(P9): <i>We need to hand in the reports, documents, etc. requested by the customer on time and as requested without a mistake.</i></p> <p>(C5): <i>I do not think we can forgive the customs broker if they make us fall into a sanction due to a mistake or make transactions harder for us.</i></p>	<p>(P6): <i>The most important thing for us in customs offices is speed.</i></p> <p>(C1): <i>If there is delay on due time, this is not something that can be forgiven, because we are racing with time.</i></p>	<p>(P10): <i>Thanks to this online system, both the customer representatives and we can track the progress stages of the process.</i></p> <p>(C5): <i>We should be able to track down any kind of information about our goods with transport or invoice number.</i></p>

**Table 11** Service Oriented Dimension for Marketing Criteria: Services Variety

Services Variety			
Accounting:	Consulting:	Depot/entrepot:	Documentation:
<p>(P10): <i>We provide our customers with customs, logistics, and public accountant services as a package.</i></p>	<p>(P6): <i>We are providing the customer with all kinds of consultancy services.</i></p> <p>(C10): <i>It is important that they can provide us with consultancy services.</i></p>	<p>(P1): <i>Plus, we have a depot and entrepot here, so we can provide depot services.</i></p> <p>(C6): <i>After the tender, we consider...services variety regarding transport and warehouse.</i></p>	<p>(P3): <i>We have to organize the documents according to product correctly and send related papers.</i></p> <p>(C7): <i>We receive export-import related document preparation support...</i></p>

Insurance:	Logistics:	Training for customers:
(P5): <i>That's why we provide all services as a package; insurance, entrepot, logistics.</i>	(P1): <i>I provide customs and transport services for the customers.</i>	(P9): <i>Some of the companies we are working with demand training sessions.</i>
(C9): <i>I wish they said, 'I'm handling the insurance, you may buy it more expensive, but I can handle it' This service would be more useful.</i>	(C2): <i>They give logistics service additionally.</i>	

**Table 12** Service Oriented Dimension for Marketing Criteria: Value Perception on Customs Services

Value Perception on Customs Services	
Additional opportunities:	Perceived contribution:
(P6): <i>Therefore, the customer has customized service; they have an indirect profit because we have privileges with warehouses.</i>	(P7): <i>If you work with professionals, you can advance in this industry quickly.</i>
(C6): <i>They could offer tax advantage or transport-related advantages to make us feel we are receiving customized service.</i>	(C6): <i>In foreign trade, customs brokers are very important service providers for us since they represent the customer company regarding the process with the state; their contribution to the relationship is vital.</i>
Perceived importance:	Valuable offer:



<p><i>(P2): Customs brokerage services are sine qua non regarding foreign trade.</i></p>	<p><i>(C6): They should market themselves with offers related to price or productivity.</i></p>
<p><i>(C6): Firms do not want to change their customs brokers unless they have had a big problem with them because the service and the relationship is too vital to change frequently.</i></p>	<p><i>(C5): The broker may have deep knowledge and experience but if they do not market themselves with a valuable offer, other firms get ahead of them easily.</i></p>

Tables 10, 11 and 12 show service oriented dimension referring to service related factors as a result of content analysis applied to semi-structured interviews. According to the results, it is found that quality, variety and value perception of services provided have a great impact on service provider choice and maintaining the business relationship for longer periods. Both parties quoted that the quality of customs process have the utmost importance regarding the business relationship continuity since the service is the reason of building such B2B relationship. The accuracy, speed and traceability of the service process have a decisive power over service quality and perception as it can further be supported by SERVQUAL and LSQ scale items; therefore, they contribute to marketing efforts acting as a reference for customers. Other than quality, service providers and customer companies stated that the variety of services provided is an attracting aspect since having services as much as possible from a single service provider is ideal, eliminating unnecessary disintegration of related services such as customs and logistics, which are almost inseparable. In addition to logistics, customers quoted that they would appreciate if they could receive accounting, consulting, depot/entrepot, insurance and training from the customs services providers. Service provider companies have varying service dispersion. It is found that big and medium-scale credible service providers have already acknowledge this service integration concept and providing customs-related services within their own body as much as possible whereas small-scale service providers are only focusing on customs and consulting services. Lastly, service oriented capability dimension has value perception codes which refers to value creation highlighting the importance of the services given. Quotations put forward that there is a slight difference between service providers and customer companies with regards to the significance attached to

the services. Although service providers are aware of the vital effect of customs services on customer companies since customs process plays a key role in foreign trade, the same degree of awareness cannot be inferred for small-scale customer companies only if they do not need customs-related transactions as frequent as medium or big-scale companies do. Customer companies who need customs-related services more frequent acknowledges the importance and contribution of the service as well as the service provider choice.

While LSQ scale deals with services in terms of their timeliness, accuracy and quality (Mentzer et al., 1999), SERVQUAL scale discusses them for their reliability, in other words, whether the service is provided on due time and as expected (Parasuraman et al., 1985). Although accuracy, speed and traceability factors are similar to those of mentioned scales, service oriented dimension in customs services marketing criteria explored further factors in relation to the customs services quality and perception, e.g. services variety and value perception created along with them. Moreover, the contribution by service oriented dimension can also be put forward with the dyadic approach since existing scales solely focus on customers' perspective on the service provided.

#### **4.4. Marketing Criteria Regarding Company, Personnel and Service Dimensions**

A comprehensive literature review on B2B marketing in services environment was made exclusively for customs services; however, it is found that there has been no study researching the subject in question. Therefore, a major contribution to the literature has been made by studying the marketing criteria for customs services dyadically, from both providers' and customer companies' perspective, as it was aimed in RQ1 and RQ2.

During this research on a vital services segment in terms of international trade within the scope of logistics, many prominent studies shed light on forming the generic marketing criteria for customs services. Items discovered beforehand within the scope of services quality scales such as SERVQUAL and LSQ were benefitted to explore marketing criteria dyadically from a B2B perspective during this research (Grönroos, 1988). Although some of the factors within the scope of marketing criteria found in this study were similarly mentioned up to some extent before by many studies on services marketing, logistics in particular (e.g. quality of contact personnel, accuracy of order, timeliness, quality of information in LSQ and tangibles, reliability, empathy

in SERVQUAL), this study provides insight exclusively for customs services from a different perspective since it was not discussed in addition to logistics but was put emphasis on separately (Rafiq and Jaafar, 2007; Parasuraman et al., 1985).

The dimensions associated with certain first-order codes, which emerged as a result of content analysis based on semi-structure interviews made dyadically, were generated distinctively for customs environment by taking into account the reviews from both parties engaging the service process. The dyadic approach adopted in this study dominantly contributes to the service gap literature by revealing expectations and perceptions of the customers receiving customs services in addition to the service providers' standpoint (Baki et al., 2009). It is obvious that no research carried out so far has to-the-point benefit and/or solution for marketing customs services even if they may provide insight. This shows that service quality items gathered from any service provider and customer company do not necessarily reflects the marketing criteria in general or for customs environment in particular.

The first-order codes obtained from both engaging parties were found to be playing key role in terms of marketing; thus, were grouped into second-order codes to reach out more generic dimensions as company, personnel and service oriented capabilities for the sake of fulfilling the gap concerning customs services within the scope of services and B2B marketing literature. All three dimensions seem to be core to the way marketing works along with quality service perception by the customer companies.

The results have similarities with Parasuraman (1988) discovering multiple-item scale for measuring consumer perceptions on services as well as with Mentzer (1999) putting forward a logistics service quality scale. However, in this study, previously discovered items were put into different and more inclusive categories as company, personnel and service capability which may have been touched previously within the scope of capabilities literature. This study synthesizes those items with new ones as well as grouping them distinctively for customs services from a broad perspective by comparing service providers' key marketing items with customer companies' service expectations and perceptions.

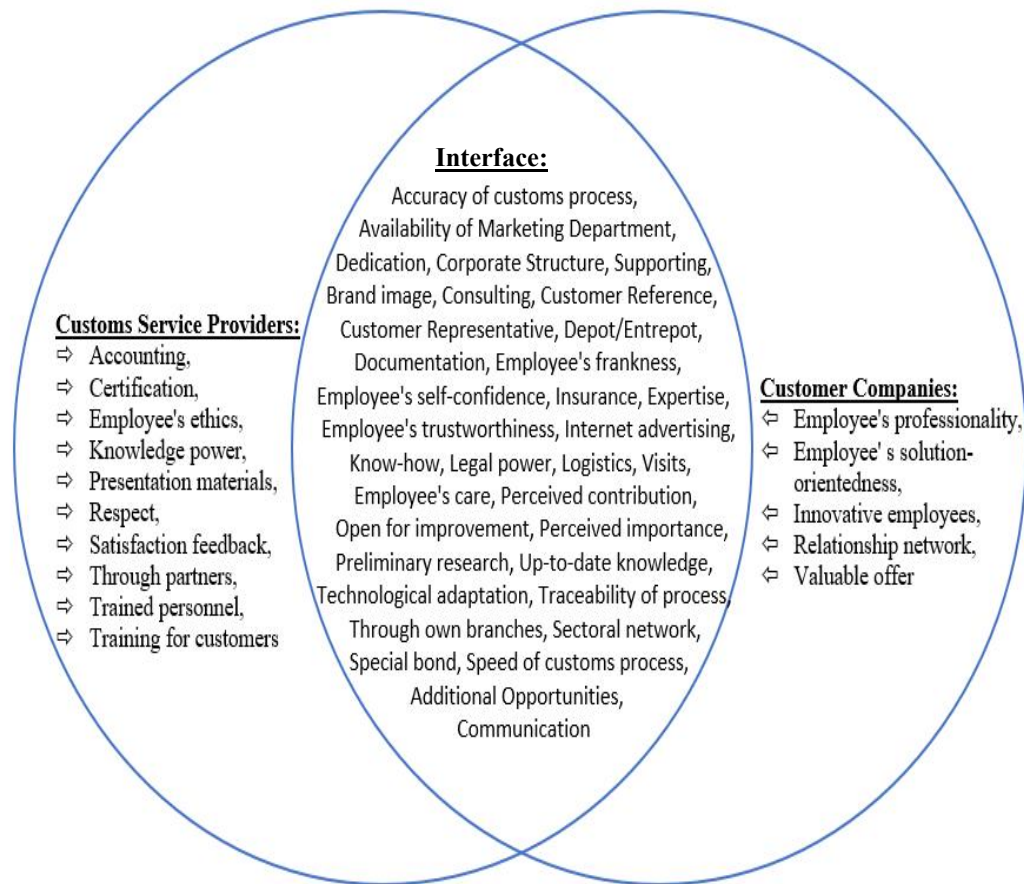
The findings related to marketing criteria can further be highlighted and supported by Resource Based View (RBV) theory as discussed by Srivastava et al. (2001). According to RBV, valuable, distinct, incomparable and unique resources are key for companies to develop competitive advantage for the ultimate purpose of gaining

superior performance. Since RBV speaks of almost all marketing aspects such as operations, international business, customer relations, human resources etc., it can simply address marketing criteria of any B2B environment. It can be inferred that first-order codes represent resources/capabilities related to the service process as well as having their genuine associations with the company, personnel and service competences in customs services (Wernerfelt, 2004). Therefore, marketing criteria discovered in this study undoubtedly unveils customs services-specific resources within the scope of RBV when compared to previously studied scale items under SERVQUAL and LSQ.

After skimming through the comparison with existing scales, the overall first-order codes were discussed under their associated dimensions. This study's key point was processed on dimension basis to exhibit the very genuine nature of customs services. By this way, remarkable attributes of customs services and service enablers can evidently be definable. Marketing customs services can be applied by marketers deservedly since the criteria explored will shed light on this much underestimated service at academic level due to lack of exclusive consideration in logistics services topic.

Lastly, after exploring RQ1 and RQ2, RQ3 on the comparison of the marketing criteria by service providers and customer companies was explored as it can be seen in the figure 9 below. The content analysis showed that there is a gap in the marketing criteria when each part is handled separately. According to the figure 9, it can be inferred that customer companies' expectation on employee's professionalism, solution-orientedness, innovativeness, relation network of the provider company and valuable offer accompanying the services provided are not existing in the service providers' marketing criteria. When it comes to the service providers' part, it can be implied that customer companies do not put emphasis on accounting services in particular as a package service provided by the service providers, certification and knowledge power of the service provider company, employee's ethics, respect gained by the service provider company, trained personnel within the body of the service provider company, services provided through partners since they take them for granted, presentation materials used for marketing since they consider them as trivial, and training offered by service provider companies for customers' employees as service providers do.

**Figure 9** Comparison of Marketing Criteria by Service Providers and Customer Companies



When all these factors examined, it is seen which dimension of capability is associated with which attribute of customs services when services marketing is concerned. B2B companies can strengthen their competitive power by means of creating value with distinctive advantage and differentiation by integrating these marketing criteria items into their marketing strategies to provide service and attract customers better. It is assumed that marketing would serve better when customers' service process expectations and perceptions are taken into consideration since they are key audience to marketing efforts as well the service itself; there is no meaning either providing or marketing services which would not satisfy customers at its best.

## CHAPTER 5

### 5. CONCLUSION

When today's foreign trade activities are concerned, one of the most important channel to growth and success is the customs services if they are performed accurately on time by the right service provider in accordance with the business needs and requirements based on line of business. Therefore, customs services providers are obviously in need of marketing their services to new customer companies and maintaining the existing B2B relationships in a professional manner. The key point of marketing customs services which have that much of importance from both sides is to be aware of their capabilities as well as the factors affecting their customers' expectations and perception on service.

These capabilities and affecting factors are vital for B2B service providers since services providing and marketing are completely different than goods procurement and marketing. Furthermore, increasingly competitive market conditions force B2B companies to differentiate their service as well as reaching premium standards with value-added service offers (Menon et al., 1998). However, marketing criteria has not been studied for customs services and service providers are not effectively using what they already know based on their practical knowledge within the industry. In this study, marketing criteria, which is vital for successful promotion and service rendering, has been taken into consideration and thoroughly studied for B2B companies providing customs services.

Determining marketing criteria can be highly effective for B2B service provider according to the nature of service and target audience in order to gain competitive advantage against competitors. Although being aware of marketing criteria specific to the service provided is very important for achievement, there has not been a study proposed exclusively for such an essential service, namely customs services.

In this study, customs services marketing criteria was listed by focusing on customers' expectations and perceptions and service providers' existing capabilities within B2B environment in Turkey, İzmir since emerging markets represent significant role for world economy regarding foreign trade. As a result of qualitative study carried out in this study, B2B marketing criteria was formed by taking into

consideration existing literature on B2B services marketing. For this purpose, after a thorough literature review, marketing criteria was listed for customs services by applying content analysis to semi-structured interviews carried out with ten (10) service providers and ten (10) customer companies. Listed factors were then grouped into associated codes in accordance with their implications for. Lastly, these codes were grouped into more generic dimensions in a way where one can focus on the service process actor or phenomenon. Three genuine dimensions were created in accordance with their relevance to the service provider company, employees working in the service provider company and the service itself. The results put forward that customs services marketing criteria taken into consideration by customers for service provider choice can be different when compared to other services within B2B environment.

### **5.1. Theoretical and Managerial Implications**

Determining marketing criteria for customs services is critical to marketing performance and has prominent theoretical implications as well as managerial. Basically, this is the first study discovering marketing criteria dyadically for customs services in an important developing market, Turkey, İzmir, in B2B environment. In this sense, this study makes valuable contribution to the literature and lead researchers and market practitioners study customs services marketing in other economies.

Furthermore, even though services marketing, service quality and service perception are common topics, customs services marketing has not drawn much exclusive attention. This study will enlighten the academy and its literature by discovering three dimensions of marketing criteria. Moreover, this study is the first to analyse marketing criteria dyadically by taking into consideration the existing capabilities of service providers and customer companies' service expectations and perceptions within the scope of B2B environment.

This study has managerial implications which could be highly beneficial for marketers in customs services industry. Although importance of marketing in B2B markets has been pointed out for previous research, B2B managers still have not been aware of the key criteria to be promoted and considered vital by the customer companies. Even though marketing has been recognized as a valuable mean to highlight what service providers can offer for customer companies,

specific focus is required for each service segment for the purpose of best implementation and customer satisfaction.

With the help of marketing criteria dimensions found in this study as company, personnel and service oriented dimensions, marketers can strategically draw a marketing plan exclusive for customs services industry. It can also be beneficial for recognizing cultural differences based on region or nation-wide; therefore, a country-specific marketing plan can be formed for conformity. Service providers can highlight their capabilities as well as taking into consideration the criteria pursued by customer companies for the ultimate purpose of satisfying existing customers, attracting new customers and expand their market share in today's competitive environment. Marketers can focus on their distinguished competences company-wide including the personnel and service individually and position their existence within the industry at a higher level in terms of recognition and reputation.

## **5.2. Limitations of the Study and Further Research Opportunities**

This study has certain limitations which could also be utilized for further research. In this study, ten (10) companies providing customs services and ten (10) customer companies using customs services in Izmir were used as sample group. Further study can carry out interviews with companies from various regions to reach comparative results regarding marketing criteria.

Moreover, this study's sample only consists of companies in Turkey, known as one of the most significant emerging economies in terms of foreign trade. Further research can focus on other economies either developing or developed.

The sample can also be deepened by moving the research area to overseas for the purpose of comparing marketing criteria differences within customs services industry due to its global nature. This may further reveal cultural and economic factors affecting marketing criteria considered by customs services marketers and customer companies.

Another point for further studies to consider is sample companies' scales. Researchers may concentrate on the comparison of small, medium-scale companies and large-scale companies marketing criteria since the structure, competence and target customer portfolio may vary based on their scale. Focus group or weighted average can be used for enriching results. Moreover, further studies can develop a scale from this marketing criteria to be used for measuring expectation and perception in customs services within the scope of B2B marketing.



## REFERENCES:

- Akroush, M. N. (2011). The 7Ps Classification of the Services Marketing Mix Revisited: An Empirical Assessment of their Generalisability, Applicability and Effect on Performance Evidence from Jordan's Services Organisations. *Jordan Journal of Business Administration*, 7(1), 116-147.
- Baki, B., Sahin Basfirinci, C., Murat AR, I., & Cilingir, Z. (2009). An application of integrating SERVQUAL and Kano's model into QFD for logistics services: A case study from Turkey. *Asia Pacific Journal of Marketing and Logistics*, 21(1), 106-126.
- Baluch, I. (2006). The changing role of the freight forwarder. *EC/AGM*.
- Berelson, B. (1952). Content analysis in communications research.
- Berry, L. L. (1980). Services marketing is different. *Business*, 30(3), 24-29.
- Berry, L. L., & Parasuraman, A. B. R. A. H. A. M. (1993). Building a new academic field—The case of services marketing. *Journal of retailing*, 69(1), 13-60.
- Bitner, M. J. (1990). Evaluating service encounters: the effects of physical surroundings and employee responses. *the Journal of Marketing*, 69-82.
- Boksberger, P. E., & Melsen, L. (2011). Perceived value: a critical examination of definitions, concepts and measures for the service industry. *Journal of Services Marketing*, 25(3), 229-240.
- Bryman, A. (2003). *Quantity and quality in social research*. Routledge.
- Chen, I. J., & Popovich, K. (2003). Understanding customer relationship management (CRM) People, process and technology. *Business process management journal*, 9(5), 672-688.
- Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in services selling: an interpersonal influence perspective. *The journal of marketing*, 68-81.
- Çevik, S., & Kaya, S. (2010). TÜRKİYE'NİN LOJİSTİK POTANSİYELİ VE İZMİR'İN LOJİSTİK FAALİYETLERİ AÇISINDAN DURUM (SWOT) ANALİZİ.

Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The Sage handbook of qualitative research*. Sage.

DiCicco-Bloom, B., & Crabtree, B. F. (2006). The qualitative research interview. *Medical education*, 40(4), 314-321.

Dubinsky, A. J., & Rudelius, W. (1981). Selling techniques for industrial products and services: are they different?. *Journal of Personal Selling & Sales Management*, 1(1), 65-75.

Duddy, E. A., & Revzan, D. A. (1953). *Marketing: An institutional approach*. McGraw-Hill.

Edvardsson, B., Gustafsson, A., & Roos, I. (2005). Service portraits in service research: a critical review. *International journal of service industry management*, 16(1), 107-121.

Eggert, A., & Ulaga, W. (2002). Customer perceived value: a substitute for satisfaction in business markets?. *Journal of Business & industrial marketing*, 17(2/3), 107-118.

Fedorenko, R. V. (2014). Development of outsourcing in the customs sphere.

Fedorenko, R. V., Sosunova, L. A., & Khramtzova, E. (2015). About the Organization of the Customs Service at the Mesolevel.

Gilmore, A., & Carson, D. (1996). "Integrative" qualitative methods in a services context. *Marketing Intelligence & Planning*, 14(6), 21-26.

Gil Saura, I., Servera Frances, D., Berenguer Contri, G., & Fuentes Blasco, M. (2008). Logistics service quality: a new way to loyalty. *Industrial Management & Data Systems*, 108(5), 650-668.

Glasser, B. G., & Strauss, A. L. (1967). *The Discovery of Grounded Theory: Strategies for Qualitative Research* Adline De Gruyter. New York.

Grönroos, C. (1982). *Strategic management and marketing in the service industry*, publications of the Swedish school of economics and business administration.

Grönroos, C. (1988). Service quality: The six criteria of good perceived service. *Review of business*, 9(3), 10.

- Hadjikhani, A., & LaPlaca, P. (2013). Development of B2B marketing theory. *Industrial Marketing Management*, 42(3), 294-305.
- Harrison, G. W., Rutherford, T. F., & Tarr, D. G. (2014). Economic implications for Turkey of a Customs Union with the European Union. In *APPLIED TRADE POLICY MODELING IN 16 COUNTRIES: Insights and Impacts from World Bank CGE Based Projects* (pp. 395-404).
- Holsti, O. R. (1969). Content analysis for the social sciences and humanities.
- Jain, M. K. (2013). An analysis of marketing mix: 7Ps or more. *Asian Journal of Multidisciplinary Studies*, 1(4).
- Keith, D. S., Nichols, G. A., Gullion, C. M., Brown, J. B., & Smith, D. H. (2004). Longitudinal follow-up and outcomes among a population with chronic kidney disease in a large managed care organization. *Archives of internal medicine*, 164(6), 659-663.
- Kılvan, P. (2017). *Endüstriyel pazarlarda firma satın alma davranışları: Denizli tekstil sektöründe bir araştırma* (Master's thesis, Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü).
- Kıyan, Z. (2005). Bilgi Tabanlı Ekonomi ve Yeni Bir e-İş Modeli Olarak B2B: Firmadan Firmaya e-Ticaret. *iletişim: araştırmaları*, 3(1-2), 162-190.
- Kushwaha, G. S., & Agrawal, S. R. (2015). An Indian customer surrounding 7P' s of service marketing. *Journal of Retailing and Consumer Services*, 22, 85-95.
- Lehtinen, U., & Lehtinen, J. R. (1982). *Service quality: a study of quality dimensions*. Service Management Institute.
- Lovelock, C. H., & Lovelock, C. H. (1991). *Services marketing* (pp. 372-377). Englewood Cliffs, NJ: Prentice Hall.
- Lusch, R. F., Vargo, S. L., & Wessels, G. (2008). Toward a conceptual foundation for service science: Contributions from service-dominant logic. *IBM systems journal*, 47(1), 5-14.

- Menon, M. K., McGinnis, M. A., & Ackerman, K. B. (1998). Selection criteria for providers of third-party logistics services: an exploratory study. *Journal of business logistics*, 19(1), 121.
- Mentzer, J. T., Flint, D. J., & Kent, J. L. (1999). Developing a logistics service quality scale. *Journal of Business logistics*, 20(1), 9.
- Moeller, S. (2010). Characteristics of services—a new approach uncovers their value. *Journal of services Marketing*, 24(5), 359-368.
- Naser, S. (1992). Employment in Service Industry, Engine for Boom of 80's, Falter. *New York Times*, 2, A1.
- Neyaptı, B., Taşkın, F., & Üngör, M. (2007). Has European customs union agreement really affected Turkey's trade?. *Applied Economics*, 39(16), 2121-2132.
- Ng, I. C., Wirtz, J., & Sheang Lee, K. (1999). The strategic role of unused service capacity. *International Journal of Service Industry Management*, 10(2), 211-244.
- Özgen, A., & Tanyas, M. (2011). Joint selection of customs broker agencies and international road transportation firms by a fuzzy analytic network process approach. *Expert Systems with Applications*, 38(7), 8251-8258.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *the Journal of Marketing*, 41-50.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A multiple-item scale for measuring consumer perc. *Journal of retailing*, 64(1), 12.
- Rafiq, M., & Jaafar, H. S. (2007). MEASURING CUSTOMERS' PERCEPTIONS OF LOGISTICS SERVICE QUALITY OF 3PL SERVICE PROVIDERS. *Journal of business logistics*, 28(2), 159-175.
- Ryan, G. W., Bernard, H. R., Denzin, N., & Lincoln, Y. (2000). Handbook of qualitative research. *Handbook of qualitative research*.
- Sasser, W. E., Olsen, R. P., & Wyckoff, D. D. (1978). *Management of service operations: Text, cases, and readings*. Allyn & Bacon.

- Say, J. B. (1836). *A Treatise on Political Economy*, August M. Kelley, New York, NY.
- Seuring, S., & Gold, S. (2012). Conducting content-analysis based literature reviews in supply chain management. *Supply Chain Management: An International Journal*, 17(5), 544-555.
- Shostack, G. L. (1977). Breaking free from product marketing. *The Journal of Marketing*, 73-80.
- Smith, A. (1776). *An inquiry into the wealth of nations*. Strahan and Cadell, London.
- Spohrer, J., Maglio, P. P., Bailey, J., & Gruhl, D. (2007). Steps toward a science of service systems. *Computer*, 40(1).
- Srivastava, R. K., Fahey, L., & Christensen, H. K. (2001). The resource-based view and marketing: The role of market-based assets in gaining competitive advantage. *Journal of management*, 27(6), 777-802.
- Stank, T. P., Goldsby, T. J., Vickery, S. K., & Savitskie, K. (2003). Logistics service performance: estimating its influence on market share. *Journal of business logistics*, 24(1), 27-55.
- U.D.H. Bakanlığı. (2015). *Deniz Ticareti Genel Müdürlüğü İstatistikleri*.
- United Nations Conference on Trade and Development. (2000). *Building Confidence: Electronic Commerce and Development*. UN.
- Uyguç, N. (1998). Hizmet sektöründe kalite yönetimi; stratejik bir yaklaşım. *Dokuz Eylül Yayınları*, 1, 37-38.
- Vargo, S. L., & Akaka, M. A. (2009). Service-dominant logic as a foundation for service science: clarifications. *Service Science*, 1(1), 32-41.
- Weber, R. P. (1990). *Basic content analysis* (No. 49). Sage.
- Wernerfelt, B. (2014). On the role of the RBV in marketing. *Journal of the Academy of Marketing Science*, 42(1), 22-23.
- Westfall, L. (2009). Sampling methods. *The Certified Quality Engineer Handbook*.

Whiting, L. S. (2008). Semi-structured interviews: guidance for novice researchers. *Nursing Standard*, 22(23), 35-40.

Wiersema, F. (2013). The B2B agenda: The current state of B2B marketing and a look ahead.

Witter, M. S. D. (2000). The B2B Internet Report. *Collaborative Commerce*.

Wladawsky-Berger, I. (2006). 'People-Oriented, Services-Intensive, Market-Facing Complex Systems.

Yang, Z., & Fang, X. (2004). Online service quality dimensions and their relationships with satisfaction: A content analysis of customer reviews of securities brokerage services. *International Journal of Service Industry Management*, 15(3), 302-326.

Yasalar, T. C. 4458 sayılı G m r k kanunu. *Ankara: Resmi Gazete (23866 sayılı)*.

## APPENDIX

### A. Semi-structured Interview Questions for Companies Providing Customs Services

Q1	<p>Which services do you provide to your customers?</p> <p>Q1a) What are the services expected by your customers?</p> <p>Q1b) Which services do your customers ask mainly?</p> <p>Q1c) Do you think the services you provide matches the services customers ask?</p>
Q2	<p>How do you market your services?</p> <p>Q2a) Do you have a marketing department or a certain team/group dealing with marketing?</p> <p>Q2b) How would you rate the importance of marketing department or main marketing activities in terms of customs services?</p> <p>Q2c) Which marketing strategies are emphasized when it comes to attracting customers?</p> <p>Q2d) How you determine the marketing strategy?</p> <p>Q2e) Which criteria are you taking into consideration?</p>
Q3	<p>Do you have other services in relation to customs procedures?</p> <p>Q3a) Why do you think these services are not requested as much as main customs services?</p> <p>Q3b) Is it because customers do not know about those services or they do not need them?</p>
Q4	<p>What marketing strategies are used in customs services industry?</p> <p>Q4a) Do marketing strategies, reliability or customer portfolio vary from provider to provider?</p> <p>Q4b) Does your marketing strategy differ from customer to customer?</p>
Q5	<p>What do you think about the criteria customers take into consideration while choosing the provider for customs services?</p> <p>Q5a) What are those factors?</p>
Q6	<p>What do you think about the expectation of customers in terms of services, communication and marketing?</p> <p>Q6a) How would you rate customs services within the marketplace?</p>

	<p>Q6b) Do you think you can fulfil customers' needs and expectations?</p> <p>Q6c) What are the feedbacks the customers give in terms of improving the services?</p>
Q7	<p>What do you think about the marketing strategies used by the service providers?</p> <p>Q7a) How would you rate the appropriateness and satisfaction of existing marketing strategies used by providers?</p> <p>Q7b) Do you think all service providers place importance on marketing strategies deservedly?</p> <p>Q7c) What can be done to improve this industry in terms of marketing?</p>
Q8	<p>Do customs services differ from country to country?</p> <p>Q8a) Do you think that there is a big difference among countries in terms of service quality and marketing?</p>
Q9	<p>What do you think about the position of customs services in the marketplace?</p> <p>Q9a) Do you think that this service is given same degree of importance by all parties engaging?</p> <p>Q9b) Do you think the customers consider this service and service providers as important as you consider?</p> <p>Q9c) How do the services you provide affect the customers' businesses?</p>
Q10	<p>What do you think you could do to increase services variety and quality based on customer feedbacks?</p>

## **B. Semi-structured Interview Questions for Companies Receiving Customs Services**

Q1	<p>What services do you benefit in terms of customs clearance process?</p> <p>Q1a) How many service providers do work with?</p> <p>Q1b) Why?</p>
Q2	<p>How do you choose the service provider?</p> <p>Q2a) What criteria do you consider while choosing?</p> <p>Q2b) Do you consider the service providers who get in to contact with you or do you search for yourself?</p> <p>Q2c) How do you search for the service provider?</p>



	Q2d) What would you expect to find in a service provider to work with?
Q3	Do you think customs clearance process is important? Q3a) Do you think customs services provider choice is important? Q3c) In what ways does this choice affect your business?
Q4	Which services were offered by the service provider? Q4a) Which ones do you think you are receiving as promised? Q4b) Which services do you think most important? Q4c) How do you rate the services offered by the customs services providers?
Q5	What kind of marketing strategies do you expect from the service providers in the overall process of the business? Q5a) How should they contact with you and what should they offer to you? Q5b) Do you think they should have a marketing department?
Q6	Do customs services providers satisfy your business' needs? Q6a) To what extent? Q6b) Why and why not?
Q7	How long have you been working with your service provider? Q7a) Have you ever changed your service provider? Q7b) How many times and why? Q7c) In what conditions do you consider changing your service provider? Q7d) What services do you expect further?
Q8	What kind of improvements could be done by the service provider to maintain or develop your partnership?
Q9	Do you think the services offered by the provider and the services you are receiving correspond to each other? Q9a) Are there any disappointments in terms of the service promised?
Q10	What would your advice be for the service providers in terms of service, quality, or marketing activities?

### C. Quotations for Each Dimension

Categories	Second-order Code	First-order Code	Firms	Power Quotations
Company Oriented Capability	Recognition	Availability of Marketing Department	P3	Because of this, our marketing department go to fairs and visit industrial zones.
Company Oriented Capability	Recognition	Availability of Marketing Department	P4	Our marketing department study on how our portfolio expands.
Company Oriented Capability	Recognition	Availability of Marketing Department	P5	Marketing department constitutes the core of this company. We have Business Development and Marketing department.
Company Oriented Capability	Recognition	Availability of Marketing Department	P6	We have 1-2 women working in the marketing department I am also working in the marketing department
Company Oriented Capability	Recognition	Availability of Marketing Department	P7	A marketing department is an advantage for customs services Currently, we do not have a marketing department
Company Oriented Capability	Recognition	Availability of Marketing Department	P9	We have a 3-employee team in the general directorate including the executive assistant and marketing experts We have a marketing department in İstanbul office
Company Oriented Capability	Recognition	Availability of Marketing Department	P10	I am the regional manager of sales and marketing We have a marketing department
Company Oriented Capability	Recognition	Availability of Marketing Department	C1	Of course they have a marketing department. There has to be that department so that they can stand out and show me what they provide to us.
Company Oriented Capability	Recognition	Availability of Marketing Department	C2	I mean they have a marketing department in itself...
Company Oriented Capability	Recognition	Availability of Marketing Department	C3	Exactly, they have to have a marketing department.

				They have a marketing department.
Company Oriented Capability	Recognition	Availability of Marketing Department	C4	Every firm must have a marketing department. Therefore, the firm representative or the customer representative could visit and get the job but having a marketing department is a plus. There should be a marketing department separately.
Company Oriented Capability	Recognition	Availability of Marketing Department	C5	I think they should have marketing departments. Marketing department is necessary.
Company Oriented Capability	Recognition	Availability of Marketing Department	C7	I do not think they must have a marketing department.
Company Oriented Capability	Recognition	Availability of Marketing Department	C8	It is important for customs brokers to have marketing department in order to present the existing service properly.
Company Oriented Capability	Recognition	Availability of Marketing Department	C9	I wish a customs broker had a marketing department, which is active. Marketing department is actually very important in respect of both marketing and business process.
Company Oriented Capability	Recognition	Availability of Marketing Department	C10	We do not care if they have a marketing department The experience and knowledge of the people we are working with are more important than the marketing department A company with a marketing department creates a good image, but it is not enough
Company Oriented Capability	Recognition	Brand image	P4	Your brand name is first things first. When you visit a customer, your brand name should be something to be proud of. Your brand is important.

Company Oriented Capability	Recognition	Brand image	P7	You need to make a name for your company.
Company Oriented Capability	Recognition	Brand image	C9	The more they are known, the more they have visibility in the industry.
Company Oriented Capability	Recognition	Certification	P1	Customers require certain documents to measure customs brokerage' reliability
Company Oriented Capability	Recognition	Certification	P1	The company asks for certain documents to confirm our trustworthiness
Company Oriented Capability	Information Management	Communication	P1	That's why technology and communication is important for me We have company phone lines for enabling customers to reach us 24/7 Constantly, via e-mails and these phone lines we provide communication, errr, we also receive mails via these lines
Company Oriented Capability	Information Management	Communication	P2	Automatic e-mails are sent to customers regarding our declaration information as soon as the customs declaration is registered.
Company Oriented Capability	Information Management	Communication	P4	We have a mobile customs application system as an additional communication means. As more communication channels are involved, attracting customers is becoming easier. You need to support the customer via phone, WhatsApp, etc. when s/he needs you.
Company Oriented Capability	Information Management	Communication	P5	We have online services If the customer has integration; they can reach all information in e-environments with a password. We have a webpage as a communication channel. You need to provide

				information where and when needed.
Company Oriented Capability	Information Management	Communication	P9	We have automated mails for easy communication
Company Oriented Capability	Information Management	Communication	P10	We are providing our customer companies with phones After we mutually agree on working conditions, we carry out our communications with the help of technological systems Throughout the day, we receive numberless emails and respond these emails, likewise the phone calls
Company Oriented Capability	Information Management	Communication	C1	Yes we are very satisfied with the company's communication channels and communication capacity. It goes as it is promised from the beginning; I can access them immediately.
Company Oriented Capability	Information Management	Communication	C3	They are so active on communication with customers. Firstly, they have to send an informative mail to introduce themselves. Then, they have to call.
Company Oriented Capability	Information Management	Communication	C4	Every declaration they approve comes to my e-mail; we provide communication by e-mails.
Company Oriented Capability	Information Management	Communication	C6	Trying to communicate with us via phone is a bit odd.
Company Oriented Capability	Information Management	Communication	C7	The most effective communication is office visits, telephone dialogs, and e-mails. I can get any kind of information or help whenever I want by means

				of telephone or e-mail in a short time
Company Oriented Capability	Information Management	Communication	C8	Expanding communication area and means as well as holding ordinary coordination meetings with customer representatives to show the attention given is important. It is important to have related customer representative who communicates with the company by visiting or contacting via phone about the issues emerged.
Company Oriented Capability	Information Management	Communication	C9	Communication. They were not answering; they turned me back so late. When I ask regulations, they answer me quickly; I have no problem in communication. The firm I work with has a good communication.
Company Oriented Capability	Information Management	Communication	C10	They need to respond quickly when we call them Face to face communication, attitude, which builds trust and transparency of orders, are important...
Company Oriented Capability	Information Management	Communication	P1	It's important whether I could inform my customer appropriately or not
Company Oriented Capability	Recognition	Corporate Structure	P10	We have an institutional structure because we care about our business and we can see the difference it makes in terms of prestige, in the perspective of our customers when we visit them
Company Oriented Capability	Recognition	Corporate Structure	C8	We expect our customs broker to expand its expert personnel in order to speed up and correct transactions, directly share information clearly, and work on improvements to build up a corporate identity.

Company Oriented Capability	Recognition	Customer Reference	P1	<p>People know us wherever we go, people tell one another, that is why we do not have any problem in marketing.</p>
Company Oriented Capability	Recognition	Customer Reference	P3	<p>Reference and trustworthiness are widely taken into consideration by customers while choosing the provider.</p> <p>In our industry, especially, the reference is very important.</p> <p>It is because, our marketing activities are completely reference-driven and customers are advising us to their partners or friends in the industry.</p> <p>These are important references for us.</p>
Company Oriented Capability	Recognition	Customer Reference	P4	<p>Upon reference, if you are able to get an appointment with the customer...</p> <p>We use references for visits</p> <p>References of customs broker firms become prominent.</p> <p>Your references should be strong.</p> <p>References you have are the key points regarding your business.</p>
Company Oriented Capability	Recognition	Customer Reference	P5	<p>Such as our references, we apply these kind of strategies for marketing activities.</p> <p>We have references, customers may call them</p> <p>The method is to get an appointment, referencing existing customers or close partners</p>
Company Oriented Capability	Recognition	Customer Reference	P7	<p>The reference is important in our industry</p> <p>You need to be shown as a good reference in the industry</p>

Company Oriented Capability	Recognition	Customer Reference	P8	<p>The reference is also a marketing method... Because customer firms know each other, they give recommendations to one another for provider firms related to transactions. Moreover, our firms' making references to other firms, I think that is the most powerful way.</p> <p>"We are really satisfied, we recommend you to our partners" kind of references by customers are exceedingly efficient. As I said, they give references to each other or ...</p> <p>Customer reference is actually something like our marketing method in an indirect way. We are like marketing ourselves by customer reference without getting in too much.</p>
Company Oriented Capability	Recognition	Customer Reference	P9	<p>If you are working with many customers and keeping them happy, you attract the other companies as well</p>
Company Oriented Capability	Recognition	Customer Reference	C1	<p>I consulted to them through outfitter firm that does exporting to find out which firm to work with. They directed us to İstanbul. I will go with the reference first...</p> <p>That is why, all of the reasons I said earlier are in the reference. If they are professional then I can go with the reference.</p>
Company Oriented Capability	Recognition	Customer Reference	C2	<p>The reference is more important. Even if there is a firm from İzmir that gives lower price, I will not work them if they have bad references.</p>



Company Oriented Capability	Recognition	Customer Reference	C3	The reference does affect us, of course.
Company Oriented Capability	Recognition	Customer Reference	C6	I think the best marketing strategies are customer reference and their network. Best marketing tool is the existing customers and partner companies they are working in collaboration in the field such as transport and entrepot companies.
Company Oriented Capability	Recognition	Customer Reference	C7	References and presentations will be effective, I believe. Word of mouth marketing strategy is beneficial for customs brokers, I believe. I do not know why but I think the best marketing strategy for customs brokers is word of mouth. If I feel pleased with their service, I would go and tell someone else and it would spread.
Company Oriented Capability	Recognition	Customer Reference	C8	We carry out preliminary market research for customs brokers according to the references from the companies we are working with.
Company Oriented Capability	Recognition	Customer Reference	C9	When their personnel are trustable and if their references are good, I prefer working with the logistics firms than customs brokers. I find it through references, but I mean, I look for these references.
Company Oriented Capability	Recognition	Customer Reference	C10	We make interviews with companies both through reference and quotation This company had good references... They had good references This is one of the best companies in Izmir according to references

Company Oriented Capability	Recognition	Internet Advertising	P8	The most important way of marketing, I mean the most distinctive way is Internet. The more you go up in Google's page, the more chance you have to make more customer portfolios.
Company Oriented Capability	Recognition	Internet Advertising	C3	There is, yes, they send their e-mail addresses. I mean they advertise themselves.
Company Oriented Capability	Power	Knowledge Power	P1	Because the customs broker is the person who knows every details about the customer company and carries out procedures on behalf of its customers
Company Oriented Capability	Power	Knowledge Power	P4	Our officials have deep knowledge in regulations because the state requires so.
Company Oriented Capability	Power	Legal Power	P1	Because customs brokers are somehow your honesty, it's like you give your identity Because you give power of attorney and make those people authorized on behalf of you to carry out any kind of customs procedures According to the power of attorney the company gives me, I become authorized to carry out customs procedures on behalf of the company Then, if the company has a registration at Exporters Association, we deal with their membership and carry out their transactions on behalf of them
Company Oriented Capability	Power	Legal Power	P4	Both parties' legal power create more trustworthiness. Both firms' trust to each other is important because exporter/importers give other personnel to the power of attorney. No one gives you such kind

				of power of attorney without mutual trust.
Company Oriented Capability	Power	Legal Power	P5	When customer are subject to a sanction, customs brokers also are subject to the same sanction because of their legal responsibility.
Company Oriented Capability	Power	Legal Power	P6	<p>The customer gives you a power of attorney for a period of time</p> <p>Some customers trust us so much that they provide us with an indefinite power of attorney</p> <p>The customer has a limitless trust on us and they decide to give all their customs works to us and give us authorization</p> <p>You can learn all kinds of information about the companies from the Exporter's Association or the Customs Brokers Association; you have superior power on their confident information</p>
Company Oriented Capability	Power	Legal Power	P7	<p>The customer companies are handing us all kind of important and legal documents, so their trust is important</p> <p>There are sanctions in customs brokerage industry depending on misuse of legal power</p> <p>In Turkey, the customs brokerage can be performed by the authorization of the government.</p> <p>We are capable of getting the permissions required for importing and exporting, on behalf of our customers</p>
Company Oriented Capability	Power	Legal Power	P9	There are official statements, legislations and regulations in customs rules; you need to have legal power to carry out

				<p>transactions</p> <p>We are the first company in Turkey to initiate authorized customs brokerage</p>
Company Oriented Capability	Power	Legal Power	C2	There can be some problems in customs but they use their legal power and fix the problems.
Company Oriented Capability	Power	Legal Power	C9	They contact ministry of customs on behalf of me because they have legal power over transactions.
Company Oriented Capability	Recognition	Presentation Materials	P1	<p>According to the service demanded from us I definitely bring an introduction booklet with me for the customer</p> <p>Accordingly, when necessary, we pay visits with our laptops or computers</p>
Company Oriented Capability	Recognition	Presentation Materials	P8	<p>We had marketers prepare publicity logos and files for our company.</p> <p>We had marketers print brochures.</p> <p>We send these brochures to customer firms by cargo or we check the customer satisfaction by carrying out surveys.</p>
Company Oriented Capability	Recognition	Relationship Network	C7	However, thanks to the experience of our customs service provider and their close relationship with related agency, we managed to get extra time and withdrew our goods without paying any fine.
Company Oriented Capability	Recognition	Relationship Network	C6	<p>Other than customer reference, it is important to attend events by exporters' association and some chambers and make a trustworthy impression by meeting with related people at the event.</p> <p>I think the best marketing strategies are customer reference and their network. It is also important to maintain a good relationship</p>

				<p>with transport/forwarder companies to have good reference.</p> <p>Best marketing tool is the existing customers and partner companies they are working in collaboration in the field such as transport and entrepot companies. Transport companies are good reference for customs brokers.</p>
Company Oriented Capability	Recognition	Respect	P4	My customer firms respect me and quality of my firm's services, so we have a good relationship
Company Oriented Capability	Power	Industrial network	P3	We are capable of carrying out transactions in all customs bureaus in İzmir and in all affiliated customs offices.
Company Oriented Capability	Power	Industrial network	C7	The fact that they have a good network with agencies and customs authorities make them preferable because then they have power over transactions.
Company Oriented Capability	Power	Industrial network	P3	Because of this, our marketing department go to fairs and visit industrial zones.
Company Oriented Capability	Power	Industrial network	P4	Marketing is to build a relationship with firms.
Company Oriented Capability	Power	Industrial network	P5	We build network with logistics companies as well. These are also expected and asked by customers because if they need customs services, then they will need logistics, insurance and entrepot services as well.
Company Oriented Capability	Information Management	Technological adaptation	P1	<p>We use e-archive</p> <p>That's why technology and communication is important for me</p> <p>I register declarations in an electronic environment and it instantly falls into customs system</p> <p>Technology is very important</p>

				Barsan uses its own system We have systems called Barpot, Barsist I mean I can use of each aspect of technology
Company Oriented Capability	Information Management	Technological adaptation	P2	Yes, we have a database bought by our firm. We have a database.
Company Oriented Capability	Information Management	Technological adaptation	P3	In addition, all of our transactions are recorded on system. All the time we are adjusting our systems to theirs.
Company Oriented Capability	Information Management	Technological adaptation	P4	We have databases and relevant technologies related to customs procedures. We have our own technology. We have finance database system and software. We have every equipment-technology that a customer may need related to customs. Our finance studies and applications are strong. Communication and technology is the leading distinguishing factors in our industry. Technology and the service supported by technology is very important.
Company Oriented Capability	Information Management	Technological adaptation	P5	We have a system; I mean software for customs processes.
Company Oriented Capability	Information Management	Technological adaptation	P6	We have brand new tech equipment We keep pace with the technology
Company Oriented Capability	Information Management	Technological adaptation	P7	Technological systems require an IT department and this is expensive.

Company Oriented Capability	Information Management	Technological adaptation	P8	<p>We had developers to design our web-site.  However, of course, in this, the web site has a lot of importance.  Generally, the medium and little sized firms care about the website more.</p>
Company Oriented Capability	Information Management	Technological adaptation	P9	<p>We have our own software  We are working with customers who are carrying out their business on ACP system  We have been working with e-archive system since December, 2013  We have an online platform called xweb, where the customers get any information they need  The automation and technology has now completely entered our lives  Previously, the applications used to be written by hand; now, we are sending online applications in single window model</p>
Company Oriented Capability	Information Management	Technological adaptation	P10	<p>We developed a system called 'e-mobile'  Our customers can track their transactions on their phones 24/7 by downloading the application called 'X' from Google market for iOS and Android  We invested in our IT services approximately 4,000 TL  We are using the same IT investment as Turkcell  We provide our customers with a web-based tracking system  Thanks to this online system, both the customer representatives and we can track the progress stages of the process  Our colleagues working at IT department are providing us</p>

				<p>with reports</p> <p>The system that we are currently using and is integrated with our customers' is not used by the most of the companies in our industry</p> <p>There are more than 2000 customs brokerage company in this industry, and they are way behind the technological developments</p>
Company Oriented Capability	Information Management	Technological adaptation	C3	<p>They have a software that they use and recommend... They have their own systems. They have advance technologically.</p>
Company Oriented Capability	Information Management	Technological adaptation	C4	<p>For example, there is a software that the customs brokerage firm is connected to our system. That is right, they have technological support.</p>
Company Oriented Capability	Information Management	Technological adaptation	C5	<p>They should provide technological support... I would expect more technological support and thus, fastness.</p>
Company Oriented Capability	Information Management	Technological adaptation	P4	<p>We are a firm having a strong database for reaching each of our customers special needs one by one.</p>
Company Oriented Capability	Geographical Accessibility	Through own branches	P1	<p>We have depot in Kısıkköy. Our branches spreaded across the world. We are a firm giving service with its self-owned offices across the world. We have offices in each location where customs procedures are carried out. I have offices in each location. We have depots in each location where customs procedures are carried out, including abroad offices. When we visit customers for</p>



				<p>marketing/sales purposes, branches are one of the most important/primary services we provide, this is important.</p> <p>These branches provide a significant advantage</p> <p>Well, you know we are a rooted company in various locations and has been providing service for years.</p>
Company Oriented Capability	Geographical Accessibility	Through own branches	P2	<p>Our centre is in Alsancak. I work in Gaziemir branch. We also have a branch in İstanbul.</p>
Company Oriented Capability	Geographical Accessibility	Through own branches	P4	<p>We are carrying out studies related to three region about new offices.</p>
Company Oriented Capability	Geographical Accessibility	Through own branches	P6	<p>I have been working at this customs office in Alsancak for three years</p> <p>There is another office in Adnan Menderes Airport</p> <p>The rotation continues from Aliaga office to Adnan Menderes office, Free Zone office, Alsancak Port, etc.</p> <p>4 people are working at Alsancak office in Izmir</p> <p>There are 3 people working at Aliaga customs office</p> <p>I am working alone at Adnan Menderes customs office</p>
Company Oriented Capability	Geographical Accessibility	Through own branches	P9	<p>We have a marketing department in İstanbul office</p> <p>We have branches in almost every province</p> <p>We have an operation team in Antep as well</p> <p>We have a branch for overseas logistics</p>
Company Oriented Capability	Geographical Accessibility	Through own branches	P10	<p>We have approximately 50 branches all around Turkey</p> <p>We have 50-70 branches</p> <p>We have branches in Antep, Iskenderun, Mersin, İstanbul, etc.</p>

				The other big companies using intermediaries to carry out operations in Antep, Iskenderun, Mersin or Istanbul, but we don't; we have our own branches there
Company Oriented Capability	Geographical Accessibility	Through own branches	C1	Because they have a branch in Izmir too...
Company Oriented Capability	Geographical Accessibility	Through own branches	C2	The firm in Mersin we work with has a branch in Gaziantep. They have a branch in Başıpınar, I mean in Başıpınar Organized Industrial Zone. The one in İstanbul is taking care of logistics. The one in Mersin is taking care of only customs transactions.
Company Oriented Capability	Geographical Accessibility	Through own branches	C5	Since we are carrying out projects across Turkey, we prefer customs brokers who have more branches.
Company Oriented Capability	Geographical Accessibility	Through own branches	C6	We prefer to receive customs services from this customs broker in İstanbul due to location for export and import, and because this broker is an expert in terms of FMCG, i.e. Fast-moving consumption goods. We are working with 2 different customs brokers due to geographical deficiency.
Company Oriented Capability	Geographical Accessibility	Through own branches	C7	We are working with 2 different customs brokers due to branch deficiency. The one we work with frequently is in Izmir. Our second customs broker is in Mersin. For materials from Cyprus, we work with them.
Company Oriented Capability	Geographical Accessibility	Through own branches	C8	For export-import procedures, we are working with various customs brokers according to their

				expertise from various locations.
Company Oriented Capability	Geographical Accessibility	Through own branches	C9	The customs broker that I work with have many branches, like in İzmir, İstanbul, Ankara, Bursa... It is a big company. Now I work with about four different firms concerning regions. The branches of the firm is important.
Company Oriented Capability	Geographical Accessibility	Through own branches	C10	We are working in 3 different regions, so we are working with 3 customs companies since they do not have branches where we need. We are working with different customs brokers in Izmir and Mersin It is important that they have an office in Istanbul It is important that the customs company in Izmir has an office in Mersin as well They should have offices to provide customs services in all customs areas we are working
Company Oriented Capability	Geographical Accessibility	Through own branches	C2	I think their best marketing method is being close to the area.
Company Oriented Capability	Geographical Accessibility	Through partners	P3	We work together with our partners in İstanbul, Ankara, Mersin, İskenderun and Antalya.
Company Oriented Capability	Geographical Accessibility	Through partners	P1	If the customers say that I need to perform customs duties in Iraq, I can provide service to my customers via my rented fleet (rented transportation) Or, for marine transportation, since I don't own any ship, I can provide service to my customers by contacting certain lines such as MSC, ZIM, Hapag-Lloyd

				We provide services as a forwarder regarding air and sea transport because we don't own any plane or ship
Company Oriented Capability	Geographical Accessibility	Through partners	P1	Or, for marine transportation, since I don't own any ship, I can provide service to my customers by contacting certain lines such as MSC, ZIM, Hapag-Lloyd When we can't reach the point with our self-owned vehicles, we use our rented vehicle fleet and provide the service
Company Oriented Capability	Recognition	Visits	P4	If you visit customers with thorough knowledge and uptodate information, it is your gain. Our personnel makes presentations regarding customs, and related informations to the customers.
Company Oriented Capability	Recognition	Visits	P1	I remind myself to the companies we are not currently working with by paying visits If there is a proper environment for presentation or if the customer wants me to present my services, I give a presentation During visits, begining with establishment, we give information to the customer to the extent they require
Company Oriented Capability	Recognition	Visits	P2	Usually, I carry out marketing activities by myself by visiting customers Marketing network should be working constantly. We need to have a competitive advantage among other firms. We have to be one-step ahead of our competitors.

Company Oriented Capability	Recognition	Visits	P5	Generally, we try to carry out marketing activities by arranging appointments, either it could be written as an e-mail or verbal or face-to-face. We arrange visits for existing customers and carry our market research.
Company Oriented Capability	Recognition	Visits	P6	When you go to a customer, you tell about your company background and present your core power
Company Oriented Capability	Recognition	Visits	P8	The customer representatives and the staff working in marketing department meet with customer firm's representatives personally, after that, they ask for an appointment. These visits are more important for advertisement. Nevertheless, for bigger companies, we pay visits to their offices for introducing ourselves.
Company Oriented Capability	Recognition	Visits	C3	They can pay visits to customers for marketing purposes.
Company Oriented Capability	Recognition	Visits	P10	The first meeting is always carried out face to face to introduce our company We are visiting customer companies and delivering presentations regarding our company and provided services
Company Oriented Capability	Recognition	Visits	C2	Marketing by going, one-to-one.
Company Oriented Capability	Recognition	Visits	C9	I think they should not be in their office all the time; they should be active with the clients. They could visit 10 people in a day. They should visit their clients more often. I suggest them to get out of their offices, get more informed about the market

				and ask clients how they are doing. As you said, marketing and visiting the customer are important. It would be better, if they existed.
Company Oriented Capability	Recognition	Visits	C10	The marketing strategies are to be determined face to face We expect them to come to our company for a meeting together with their experts in sales and marketing
Personnel Oriented Capability	Customized Attention	Customer Representative	P9	I am the manager of X department; we have customized groups per customer company. We have a team to discuss and assess new legislations; and this is one of the most customized services we provide our customers with
Personnel Oriented Capability	Customized Attention	Customer Representative	P10	We are employing specially selected teams for our VIP customers
Personnel Oriented Capability	Customized Attention	Customer Representative	C4	If customer representatives get more active and pay special attention, the process gets better.
Personnel Oriented Capability	Customized Attention	Customer Representative	C5	Group chief and customer representatives should be crowded to give special attention to customers.
Personnel Oriented Capability	Customized Attention	Customer Representative	C8	It is important to have related customer representative who communicates with the company by visiting or contacting via phone about the issues emerged.
Personnel Oriented Capability	Customized Attention	Dedication	C6	We want customs broker to care our business personally therefore, interpret regulation changes beforehand and inform us regarding both positive and negative effects of such change.

Personnel Oriented Capability	Customized Attention	Dedication	C7	<p>The reason why we have not given up this customs broker is that we can reach them anytime and they do their best for us; we receive customized service.</p> <p>We expect sensitivity, special care, network, solution-orientedness and fastness.</p> <p>Most of the time, they make everything all right in a short time by intermediating when we have a problem with agencies.</p>
Personnel Oriented Capability	Customized Attention	Dedication	C8	<p>Expanding communication area and means as well as holding ordinary coordination meetings with customer representatives to show the attention given is important.</p>
Personnel Oriented Capability	Customized Attention	Dedication	C9	<p>Document tracking and client tracking are so weak.</p>
Personnel Oriented Capability	Customized Attention	Dedication	C10	<p>The information provided through emails or phone is not enough for us because we need the service customized.</p>
Personnel Oriented Capability	Customized Attention	Dedication	C1	<p>That is why I emphasize the importance of preparation, correct communication, correct guidance and attention to customer one by one.</p>
Personnel Oriented Capability	Customized Attention	Dedication	C3	<p>They can take care of your documents privately.</p>
Personnel Oriented Capability	Customized Attention	Dedication	P1	<p>According to the demand by the customer, we accelerate the system by making necessary warnings related to the system or customs procedures</p> <p>Our actions depend on what the customers want from us</p> <p>Because I need to provide service in parallel with my customer company's interests</p>

				<p>If the company requires transport services, I also organize these transport services according to the customer demand either by truck, ship or etc.</p>
Personnel Oriented Capability	Customized Attention	Dedication	P2	<p>Expectations of the customer and service given by us should match. In order to be one-step ahead of our competitors, we need to take into consideration our customers' expectations. We can help our customers about logistics. We help our customers as much as we can. When customers ask for logistics services, we lead them to good logistics companies; we help them by giving necessary info. We direct our customers to the logistics companies we trust and our customer can receive healthy, smooth service. I guide my customer to a logistics firm.</p>
Personnel Oriented Capability	Customized Attention	Dedication	P3	<p>We have to fulfil any demand from the customers.</p>
Personnel Oriented Capability	Customized Attention	Dedication	P4	<p>Whatever the customer requires, we immediately discuss it with our chairperson and adapt our database accordingly, we are so responsive in this manner. Upon customer request and requirements, we meet with ministries and discuss the subject.</p>
Personnel Oriented Capability	Customized Attention	Dedication	P5	<p>In fact, it is important to provide services as a package from the</p>



				perspective of the customers' requirements.
Personnel Oriented Capability	Customized Attention	Dedication	P10	We need to respond the customer's requests quickly
Personnel Oriented Capability	Customized Attention	Dedication	C1	They come up with a personalized solution to our special needs in limited time. I need to get answer, they have to be practical, and I can say they are.
Personnel Oriented Capability	Customized Attention	Dedication	C2	Because they know you, your special requirements. In addition, they know what your problems are.
Personnel Oriented Capability	Customized Attention	Dedication	C4	However, if you look at standards, mine is a very good customs office. They fulfil our needs and requirements. During that time, they finance me, which is a plus for me. In FOB loadings, the transportation between port and factory is on me, I have the customs office carry out this process for me. This is extra.
Personnel Oriented Capability	Customized Attention	Dedication	C5	Due to our special requirements, we agreed to work with a second customs broker.
Personnel Oriented Capability	Customized Attention	Dedication	C6	For service providers, a tender is announced from the global centre and the service providers satisfying special requirements can join the tender. The only thing to be developed by the customs brokers is to present a project to improve the overall process in order to be responsive for requirements and reduce cost.

Personnel Oriented Capability	Customized Attention	Dedication	C5	For transactions that are more complex and extra care, we agreed with a second customs broker, Bor, as I said before.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's care	P3	In all our jobs, we are very selfless and delicate.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's care	P5	Our personnel follows the customers, regularly, they call them and contact them. From dialogs to communication, I mean, we assign a representative for each customer.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's care	P8	We try to adopt our best approach.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's care	C8	We may consider changing our customs broker in case the customs broker is careless about profitable and important subjects, makes mistakes causing damage to us, does not have related information about the related product, does not follow changes and developments, and does not improve its service quality.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's care	C9	Person is important, yes. The person's attitude determine the service quality. The people I work with now slacked my operation off too much. Therefore, I did not work with the branch there, Istanbul branch. However, there were things promised but not done; this is a bad attitude. However, they are like, 'let sleeping dogs lie', 'I do my job for which I'm needed.' 'If they ask me extra questions, I answer but not in detail.' 'Oh, do not bother me' I got such a penalty, it affected me. This showed me my customs broker's attitude towards me. The

				attitude was that "I am so busy, I forgot to tell it to you".
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's ethics	P10	<p>We are working in the framework of ethical policies.</p> <p>We cut our business with some companies carrying out business we deemed undue</p> <p>We are an ethical company</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's frankness	P4	<p>When we first visit a company, the important thing is frankness comes from personnel; so attitude of the personnel is very important.</p> <p>If you cannot get that sincere feeling then you cannot agree with the company.</p> <p>Personnel frankness is essential.</p> <p>Personnel's style, speaking frankly, attitude, etc. are very important.</p> <p>It is important to act frankly when you visit to the customer.</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's frankness	P6	<p>The customer wants to rely on the customs personnel to handle all procedures relevant to the customs services; they expect frankness and wise attitude.</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's frankness	C5	<p>Personnel, I mean, staff's frank attitude is very important.</p> <p>When the customs broker makes a mistake, they should be able to tell it frankly, so that an action can be taken, and bigger issues can be prevented.</p> <p>Saying you made a mistake is</p>

				also an indicator of honesty, in fact, you trust the firm more when they admit it.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's professionalism	C5	The personnel should be properly dressed, presentable and well behaved. They should have a broad vision.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's professionalism	C9	They could be more institutive, professional + helpful.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's professionalism	C1	It is important that the personnel is professional. They have to be practical and have a professional team.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's self-confidence	P10	We trust ourselves We are sure of ourselves
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's self-confidence	C1	Personnel has to be experienced and practical, should not be passive but confident.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's self-confidence	C3	The personnel are communicative and confident. The quality of communication and respecting their own job is very important.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's solution-orientedness	C5	They should convert negative situations into a solution; they should adopt a solution-oriented behaviour. Managers should act solution-oriented.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's solution-orientedness	C7	Rather than making difficulties and being strict, they are solution-oriented. I think personnel's experience, solution-orientedness and wide network are important.

Personnel Oriented Capability	Attitude of Customs Personnel	Employee's solution-orientedness	C10	<p>In import and export operations, problems should be solved quickly; they should behave solution-oriented</p> <p>The customs companies have good relations with agencies; which is important in solving the problems that we cannot</p> <p>The important thing is whether the customs company is focused on problem solving</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	P1	<p>Reliability of the personnel and the company is important</p> <p>Of course, trustworthiness is very important</p> <p>The most important aspect in this industry is trustworthiness</p> <p>I mean, the customer company needs to trust my personnel, my company</p> <p>That's why there are services in this industry based on feelings, attitude, and promises</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	P2	<p>Trustworthiness of the personnel is very important in our industry.</p> <p>I mean, trusting the personnel is very important here.</p> <p>That's why trustworthiness needs to come first.</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	P5	<p>All transactions should be carried out within the framework of honesty between personnel and the customer.</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	P7	<p>The customer companies need to trust the personnel's approach</p> <p>If they do not like your attitude and trust you, they will not make business with you</p> <p>The trust is our priority and it depends on personnel.</p>

Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	C4	In the customs industry, the rightest method for the customs officer is to behave well and gain trust. As I said, the trust is very important.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	C5	Trust is the key point here and it is understood by personnel's approach. One of the most ignored point is honesty when a mistake occurs. If they say that they have made a mistake, it means they do not want to behave unjustly towards you.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	C6	Customs brokers need to behave to build trust and show that they are working on improvements about costs and price. It is very important for a customs broker to build trust in time. Because the process of getting to know and trusting each other may be problematic and expensive.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	C9	My second preference is reliability, which is determined by behaviour. If the customs broker makes use of you, it is the end of the relationship. If there is something they do not know, they say 'we don't know', but then they ask it someone else, learn it and inform me; they are frank and honest. They should be well meant, honest and think that way 'If I improve my client's job, my job will be improved, too.
Personnel Oriented Capability	Attitude of Customs Personnel	Employee's trustworthiness	C10	Face to face communication, attitude that builds trust and transparency are important... We give importance to the expertise and

				trustworthiness of the people...
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	P1	<p>Customs brokers are authorized signatories for declarations</p> <p>They are the masters of customs procedures</p> <p>For us, I can say that we have a number of deputy customs brokers, I mean, we have a team of deputies and brokers who are competent to carry out customs procedures</p> <p>They have A certificate in customs</p> <p>We have a number of deputy customs brokers, in other words, our team who carry out customs procedures consists of expert customs brokers and deputy customs brokers</p> <p>That's why the knowledge and experience of the personnel is quite important</p> <p>Customs brokers are authorized to sign customs declarations, they have A certificate</p>
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	P3	<p>I got education, relevant trainings, and certificates to carry out customs procedures.</p> <p>I have been doing this job since I was 20 years old.</p> <p>Let me tell this, we are specialized and very good in various industries.</p> <p>We are very good in the matters of permissions, test reports, standards, markings, labelling of Ministry of Economy for toys.</p> <p>Apart from that, we are very good and dominant in LBD and EMC low voltage and high voltage directives of the</p>

				Ministry of Science, Industry, and Technology administer.
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	P4	Personnel expertise also brings quality of service together. We can say to the customer, "If you work with us, you can benefit from our expertise and competence".
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	P5	With more qualified personnel and focus, you can provide service better. I have been doing this job for years, I am 41 years old and I guess I have enough experience.
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	P6	I am working in a big and rooted company, we have qualified employees What I do is to trust my company and my team's competence
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	P7	I am planning to employ more employees that are qualified since we are growing. I worked in X as a customs broker for 6 years; I can say that experience is very important.
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	P9	We have ISO 9001, ISO 27001, and other quality certificates I have been working here for 16 years; experience is important. Expertise is very important We are also the first company in Turkey to get the certificate on authorized customs brokerage



Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C2	If there is a problem, the personnel will solve it promptly due to their competence. And they have to be competent in their jobs.
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C3	Of course, the expertise and experience of the personnel is so important.
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C4	I look for the capacity of customs office, I mean whether the staff is competent enough.
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C5	<p>If the customs broker firm visits customers as 4 people, those people should be experts.</p> <p>I can frankly say that we expect to see a team of experts.</p> <p>Personnel should speak foreign languages, have deep knowledge in regulations, and be able to tell it.</p> <p>Personnel should be educated.</p> <p>Customs brokers hire personnel just because they know the regulations, but it is not that simple; they should have experience. Experience is very important.</p> <p>We choose firms who have made their name and become known because in our industry, experience is very important.</p>
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C6	<p>We prefer to receive customs services from this customs broker in İstanbul due to location for export and import, and because this broker is an expert in terms of FMCG, i.e. Fast-moving consumption goods.</p> <p>After the tender, we consider price as well as service facilities and the experience, services variety</p>

				regarding transport and warehouse.
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C7	<p>I think personnel's experience, solution-orientedness and wide network are important. However, thanks to the experience of our customs service provider and their close relationship with related agency, we managed to get extra time and withdrew our goods without paying any fine. If our customs broker were inexperienced, we would have had to pay the fine.</p>
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C8	<p>For export-import procedures, we are working with various customs brokers according to their expertise from various locations. In order to improve service quality, they have to recruit a team consisting of personnel having expertise and knowledge in the industry. After a general evaluation based on expertise of the customs broker, competence of personnel, authority of the personnel, we contact proper candidates and start working with them. Since each product is subjected to different transactions within the regulation, it is highly crucial to have related personnel expert in such transactions.</p>
Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C9	<p>They should be master about their laws and my product to be exported. There are head managers who have a good command of subject.</p>

Personnel Oriented Capability	Competence of Customs Personnel	Expertise	C10	<p>We give importance to the expertise and trustworthiness of the people...</p> <p>As long as you trust the knowledge and experience of the people...</p> <p>The customs company should be competent in terms of information and offering solutions, The experience and knowledge of the people we are working with are more important...</p> <p>The experience and knowledge of the people we are working with are more important than the marketing department</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Innovative employees	C6	<p>Employees could present more attractive projects to prove they pay attention to our business. They could be more innovative.</p> <p>They should be innovative, speak English, and have a dynamic characteristic.</p>
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	P1	<p>That's why the knowledge and experience of the personnel is quite important</p> <p>They have full knowledge of regulations</p>
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	P2	<p>We have enough knowledge in customs and logistics.</p> <p>When I visit the customer, I should be able to give proper answer for any question immediately.</p> <p>Marketing strategies are based on regulations, knowledge.</p> <p>We need to market ourselves in parallel with wide angles such as foreign trade law knowledge.</p>
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	P3	<p>We have to know the customs law very well</p> <p>I can answer the customer's questions about this job</p>

				quickly and come up with a solution.
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	P5	Our personnel in customs should have a comprehensive knowledge. You need to go to the customer with personnel who have deep knowledge. How much the customs service provider knows the subject is important.
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	C2	The personnel knows the regulations well. Due to they follow the regulation well, they can complete transactions correctly.
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	C4	I mean I care about the counsellor's knowledge and experience. The people who had studied and become a customs broker are generally more knowledgeable, generally we pay attention to this.
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	C7	Customs brokers who does not do their job accurately and does not know enough knowledge, may damage your business. The ones who have deep knowledge makes your transactions easier.
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	C9	The knowledge of the team and their capacity of taking responsibilities is very important. If you notice the customs broker's lack of knowledge, then it is the second reason to end your relationship.
Personnel Oriented Capability	Competence of Customs Personnel	Know-how	C10	As long as you trust the knowledge and experience of the people... The customs company should be competent in terms of information and offering solutions, The experience and

				<p>knowledge of the people we are working with are more important...</p> <p>The experience and knowledge of the people we are working with are more important than the marketing department</p>
Personnel Oriented Capability	Attitude of Customs Personnel	Open for improvement	P1	Because I need to develop myself, I do my own marketing activities
Personnel Oriented Capability	Attitude of Customs Personnel	Open for improvement	C8	We expect our customs broker to expand its expert personnel in order to speed up and correct transactions, directly share information clearly, and work on improvements to build up a corporate identity.
Personnel Oriented Capability	Customized Attention	Preliminary Reserach	P2	<p>As I said before, I do search about customers before I visit them.</p> <p>I do search about their feasibility studies.</p> <p>I do feasibility study about the customer again by myself.</p> <p>Before visiting a customer, I do carry out feasibility studies about the customer. I evaluate the customer company's infrastructure. I do research about their activity field and focus.</p>
Personnel Oriented Capability	Customized Attention	Preliminary Reserach	P4	We have marketing activities on what can we give to our customers beyond other customs brokers or how can we jump into the first alternative place for the company.
Personnel Oriented Capability	Customized Attention	Preliminary Reserach	P5	First, we do market research. After market research, we evaluate potential customer companies and call them accordingly.
Personnel Oriented Capability	Customized Attention	Preliminary Reserach	P6	Big customer companies may require bigger marketing teams including our customs brokers as well; therefore, we carry out

				bigger marketing activities for these companies strategically
Personnel Oriented Capability	Customized Attention	Preliminary Reserach	P2	If I cannot satisfy the customer, there is no sense to visit the customer and take their time. I do search about what this customer would expect from us. Marketing strategies may vary from customer to customer according to their line of business.
Personnel Oriented Capability	Customized Attention	Preliminary Reserach	P9	It is quite important to know what the company you are working with is doing in detail and to complete all the procedures without any mistake; so you need to pay attention to their business
Personnel Oriented Capability	Customized Attention	Preliminary Reserach	C4	They have to know the job I do...They should give attention to my business. If a customs office goes to a firm for introducing their services, first, they have to know the capacity of the firm, what they do and its products.
Personnel Oriented Capability	Customized Attention	Satisfaction Feedback	P8	The customer satisfaction is first things first; we try to give the best suitable attention. Generally, the customer expects the best service and attention in all aspects. We visit the firms we work with monthly to check their satisfaction... We send these brochures to customer firms by cargo or we check the customer satisfaction by carrying out surveys.
Personnel Oriented Capability	Customized Attention	Satisfaction Feedback	P4	Marketing, customers' feedback on satisfaction, and visits are important.

Personnel Oriented Capability	Customized Attention	Special Bond	P10	We are organizing business development meetings in every 1-2 months to show our special care
Personnel Oriented Capability	Customized Attention	Special Bond	P8	As I said, by maintaining a good dialog with marketing managers, customer representatives, we help them in business and private lives, in every subject; this makes them look for us automatically. We make little organizations for customers such as entertainment, cocktails, and dinners.
Personnel Oriented Capability	Customized Attention	Special Bond	C2	Because of their customized attention, it does not change for years, they become like your partner.
Personnel Oriented Capability	Customized Attention	Supporting	P8	If we cannot do the transaction, they demand from us a broker or want us to find someone capable of carrying out a similar procedure. We are doing our best for helping them. That is why we have to do almost everything they want but these are not our job.
Personnel Oriented Capability	Customized Attention	Supporting	P10	We are supporting our customers at all points as we are a solution partner
Personnel Oriented Capability	Customized Attention	Supporting	C9	I changed my customs broker before because they did not support and care about my business enough. I wish they helped me calculate my costs before I buy the goods or sell them.
Personnel Oriented Capability	Customized Attention	Supporting	C10	The company we are working with helped us a lot on the blue line issue, that's why we are working with them
Personnel Oriented Capability	Customized Attention	Supporting	C9	However, I would be glad if there was something like this; the customs broker I work with have a service apart from customs brokerage. For example,

				extending my export and import.
Personnel Oriented Capability	Customized Attention	Supporting	P8	We pay all the cargos, documents that we send; we can customize our service according to the customer.
Personnel Oriented Capability	Competence of Customs Personnel	Trained personnel	P9	We put emphasis on meetings and trainings to enhance knowledge We founded X Academy for trainings We organized many trainings on basic information, taxes, fundamental procedures at customs, etc. for our personnel We care about internal trainings, developing ourselves and informing our customer representatives on the new legislations
Personnel Oriented Capability	Competence of Customs Personnel	Trained personnel	P10	We are organizing top-level trainings at commercial chambers, exporters unions and at our own company to share our information with the managers We are making good investments in our employees to make them get better Our employees participated in 2-3 training sessions on both personal and business development
Personnel Oriented Capability	Competence of Customs Personnel	Trained personnel	P5	We send our customer representative for training or we arrange a training in the customs broker company.
Personnel Oriented Capability	Competence of Customs Personnel	Trained personnel	P5	We arrange trainings in this sense.
Personnel Oriented Capability	Competence of Customs Personnel	Trained personnel	P5	We have personnel trainings that includes communication or regulations.
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	P5	Our personnel have up-to-date knowledge and information about required documents and regulations.



Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	P9	<p>Legislation in the industry is continuously changing, we need to provide up-to-date info</p> <p>We care about internal trainings, developing ourselves and informing our customer representatives on the new legislations</p>
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	C3	They always give us the most accurate and updated information about processes.
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	P1	<p>I need to follow the regulations continuously and give information to my customers</p> <p>I need to give information to my customers to avoid any damage to the customer</p> <p>Whether I follow the regulations regularly and on time is important</p> <p>That's why we need to follow the regulations very well and closely</p>
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	C5	<p>They should know related information so that they can give responses to you instantly.</p> <p>It is important to receive correct and fast information. Transactions should be carried out fast and relevant information should be given on time.</p> <p>When we have a job related to TSE, the customs broker should provide information instantly.</p>

Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	P2	<p>Since we are in services industry, we market our knowledge and ability. We inform customers instantly about processes since we monitor changes in regulations regularly. When I visit the customer, I should be able to give proper answer for any question immediately. We need to inform our customer immediately as soon as a change is made in the regulation. When we visit a customer, we need to provide solid information. We need to have solid and accurate information. Information is very important. We need to follow the regulations closely. We are always studying and doing research about regulations.</p>
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	C8	<p>We changed our customs broker firm we had been working with 5 years because of failures in transactions, delays causing increase in cost per unit, and inadequate information causing sanctions. We may consider changing our customs broker in case the customs broker is careless about profitable and important subjects, makes mistakes causing damage to us, does not have related information about the related product, does not follow changes and developments, and does not improve its service quality.</p>

Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	C9	<p>Giving information, as I said before, is important. I wish they gave more information, they shared their knowledge.</p> <p>They said that no tax would be applied on these goods but there was 38% tax; it was wrong information. For example, I want to order goods for the first time, I will import it and I need to get relevant information about it.</p> <p>True information is my first preference.</p> <p>The biggest problem is knowledge sharing. They should increase it.</p> <p>Actually, you can get information about the market, country or the world in general from the staff.</p>
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	P4	If you visit customers with thorough knowledge and up-to-date information, it is your gain.
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	P5	Our personnel have up-to-date knowledge and information about required documents and regulations. Regulations are changing constantly, you need to follow them.
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	C5	Customs brokers should have up-to-date information, up-to-date regulation agenda, customs tariff codes, etc. and they should provide consultancy
Personnel Oriented Capability	Competence of Customs Personnel	Up-to Date Knowledge	C8	We may consider changing our customs broker in case the customs broker is careless about profitable and important subjects, makes mistakes causing damage to us, does not have related information about the related product, does not follow changes and

Categories	Second-order Code	First-order Code	Firms	Power Quotations
				developments, and does not improve its service quality.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P1	That is why, providing updated information and relevant services as we promised, controlling the documents for 3-5 times so that they are not wrong and communicating easily are important.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P1	Yes, just a little mistake may cause great sanctions.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P2	Customers ask for accurate, fast and smooth customs services. They expect smooth service. Customers choose customs brokerage company which provides faster, smoother, better service. We need to convince customers that we are one-step ahead of our competitors and we can provide more accurate and smoother service. The criteria is the smooth service on due time. Customers ask for accurate, fast and smooth customs services.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P3	Because any product against the statement put us into trouble too.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P4	We have a group dealing with, checking, and studying on regulations and customs processes daily. Accuracy and Fastness in customs clearance is the criteria for the customers. Customers expects for their goods delivery, VAT copy, and early completion of declaration.

Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P5	<p>Customers ask for customs services primarily.</p> <p>How correct you transfer information about custom processes is important because if you transfer wrong information, then you may be subject to a sanction.</p>
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P7	<p>Our customers appreciate us as we do our job fast and correctly</p> <p>Doing your job fast and correctly is important. The customers who are working with random customs offices pay a great price for incorrect procedures.</p>
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P8	<p>As I say, the expectation of the customers is good quality and accurate service and convenient price.</p>
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P9	<p>Our vision has been built on working completely legal; we provide accurate service</p> <p>We need to complete our work without a mistake and ensure that the customers trust us</p> <p>We need to hand in the reports, documents, etc. requested by the customer on time and as requested without a mistake</p> <p>We need to complete our transaction without any mistake</p>
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	P10	<p>The customs brokerage is now monitored by the government and there are general instructions issued by the government each year that we must follow for proper service</p> <p>There are certain procedures to follow to give accurate service</p> <p>The most important thing the customers expect from us is to do our job correctly, to provide the accurate</p>

				services, and to ensure the sustainable service quality
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C1	Moving with the correct information, organizing the correct documents of customs because organizing a wrong document will cause problems in due time.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C2	The customs office we work with is active and work properly.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C3	As we expect, they always deliver the documents they prepare for us, immediately. We only receive customs services. They only do the customs transactions.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C4	We are pleased with our customs officer; we have not had any problem with orders. First, the accuracy of the job is important.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C5	Ultimately, we expect accuracy and speed; therefore, we always expect the better. If a trainee is dealing with you, your transaction may delay or may not be correct, you know, the kid does not know anything, that is why he is there; yet, accuracy is everything. I don't think we can forgive the customs broker if they make us fall into a sanction due to a mistake or make transactions harder for us
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C6	Rating, reducing costs and informing us on time are important since these provide accuracy of the transaction.

Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C7	<p>Customs brokers who does not do their job accurately and does not know enough knowledge, may damage your business.</p> <p>We do not think changing our customs broker unless we experience big problems or wrong transactions, or they increase prices.</p>
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C8	<p>We expect our customs broker to expand its expert personnel in order to speed up and correct transactions, directly share information clearly, and work on improvements to build up a corporate identity.</p> <p>We changed our customs broker firm we had been working with 5 years because of failures in transactions, delays causing increase in cost per unit, and inadequate information causing sanctions.</p> <p>We may consider changing our customs broker in case the customs broker is careless about profitable and important subjects, makes mistakes causing damage to us, does not have related information about the related product, does not follow changes and developments, and does not improve its service quality.</p> <p>We expect transactions to be completed fast by taking into consideration accuracy of product code according to HS code in export-import procedures, correct management of transactions on behalf of the company, and price.</p> <p>They check whether product descriptions are in accordance with the regulation, complete transactions smoothly and</p>

				<p>therefore, complete our procedure accurately and on time.</p> <p>Since the transactions form a wholeness, completing transactions in accordance with the regulations correctly and fast is important for us among various services.</p> <p>The fact that the firm cannot reach the desired position in terms of customs procedures and creating the risk of sanction puts future transactions of the companies in jeopardy substantially.</p>
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C9	What they should do is to follow and complete the customs procedures and make external transactions according to the customs rules; the process should be carried out accurately.
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C10	It is important that they can provide services both quickly and correctly They provide high-quality and accurate services
Service Oriented Capability	Quality of Customs Process	Accuracy of customs process	C8	We expect our customs broker to expand its expert personnel in order to speed up and correct transactions, directly share information clearly, and work on improvements to build up a corporate identity.
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P5	If you provide correct information, then business work faster. If you provide correct information, and then business work faster and the customer can go into market research safely.



Service Oriented Capability	Quality of Customs Process	Speed of customs process	P1	<p>Because speed is very important</p> <p>Speed is very important here because the material could be a vital aspect</p> <p>That's why speed is very important</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P2	<p>Customers ask for accurate, fast and smooth customs services.</p> <p>The criteria is the smooth service on due time.</p> <p>They expect services on due time.</p> <p>Customers choose customs brokerage company which provides faster, smoother, better service.</p> <p>The criteria is the smooth service on due time.</p> <p>Customers ask for accurate, fast and smooth customs services.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P3	<p>They are expecting timely manner, speed.</p> <p>Time is very important.</p> <p>In this industry, for exporter and importer, the speed is very important.</p> <p>Here, the speed is very important.</p> <p>For the customer, the most important thing is speed.</p> <p>Here, the speed is very important for business and documents.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P4	<p>What is important is fastness, and also trust; not price.</p> <p>Firms' ability to complete your demand as fast as possible become prominent</p> <p>We are working on this as fast can we can.</p> <p>We need to make the customer feel/believe you will be there for them as fast as we can.</p> <p>Fastness becomes prominent.</p>

				We are working on this as fast can we can.
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P5	Fast responses and fast answers to the questions by the customer about processes are very important. As long as you provide service fast you are doing well.
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P6	The importing companies expect lower prices and fast services The most important thing for us in customs offices is speed The only thing the customer wants is quick actions
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P7	For imports, our aim is to clear the goods from the port on the day they arrive For exports; we aim to send the goods abroad on the same day. Our customers appreciate us as we do our job fast and correctly Doing your job fast and correctly is important. The speed is also important
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P8	The services they demand from us are generally related to speed. The faster the import happens and the stock goes to the factory, the faster the manufacturing is made, it is the same for export as well. We generally work fast, we are trying to make transactions fast and satisfy the customer. Because of that, they want to make transactions for

				<p>almost free and in the most superior level, the fastest and with the best quality. However, the firms want the same products in the same day and we are trying to do best we can as fast as possible.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P9	<p>Speed is quite important Quality and speed are important Other companies are working slower We are fast... we work day and night, even at the weekends when required, to complete our projects on time</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	P10	<p>The goods of the importers need to be cleared from the port quickly; they need to be cleared from the customs field and transferred to a factory site Our business is with public offices, so we are working hard to finalize our jobs within the shortest time possible The customs brokerage has become an occupation that requires being faster than ever</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C1	<p>Everything is in a smooth way and according to due date. Its moving fast is very important to me. As I said earlier, due date is very important to us. Duration, due time, fastness, and communication is important. If there is delay on due time, this is not something that can be forgiven, because we are racing with time. However, for me getting late one-day means getting late</p>

				from entrance to depot and to all the transaction processes...
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C3	<p>The quality of the service is important, being fast is important.</p> <p>Moreover, they have to do it on time.</p> <p>If they delay the transaction, the manufacturer firm and the lorry waits, then we have to change them.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C4	<p>However, more than trust, the most important things is things going fast.</p> <p>Taking care of the job quickly is more important than the trust for me.</p> <p>Every job has a due time; therefore, speed is significant.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C5	<p>I would expect more technological support and thus, fastness.</p> <p>Ultimately, we expect accuracy and speed; therefore, we always expect the better.</p> <p>Transactions should be carried out fast and relevant information should be given on time.</p> <p>It would be better to receive all services directly from one provider but when we think about fastness, it is better to have two providers for now.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C7	<p>We expect sensitivity, special care, network, solution-orientedness and fastness.</p> <p>However, sometimes, I mean in certain months, they delay sending documents and this cause us to delay our reports</p>

				<p>related to financial calculations. They can meet our expectations because mostly, customs transactions start and end within the processes we have planned. Time is important for companies who make production like us, especially when you produce according to demand.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C8	<p>We expect our customs broker to expand its expert personnel in order to speed up and correct transactions, directly share information clearly, and work on improvements to build up a corporate identity.</p> <p>We changed our customs broker firm we had been working with 5 years because of failures in transactions, delays causing increase in cost per unit, and inadequate information causing sanctions.</p> <p>We expect transactions to be completed fast by taking into consideration accuracy of product code according to HS code in export-import procedures, correct management of transactions on behalf of the company, and price.</p> <p>They check whether product descriptions are in accordance with the regulation, complete transactions smoothly and therefore, complete our procedure accurately and on time.</p> <p>Since the transactions form a wholeness, completing transactions in accordance with the regulations correctly and fast is important for us among various services.</p>

Service Oriented Capability	Quality of Customs Process	Speed of customs process	C9	<p>They slacked my operation off while I was working with China in Istanbul.</p> <p>When I ask for X goods and want them to bring it to me, it should be brought in 1 hour at the latest.</p> <p>They said that the goods would be in my factory in 1 week, but it did not.</p> <p>Speed is a factor, too. Now, in 2017, all the logistics firms have the same speed.</p> <p>One of the customs brokers can carry out my operations faster and easier. It is the one in Istanbul, which I work with when goods come from China. Others are slower because of their being more institutive. The processes are slower.</p> <p>After other factors are provided, my third preference is speed.</p> <p>There are two factors. Speed is not one of them.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C10	<p>It is important that they can provide services both quickly and correctly</p> <p>Speed is very important in customs transactions</p> <p>Speed is important to solve the problems quickly</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C2	<p>However, of course the personnel work fast, because they need to get things done quickly.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C2	<p>The goods have to come fast and economic.</p>
Service Oriented Capability	Quality of Customs Process	Speed of customs process	C8	<p>We expect our customs broker to expand its expert personnel in order to speed up and correct transactions, directly share information clearly, and work on improvements to build up a corporate identity.</p>

Service Oriented Capability	Quality of Customs Process	Traceability of process	P5	In our system, customers can see which stage their transaction is whenever they want. Traceability and transparency have become sine qua non. They can see which stage their transaction is whenever they want.
Service Oriented Capability	Quality of Customs Process	Traceability of process	P9	Our work is transparent Mutual transparency is important
Service Oriented Capability	Quality of Customs Process	Traceability of process	P10	Our customers can track their transactions on their phones 24/7 by downloading the application called 'X' from Google market for iOS and Android We provide our customers with a web-based tracking system Thanks to this online system, both the customer representatives and we can track the progress stages of the process
Service Oriented Capability	Quality of Customs Process	Traceability of process	C2	There is a program; you can check the shipment of the goods.
Service Oriented Capability	Quality of Customs Process	Traceability of process	C5	We use tracking system to see our goods whereabouts. We should be able to track down any kind of information about our goods with transport or invoice number.
Service Oriented Capability	Quality of Customs Process	Traceability of process	C10	Face to face communication, attitude that builds trust and transparency of orders are important...
Service Oriented Capability	Services Variety	Accounting	P10	We provide our customers with customs, logistics, and public accountant services We provide our customers with customs, logistics, and public accountant services as a package

Service Oriented Capability	Services Variety	Consulting	P1	If the customer is a new company, we lead them
Service Oriented Capability	Services Variety	Consulting	P2	When customers ask for logistics services, we lead them to good logistics companies; we help them by giving necessary info. We direct our customers to the logistics companies we trust and our customer can receive healthy, smooth service. I guide my customer to a logistics firm. Some customers ask for consultancy only. When customers ask for help about logistics, we help our customers.
Service Oriented Capability	Services Variety	Consulting	P6	We provide consultancy free We are providing the customer with all kinds of consultancy services As the customs and the logistics services are carried out in the same industry, we can direct the customer to one firm immediately by providing consultancy on logistics.
Service Oriented Capability	Services Variety	Consulting	P7	We are providing the customer with consultancy services We are directing the customers to the logistics companies, acting like an intermediary. We are helping them to get investment promotion, inward processing authorization certificates
Service Oriented Capability	Services Variety	Consulting	P8	We provide consulting service to our customers, I mean about customs transactions, export, import, transit transactions...
Service Oriented Capability	Services Variety	Consulting	C5	...and they should provide consultancy



Service Oriented Capability	Services Variety	Consulting	C9	<p>Why don't you import this good in this way?' This kind of advice makes a good contribution.</p> <p>For gaining more customers, I think customs brokers should maintain marketing, document tracking, business extending etc. It is a kind of help. The marketing + consultancy.</p> <p>Yes, I use them for consultancy.</p> <p>As I said before, we get a consultancy service.</p> <p>When I look for a new client, I can consult them.</p> <p>When I want to create a new field, I can consult them.</p>
Service Oriented Capability	Services Variety	Consulting	C10	<p>We are calling them and receiving a kind of consultancy services on phone</p> <p>It is important that they can provide us with consultancy services</p> <p>We barely ask the customs companies for their consultancy services</p>
Service Oriented Capability	Services Variety	Consulting	P2	<p>Customers ask for customs brokerage and consultancy services.</p> <p>Some customers ask for consultancy only.</p>
Service Oriented Capability	Services Variety	Depot/Entrepot	P1	<p>Our primary service is customs brokerage.</p> <p>Plus, we have a depot and entrepot here, we have our own depots here so we can provide depot services</p> <p>I provide depot, entrepot and logistics services</p> <p>I can tell the customer that I provide a packaged service therefore, I take your load from Germany, bring it to Turkey, deal with customs procedures, put the load into my depot and you can take it as much as you want and whenever you want</p>

Service Oriented Capability	Services Variety	Depot/Entrepot	P5	They can ask for insurance and entrepot services. We have special entrepot services. That is why we provide all services as a package; insurance, entrepot, logistics.
Service Oriented Capability	Services Variety	Depot/Entrepot	P9	We have our own bonded warehouse, this is also a service
Service Oriented Capability	Services Variety	Depot/Entrepot	C5	We are pleased with our existing customs broker, but we agreed to work with a second one to receive entrepot services since they could not provide this service.
Service Oriented Capability	Services Variety	Depot/Entrepot	C6	After the tender, we consider price as well as service facilities and the experience, services variety regarding transport and warehouse. For instance, the company we are working with provide services for us related to the transportation from Forwarder Company to the port/factory, port to the entrepot and entrepot to the factory. Other than those, the company gives entrepot and warehouse services.
Service Oriented Capability	Services Variety	Documentation	P3	We have to organize the documents according to product correctly and send related papers...
Service Oriented Capability	Services Variety	Documentation	C3	They do the refund transactions too, we do not go. Moreover, they provide extra services too. They prepare and organize the loading documents. Like when I am not present, they prepare the documents I can do in my office themselves.

Service Oriented Capability	Services Variety	Documentation	C6	Customs brokers provide various services related to export-import i.e. customs process, investments, incentives, inward processing, certificate of customs approved operator status, and research on regulations and providing information accordingly.
Service Oriented Capability	Services Variety	Documentation	C7	We receive services such as delivery order receiving, tracking customs procedures, etc. We receive export-import related document preparation support, export and import customs procedures, customs clearance services, inward processing and tracking.
Service Oriented Capability	Services Variety	Documentation	C8	We receive services such as product description, accurately confirming the conformability to the regulation, completing declaration procedures, managing tests and examinations by auditor institutions, managing port procedures, resolving failures by directing transportation of exported/imported goods.
Service Oriented Capability	Services Variety	Insurance	P5	That is why we provide all services as a package; insurance, entrepot, logistics.
Service Oriented Capability	Services Variety	Insurance	C9	I wish they said, 'I'm handling the insurance, you may buy it more expensive, but I can handle it' This service would be more useful.

Service  
Oriented  
Capability

Services  
Variety

Logistics

P1

I can provide any service like a package and that brings advantage because the customer has to deal with just one person for all services such as logistics. I provide customs and transport services for the customers.

First, this company was established to provide customs services and then it developed itself by including ground, sea, and air transport.

On the other hand, for marine transportation, since I do not own any ship, I can provide service to my customers by contacting certain lines such as MSC, ZIM, Hapag-Lloyd.

We provide services as a forwarder regarding air and sea transport because we do not own any plane or ship. If the company carries out foreign trade activities, I mean if the company does not only carry out import or export, we provide ground, sea, air and rail transport services.

I can tell the customer that I provide a packaged service therefore, I take your load from Germany, bring it to Turkey, deal with customs procedures, put the load into my depot and you can take it as much as you want and whenever you want.

I provide depot, entrepot and logistics services.

Then, we have self-owned trucks, we have almost 1000 self-owned vehicles therefore, we provide ground transport service by our self-owned vehicles.

If the customers say that I need to perform customs

				duties in Iraq, I can provide service to my customers via my rented fleet (rented transportation).
Service Oriented Capability	Services Variety	Logistics	P2	We can help our customers about logistics. When customers ask for logistics services, we lead them to good logistics companies; we help them by giving necessary info. Sometimes, logistics services are demanded more than customs services. Since we are not a logistics company, we provide customs services so customers demand customs brokerage services more. Firms buy service as a package including logistics.
Service Oriented Capability	Services Variety	Logistics	P3	For example, we can plan taking the customer's product from America and shipping it to the depot of his factory here, we can provide logistics as well as customs clearance services.
Service Oriented Capability	Services Variety	Logistics	P4	We provide both land, sea and air transport... We have variety of services in both logistics, and assurance, you provide a

				total package to the firm. Customer ask for services regarding foreign trade, logistics, etc.
Service Oriented Capability	Services Variety	Logistics	P5	We have logistics services also, for example. Customers may ask for logistics services. That is why we provide all services as a package; insurance, entrepot, logistics. We provide services as a package with logistics.
Service Oriented Capability	Services Variety	Logistics	P7	The customers want a package service; I mean the customs service together with logistics. I am aiming to provide logistics services as well.
Service Oriented Capability	Services Variety	Logistics	P8	Companies like Ünsped, Barsan Global, etc. provide logistic service under their own name; they have wide variety of services...
Service Oriented Capability	Services Variety	Logistics	P9	All kinds of reporting for our customers, taking documents from other organizations, communicating with the agencies, planning the transfer, dealing with the logistics firm, etc.; we provide our customers these services as a whole.
Service Oriented Capability	Services Variety	Logistics	P10	We provide our customers with customs, logistics, and public accountant services We provide our customers with customs, logistics, and public accountant services as a package
Service Oriented Capability	Services Variety	Logistics	C1	They do everything from all the loading transactions in airport to ATR posts; They do all the customs transactions, prepare bill of lading and organize the real invoices. We provide the shipment if it is going to be plane loading until the airport, if

				lorry loading till the factory exit.
Service Oriented Capability	Services Variety	Logistics	C2	They give logistics service additionally. They give logistics service too.
Service Oriented Capability	Services Variety	Logistics	C4	Apart from that, the customs firm provides me inland haulage. The customs firm carries out outgoing from the warehouse to me.
Service Oriented Capability	Services Variety	Logistics	C6	After the tender, we consider price as well as service facilities and the experience, services variety regarding transport and warehouse. For instance, the company we are working with provide services for us related to the transportation from Forwarder Company to the port/factory, port to the entrepot and entrepot to the factory. Other than those, the company gives entrepot and warehouse services.
Service Oriented Capability	Services Variety	Logistics	C9	I wish they provided me logistics services. The customs brokers that I work with have logistics services.
Service Oriented Capability	Services Variety	Logistics	P6	...but sometimes we provide the customers with logistics services as well when they are in need of a favour
Service Oriented Capability	Services Variety	Training for Customers	P9	Some of the companies we are working with demand training sessions
Service Oriented Capability	Value Perception on Customs Services	Additional Opportunities	P1	I can provide extra advantages for my customers

Service Oriented Capability	Value Perception on Customs Services	Additional Opportunities	P6	The exporting companies expect the customs offices to carry out each process including the ones that other agencies should be handling
Service Oriented Capability	Value Perception on Customs Services	Additional Opportunities	P6	Therefore, the customer has customized service; they have an indirect profit because we have privileges with warehouses.
Service Oriented Capability	Value Perception on Customs Services	Additional Opportunities	P9	We have our own bonded warehouse...we can provide a discount for big companies and customize the price
Service Oriented Capability	Value Perception on Customs Services	Additional Opportunities	C6	They could offer tax advantage or transport-related advantages to make us feel we are receiving customized service.
Service Oriented Capability	Value Perception on Customs Services	Additional Opportunities	P2	I have to present my advantages to the customer.
Service Oriented Capability	Value Perception on Customs Services	Perceived contribution	P5	For the sake of service improvements, we do anything, either it be information, either it be training, either it be tools or equipment because the customs clearance service is vital. The service we provide and service quality in your industry is very important.
Service Oriented Capability	Value Perception on Customs Services	Perceived contribution	C6	In foreign trade, customs brokers are very important service providers for us since they represent the customer company regarding the process with the state; their contribution to the relationship is vital
Service Oriented Capability	Value Perception on Customs Services	Perceived contribution	C8	Customs procedures are one of the most important fields contributing to the company in foreign trade industry. Therefore, it is crucial to choose the correct customs brokers in terms of price-profit.



Service Oriented Capability	Value Perception on Customs Services	Perceived contribution	P7	<p>If you work with professionals, you can advance in this industry quickly.</p>
Service Oriented Capability	Value Perception on Customs Services	Perceived contribution	C9	<p>Do not underestimate the customs brokers. They have such a structure that they can support you in every respect like education about your company, business follow-up, finance etc. However, the customs brokers have the biggest role here by executing other transactions.</p> <p>Custom operations have a big effect on my company. Customs broker, I mean, the word 'broker' is so important in our country. They are responsible for all the operations you do in customs.</p> <p>The customs broker is responsible for all the works you do in customs; they make important contributions.</p> <p>Except these, they are actually, I mean, henchman of my company in foreign trade.</p>
Service Oriented Capability	Value Perception on Customs Services	Perceived contribution	P7	<p>Marketing contributes a lot in enhancing the industry and your endorsement.</p>
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	P1	<p>Customs is the beginning of any transaction/business. You need to carry out customs procedures, I mean, customs is the first thing. I mean everything is subject to customs procedures. That is why customs is the basic point of trade. I mean customs is all you have.</p> <p>I do not think small-scale companies value customs brokers agencies as others do.</p>

				Because large-scale companies need customs brokers agency at any point at any time.
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	P2	<p>Customs brokerage is a must if there is foreign trade. Customs brokerage services are sine qua non regarding foreign trade. I know our industry is important for related official institutions and ministries. When it comes to customers, they put us in the second place. Rather than us, logistics companies come first for the customers. Customs brokerage firms are of secondary importance. We have always been excluded. We have always been pushed into the background.</p>
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	P3	<p>That is why the customs brokers are not in the place they deserve in the industry. When we look from the customer side, for the customer, yes, customs agents are very important. When it comes to payment, they always leave the customs agents, customs brokers at the end of the list. Unfortunately, the respect shown to lawyers is not shown to us. However, the respect that is shown to other providers is not shown to us unfortunately.</p>
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	P4	<p>Our firm is one of the 4 biggest, famous firms in terms of the service given by us in Turkey. We are among the best</p>

				<p>customs brokers in İzmir. We rank in one of the first 4 companies in Turkey due to our services.</p>
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	P8	<p>No matter how you service whether it be well and qualified, if it is cheap and I mean it doesn't have to be in a good quality, if the price is convenient the customer chooses it. They are not aware of the importance of the service quality.</p> <p>In Turkey, the firms do not take the custom transactions seriously.</p> <p>However, importer-exporter firms want to pay minimum price to customs workers since they do not recognize the importance of service given.</p> <p>I mean this profession does not get the importance it deserves.</p> <p>As I said earlier, our profession does not get the value or importance as it should.</p> <p>However, on firm basis and countrywide, the jobs we carry out are not seen important.</p> <p>The customer is aware that we are important, the jobs we do are important... but he should not show it to us so that he does not lose his own job.</p> <p>The important thing is that customs industry and the customs transactions should see the value as it requires.</p>
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	P9	<p>We, as the customs industry, are one of the most important steps of the foreign trade.</p> <p>The customs brokerage service is the future's occupation.</p> <p>The medium-scale and large-</p>

				scale companies value customs services more when compared to the small-scale companies.
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	P10	Our customers are really paying attention to our company. We are in a very good point in the industry, and the customers understand the quality of our services. Today, the customs brokerage has become a quite important occupation.
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	C4	Here, in foreign trade, the biggest factor is sale, and then the customs clearance comes. Of course, the customs transactions are one of the most important processes of foreign trade. However, as I said after the sale, after the customer, the first thing to come is the customs. The customs office is very important for a firm.
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	C5	Customs broker choice is very important.
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	C6	Firms do not want to change their customs brokers unless they have had a big problem with them because the service and the relationship is too vital to change frequently.
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	C7	I think customs broker choice is as important as customs transactions.
Service Oriented Capability	Value Perception on Customs Services	Perceived importance	C10	The customs services are important

Service Oriented Capability	Value Perception on Customs Services	Valuable Offer	C5	The ones coming for marketing should provide individual, special information. The brokers may have deep knowledge and experience but if they do not market themselves, promote themselves; other firms get ahead of them easily.
Service Oriented Capability	Value Perception on Customs Services	Valuable Offer	C6	They should market themselves with offers related to price or productivity.
Service Oriented Capability	Value Perception on Customs Services	Valuable Offer	C9	For gaining more customers, I think customs brokers should maintain marketing, document tracking, business extending etc. It is a kind of help. The marketing + consultancy.