ÇANKAYA UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF MANAGEMENT

MASTER THESIS

"INCREASING EFFECTIVENESS OF MARKETING ACTIVITIES IN EDUCATION SECTOR: A FIELD STUDY IN ANKARA"

CEMALETTİN GÜNEŞ

SEPTEMBER 2016

ÇANKAYA UNIVERSITY

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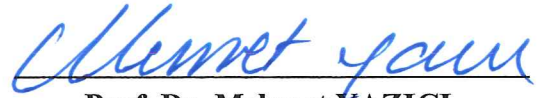A FIELD STUDY IN ANKARA"
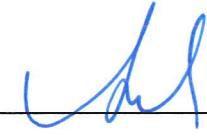

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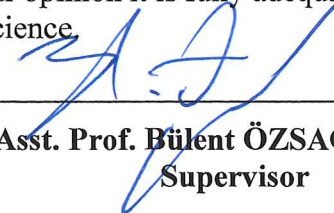
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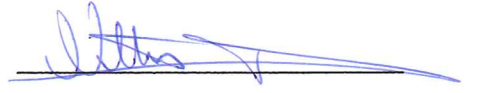
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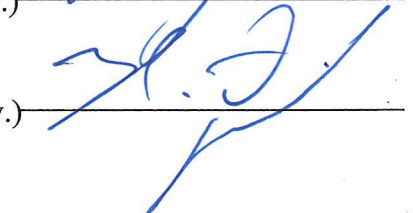
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ÖZET

EĞİTİM SEKTÖRÜNDE PAZARLAMA AKTİVİTELERİNİN ETKİNLİĞİNİN ARTTIRILMASI: ANKARADA BİR SAHA ÇALIŞMASI

CEMALETTİN GÜNEŞ

Yüksek Lisans, İşletme yönetimi
Tez Yöneticisi: Yrd. Doç. Dr. Bülent ÖZSAÇMACI
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Bu çalışmada, özel okullarda eğitimin etkinliği ve kalitesi yabancı dil alan örneği çerçevesinde incelenmiştir. Çalışmanın birinci bölümü konunun önemi, amacı ve gerekliliğini kapsayan giriş bölümüdür. İkinci bölümde hizmet kavramı ve hizmet pazarlaması konusu ayrıntılı olarak ele alınmıştır. Üçüncü bölümde eğitim hizmeti kavramı ve yabancı dil eğitimi konusu detaylı olarak araştırılmıştır. Dördüncü ve son bölümde ise literatür kısmı desteklemek amacı ile uygulanan anketlerin SPSS paket programında analiz edilmesi ve tablolar yardımı ile yorumlanması gerçekleştirilmiştir. Çalışmanın son bölümünde ise yapılan araştırmanın bulguları üzerinde durulmuş ve konu ile ilgili önerilere yer verilmiştir.

Anahtar Kelimeler: Hizmet, Eğitim Hizmeti, Yabancı Dil Eğitimi

ABSTRACT

INCREASING EFFECTIVENESS OF MARKETING ACTIVITIES IN EDUCATION SECTOR: A FIELD STUDY IN ANKARA

CEMALETTİN GÜNEŞ

Master Degree, Business Administration
Thesis Advisor: Yrd. Doç. Dr. Bülent ÖZSAÇMACI
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In this study, the effectives and attitudes of the quality of education in private schools has been investigated for the purpose of language education. The first step of the progress is to give out the importance of these issues, the goal and the introduction part analyses the needs. The second part is the field of services and the management of service this specification has been given out in details. The third part is about the education services and the understanding of language education has been analyzed. The fourth part, which is also the last part, is about the literature part which has been determined with a SPSS survey determination; this is analyzed via info graphical tables. The last part of the study is about the outcome of the study and the way certain information is given out.

Key Words: Service, Education Services, foreign language education

ACKNOWLEDGMENTS

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INTRODUCTION

Importance and share of service marketing have been rapidly increasing as well along with globalization, in parallel with developments in the economy, industry and information Technologies. The service sector is an indicator of the welfare and development level and changes experienced in parallel with technological advances and ascertainment the different types of services. Also around the world, the service sector has been increased as industry according to manufacturing sector over the last 30-40 years.

In this environment the world has become a single market along with globalization businesses that exist in the service sector must be customer-focused to be sustainable and to reach their goals. This situation is also true for education sector rapidly growing and those educational institutions increasing day by day operate with the participation of many new actors. Therefore, these schools must think globally regarding marketing and give due importance to this area to market their service and to make their student's guardian who is their potential customers.

This study primarily examined service structure and service marketing in detail. Also, education services marketing, its benefits, education services marketing mix and its effectiveness structures have been considered. In the practice of the study, the survey has been conducted relation to increasing the efficiency in the English education field. Data obtained in the survey have been interpreted with the aim of SPSS program within the scope of statistical analysis.

CHAPTER I

THEORETICAL FRAMEWORK

Importance and sharing of service marketing have been rapidly increasing as well along with globalization, in parallel with developments in the economy, industry and information Technologies. The service sector is an indicator of the welfare and development level and changes experienced in parallel with technological advances and ascertainment the different types of services. Also around the world, the service sector has been increased as industry according to the manufacturing sector over the last 30-40 years.

In this environment the world has become a single market along with globalization businesses that exist in the service sector must be customer-focused to be sustainable and to reach their goals. This situation is also true for the education sector which is rapidly growing and those educational institutions increasing day by day operate with the participation of many new factors. Therefore, these schools must think globally regarding marketing and give due importance to this area with regard to marketing their service and if they are to attract their student's parents who are there potential customers.

Education is a necessity which brings into open the qualified workforce, improves and is felt by all society. Education is a service provided by social institutions and is a process related to the behavioral change desired through learning. Actually, education is both individual and community a development tool. When examined the developed societies economically and socio-culturally, it is seen these societies give great importance to education. Now a day, the right to a good education is one of the major human rights.

One of the main functions of education is to make an individual knowledgeable, skilled, and productive. Productivity is important regarding the contribution to the improvement of the person and community. These two-way

contributions are the focus of a country's development. If a country cares about the education services, it means this country cares about the human capital and economic development implicitly. The relationship between educational cost and economic improvement via human capital investment was improved with the scientific study.

The appearance of the social, political and economic benefits expected from the education is connected with either amount of the resources allocated to the education or use of these resources efficient and productive. As in all public services, the common target of all the institutions in education is organizing and presenting of the services too. In other words, one of the most important issues is the quality of education to carry out its primary aim and function.

The precondition for increasing the quality of any services is measurability and comparability of the activities belong to this service. The factors determining the quality of the educational services should be monitored and tested for this purpose.

The service quality is the fulfilling their duties for the educational institutions making a point of carrying into future their students. The quality of the educational service should also be tested with the process of the education given, not with only the result. Service quality is a measurement how well a service satisfies the need of the clients. Also, what is important in quality is the quality perceived by customers. In this case, the quality is determined by two states of affairs. These, how much there are wishes and expectations of the clients in the service and how well the customers perceive the suitability for the use of the service features. The common target of the businesses is clients. The main goal of them is the satisfaction of clients.

This study is aiming to test the service quality in the foreign language educational services and to contribute the understanding and improving quality concept in higher education.

This study primarily examines service structure and service marketing in detail. Also, education services marketing, its benefits, education services marketing mix and its effectiveness structures have been considered. In the practice of the

study, the survey has been conducted in relation to increasing the efficiency in the English education field. Data obtained in the survey have been interpreted with the aim of SPSS program within the scope of statistical analysis.

CHAPTER II

THE SERVICE MARKETING CONCEPT

2.1. DESCRIPTION OF SERVICE

Service isn't a concept easily described and understood. A large variety of definitions have been described in literature.

"A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or systems of the service provider, where solutions to the customer problems are provided." (Gronröos, 1990: Balın and Gıard, 2006).

As services are abstract on their own and can be thought of by themselves; they can also be thought of as an extension of physical goods or can be thought along with physical goods. For instance; education alone can be considered as a service activity, as physical as a commodity service where it is important to use air conditioning and for the air conditioner to be mounted as a service that is received goods as to think is possible. (Güney, 2010:3)

A service is defined as any act or performance that one party can offer to another and that is essentially intangible and does not result in the ownership of anything. Nothing is purchased while a service is availed of; at best what is purchased is just for the use of, or access to, the facility/services. The buyer does not become the owner of anything. The Organization for Economic Co-operation and Development [OECD] report says, "Services are a diverse group of economic activities that include high technology, knowledge-intensive sub-sectors, as well as labor-intensive, low-skill areas. In many aspects, service sectors exhibit marked differences from manufacturing – although these distinctions may be blurring".

In simple words, services are a diverse group of activities not related directly to manufacturing of goods, mining or agriculture (Gupta, 2014:37).

"A service is any act or performance that one party can offer to another that is essentially intangible and does not result in ownership of anything. Its production may or may not be tied to a physical product." (Kotler, 2003: Balın and Gıard, 2006).

According to another description, service is sum of systems activities and benefits caused by living of consumer and mostly helping to solve the nonphysical problems of consumer or making solution easier (İslamoğlu vd. 2006: 18).

Service; the lack of physical presence (abstractness), impartibility, variability and weakness (Mucuk, 2004: 287)

The other definitions describing the concept of service have been given in the following table.

Table 1: Authors definitions

	What?	For Whom?	By Whom?	Why?	How?	Characteristics underlined
Peter T. Hill	A change in the condition of a person or of a good	For a person or for a good	By an economic unit	On a prior agreement		Intangibility
Jean Gadrey	Some useful effects	For an agent or for his goods	By an organization		By technical and human capacity	
Philippe Zarifian	A transformation of an existence mode	For the human person			By transforming dispositions of the person	
Pierre Eiglier & Eric Langeard	An output of the servuction system				As a result of an interaction	Coproduction
Philip Kotler	An act or a performance					Intangibility
Chistiane Dumoulin & Jean-Paul Flipo	An act of duration and localization defined	For a single customer or for a group of custom ers	By humans and/ or by materials		Some processes, procedures or codified behaviors	
Christian Gronröos	An activity or series of activities	For the human persons	By service employees and/or by systems of the service provider		By providing solutions to the customer problems	Intangibility and coproduction
Vincent Giard	Providing products or information, a resource state modification	For a person or for his goods	By personnel or by machines	following to the customer demand	By providing products or information, modify ing resource state	

Source: Savaş Balın, Vincent Giard, A process oriented approach to the service concepts, 2006, **www.lamsade.dauphine.fr/~giard/IEEE_SSSM06_Giard_Balin.pdf**

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The key features of services are intangibility, inseparability, heterogeneity, perish ability and ownership. Education is an intangible dominant service. It cannot be touched or seen. One can only feel it. Evaluation of this service can be obtained by judging service content (curricula, course material, student workload, constituent faculty) and the service delivery system. At the end of the service experience the consumer gets something tangible to show for his efforts i.e. certificate or grade card denoting his level of proficiency at the given course/program. Precise standardization of education is difficult. It cannot be patented. Services are perishable and cannot be stored. In education service production and consumption are simultaneous activities. In most of the conventional teaching institutions where face to face teaching necessitates simultaneous production and consumption (Gupta, 2014:38).

Services are generally divided into 4 groups (Karahan, 2000:26; Özbay 2014:4):

- Delivery services: The transport and storing services, wholesale and retail trade are in this group.
- Producer services: Banking, finance, insurance, engineering, architecture, accounting, law etc. Services are in this group
- Social services: Health, hospital, education, association, charity foundation, postal service, religious service are in this group.
- Personnel services: Accommodation services, catering, destination, dry cleaning, hairdressing, repair, entertainment services are in this group.

Educational services are a type of service that can be considered in the same category as social services. Priority service areas of human are health, food and drink and sheltering. These fields are primary mandatory service area for people. When training is considered from this point, it's a type of service that can be taken to the secondary compulsory services category (Karahan, 2000:26: Özbay, 2014:4)

2.2. CHARACTERISTICS OF SERVICE

Services are different from physical goods that have been highlighted by many scholars. A good understanding of the points where services are different will provide convenience in determining their own production, management and marketing strategies of service businesses. Service marketing activities also supply different properties due to service contents and some distinctive qualities from their goods

Bitner, Fisk and Brown (1993) suggest that the major output from the services marketing literature up to 1980 was the delineation of four services characteristics: intangibility, inseparability, heterogeneity and perishability. These characteristics underlined the case for services marketing and therefore establish a distinct difference between product marketing and services.
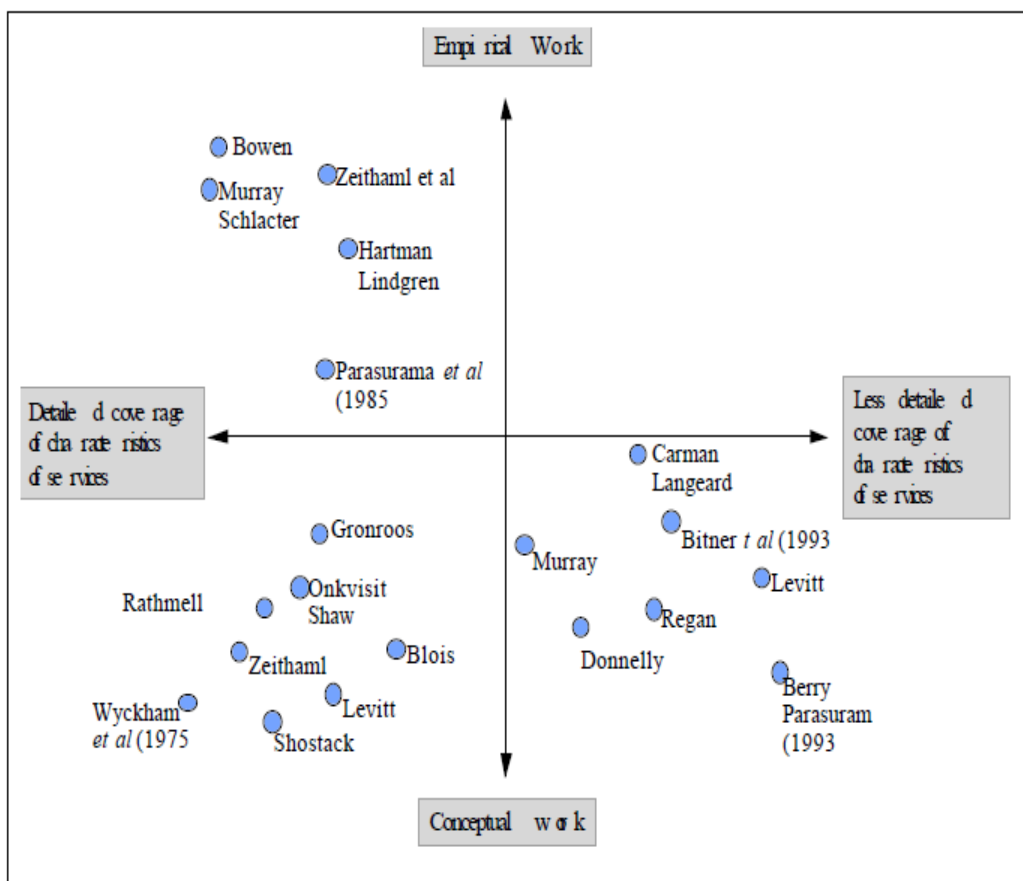
Figure 1: Positioning of Literature on Service Characteristics

Following a review of the extant literature, we have synthesized our judgments of the approaches taken in these studies in order to construct the positioning diagram illustrated in Figure 1.1. The review identified two dominant dimensions of the body of work: whether the study was empirical or conceptual, and whether the characteristics of services constituted the main element or a secondary element of the study. The most extreme studies on each dimension were used as the end-points and provided a reference for the other studies. Studies in the left hand quadrants provided a thorough review of two or more characteristics, whereas studies positioned in the right hand quadrant provided a more superficial coverage of product/service characteristics and then concentrated on another aspect of services marketing. Figure 1.1. demonstrates that the approach taken to research in this area so far has been mainly conceptual rather than empirical. We have identified only one study which investigated empirically how consumers distinguish between products and services.

Hartman and Lindgren's study built on the work of Bowen (1990) and of Murray and Schlacter (1990). Bowen sought to develop a typology of services based on essential characteristics but did not include products in his investigation, while Murray and Schlacter test whether consumers differentiate between products and services, but not how this differentiation is made (Wolak, et.al., 1998:25-27).

Four basic characteristic of the service is as follows (Wolak, et. al., 1998:25-27):

2.2.1. Intangibility in Services

The literature highlights intangibility- as one of the key characteristics of services. Regan (1963) introduced the idea of services being "activities, benefits or

satisfactions which are offered for sale, or are provided in connection with the sale of goods".

The degree of intangibility has been proposed as a means of distinguishing between products and service. Darby and Karni (1973) and Zeithaml (1981) highlight the fact that the degree of tangibility has implications for the ease with which consumers can evaluate services and products. Other studies suggest that intangibility cannot be used to distinguish clearly between all products and services. Bowen (1990) and Wyckham, Fitzroy and Mandry (1975) suggest that the intangible-tangible concept is difficult for people to grasp. Bowen (1990) provides empirical evidence to support this view.

Onkvisit and Shaw (1991) feel that the importance of intangibility is over-emphasized. They believe that the service provider's offer is their "productive capacity" and not the (in) tangible nature of the offer. E.g.; Communication, health and education services are intangible services.

It's the fact that abstractness characteristics of services lead a set of results in terms of marketing. These results (Öztürk, 2003: 9):

- Services cannot be stocked, so it is difficult to manage fluctuations in demand
- Patent of services is difficult, so it can be easily imitated into new concepts.
- Services cannot be easily exhibited
- It is difficult to evaluate the quality of services in terms of the customer because they aren't tangible.
- Decisions about what will be covered are difficult in service ads as is pricing.
- It is difficult to determine actual cost of a unit of service and the price/quality relationship is complex.

2.2.2. Inseparability of Services

Many products have been produced before then being consumed after a period of storage. Contrary to this, the service has been produced and consumed

simultaneously. When serving the customer, it may even play a role in production. Thus, customer has been directed to the service with its experiences.

Inseparability is taken to reflect the simultaneous delivery and consumption of services and it is believed to enable consumers to affect or shape the performance and quality of the service (Grönroos, 1978; Zeithaml, 1981, Wolak, et.al., 1998:25-27).

E.g., A service cannot be provided in many markets at a certain time, so it is impossible to provide many services at the same time.

2.2.3. Heterogeneity of Services

Being of heterogeneous of services means they don't resemble each other. Therefore, it can be difficult to standardize the services even if not impossible. In other words, the quality of the services and contents can change and vary from one person creating the service to another and from day to day. Which makes it difficult to control the quality of service, and to solve the continuity and performance of service previously?

Heterogeneity reflects the potential for high variability in service delivery (Zeithaml *et al* 1985). This is a particular problem for services with their high labor content, as the service performance is delivered by different people and the performance of people can vary from day to day. Onkvisit and Shaw (1991) consider heterogeneity to offer the opportunity to provide a degree of flexibility and customization of the service. Wyckham et al (1975) suggest that heterogeneity can be introduced as a benefit and point of differentiation (Wolak, et al, 1998:25-27).

E.g.; The mood of a waiter/waitress changes from day to day or the teacher providing educational service cannot display the same performance every day.

2.2.4. Perishability of Services

The fourth characteristic of services highlighted in the literature is perishability. In general, services cannot be stored and carried forward to a future time period (Zeithaml et al, 1985). Onkvisit and Shaw (1991) suggest that services are "time dependent" and "time important" which make them very perishable. Hartman and Lindgren claim that the "issue of perishability is primarily the concern of the service producer" and that the consumer only becomes aware of the issue when there is insufficient supply and they have to wait for the service (Wolak, et al, 1998:25-27).

Instability feature of services can be evaluated as one of the consequences of abstraction feature as well. The feature that distinguishes the services from goods describes how the services cannot be stored like goods. Services should be consumed as soon as they are produced. Deferred service doesn't benefit the consumer because requirement is not instantaneous, although it is possible to hold off service.

2.3. PHYSICAL DIFFERENCES BETWEEN GOODS AND SERVICES

Comparison of services with physical goods will be useful in better understanding the unique features of the services. There is a comparison table below that belongs to services and physical goods.

Table 2: Differences between Physical Goods and Services

Physical goods	Services
Touchable	Intangible
Homogeneous	Not homogeneous
Production and distribution are separated from production	Production and consumption are simultaneous processes
Something (object)	activity or a process
Core values are produced in factories	Core values are produced in interactions of buyers and sellers
Customers are usually not involved in the	Customers are involved to production process

production process	
Storable	Not storable
Ownership can be transferred	Ownership cannot be transferred

Source: Gronroos, Christian; Service Management and Marketing, Lexington Books, Second Edition, Massachusetts 1990, p.28

2.4. CLASSIFICATION OF SERVICE

In literature, relevant different classifications were made. Some of these classifications are as follows.

Services can be classified as follows (Dikmans and Luttikhuizen, www.oracle.com/technetwork/.../soa-made-simple-chap-4-1918442.pd):

- Elementary services: The smallest possible components that qualify as services.
- Composite services: Services that result from combining two or more other services into one service that provides more value. Composite services are executed in a single transaction and their execution time is relatively short.
- Process services: Longer running services that can take a couple of hours, days, or even more to complete and span multiple transactions. The entire process (order, pay, ship, deliver) involves multiple transactions and takes a couple of hours at least.

According to a different definition of services that can be classified as follows:

- Business services.
- Communication services.
- Construction and related engineering services.
- Distribution services.
- Educational services.

- Environmental services.

- Financial services.

- Health-related and social services.

- Tourism and travel-related services.

- Recreational, cultural, and sporting services.

- Transport services.

- Other services not included elsewhere.

Classification of the services can also be tackled on sectoral basis. In this sense, it is possible to run into different classification in the different sectors.

Another classification can be made as follows (Duygun, 2007:10-11):

Distribution Services:

- Transportation and storage services.

- Communication clearance services.

- Wholesale trade services.

- Retail trade services (excluding eating and drinking places).

Manufacturer Services (services to produce goods that area):

- Banking, financial services

- Insurance services

- Real estate purchase and sale services

- Engineering and architectural services

- Accounting

- Various business services

- Legal services

Community / Public Services (personal services rendered to the public):

- Health care

- Hospitals

- Education

- Religious services

- Associations and foundations

- Postal services

- Government services

- Various vocational and social services

  Personal Services (person-specific services):

- Domestic services

- Accommodation services

- Eating and drinking services

- Repair Services

- Washing and dry cleaning

- Barber / hairdresser and beauty salons

- Entertainment and holiday services

- Various personal services

- Travel advice and guidance

As stated above, the services can be classified according to different sectors and overall. The services differ for each industry due to the heterogeneous nature. It should be paid attention to this feature in terms of marketing.

2.5. SERVICES MARKETING

Woody (1989, p. 30) states, "Marketing is more than advertising. It is the system that pervades the entire enterprise, including its organizational and operational aspects. Marketing promotes the establishment, maintenance, development, and protection of the mental health practice." Marketing is the discipline of understanding the needs and wants of a specific group of clients, designing a product or service to meet those needs and wants, presenting the product or service in a manner that it has the highest likelihood of being purchased and consumed by the intended audience, and maximizing the likelihood that the intended

audience will want to purchase the product or service from the organization in the future. Mahon (1978, p. 117) states (Brooke, 2006:4):

Marketing is an aura that pervades an organization and everyone in it. It is a will to expand and grow and to be of service. ... It originates in the business plan as to what shall be produced, where and how it will be sold, and within limits, at what price. More than any other function, it seeks to expand volume and profits by ascertaining the needs and demands of customers and clients, and satisfying them.

Service marketing is considered as a sub-discipline of marketing science which is getting richer. Therefore, the service marketing can be considered as a sub-discipline of marketing including after-sales services of products and activities associated with them also all publicity and promotion efforts including related services.

On the other hand, it's not difficult to understand the reason for these developments in view of the rapid growth and progress experienced in the service sector in whole world economy. In particular, after 1980, Service marketing literature has enriched and developed (Alkoç, 2004:13; Özbay, 2014:39).

But, in spite of these developments, businesses that operate in the service sector have been also continuing in the service marketing field, and the traditional marketing approach in the field pursued. One of the reasons for failure included for an innovative idea has been the lack of competition. Therefore, a different kind of service from product should be considered and a marketing mix should be established in this regard.

Developments in the service marketing and its managements have been started coming into existence with the demands coming from the businesses are in service in the trade weighted sector. Afterwards, the firms producing goods have ended up themselves in a competition environment and they have begun looked for new strategies so they have accelerated to scientific studies related to service marketing. Technological developments, globalizations and the share of the service sector in economy are relatively higher-up in the developed countries than the developing countries. This ratio was over 50 % in South Africa, Egypt, Mexico,

Japan, Brazil, Spain, Canada, England, France, Australia, and US in 1988 (Zeithaml and Bitner, 2000 : 5 – 7).

In the past, the legal boundaries interested in service sector limited the marketing activities of the service businesses. Also in some occupational groups such as doctorate and law, although there are not any legal boundaries, their own professional organizations and society did not hold with the marketing and development in this field got behind in. The legal barriers in this kind of specialities put to marketing activities were abjudged in the US in 1976. Despite the reaction had gone on morally, marketing activities have been started in many field such as education, religious, medicine, museum studio (Zeithaml and Bitner, 2000: 5).

Under the thumb of globalization, abolition of restrictions in airfreight, communication, health care, and such as similar service sectors have brought on service marketing activities. In 1980s, due to the demand level in finance, journey, and entertainment services was further than supply level, the businesses did not concentrate on the marketing activities. The economic recession in the early 1990s raised the expectation of the clients from the services. The service businesses started working on quality and reliability in the marketing campaigns. The businesses started reflecting these propensities, as in ITT Hartford Life Insurance Companies' '' at the moment you most need us, we are the best'' motto, as in Citibank's '' not just the banking business, banking of Citi'' motto. The hotel chains such as Holiday Inn, Hyatt, and Mariot started giving an advertisement and boosting the marketing activities. The businesses in manufacturing and technology sectors such as the auto makers, computer companies and software vendors have understood the importance of the service quality and headed towards the service marketing. E.g. General Electric firm will obtain 75 % of their income from the services. Such as GE, IBM and IT companies have also become more and more service-oriented (Zeithaml and Bitner, 2000: 5 – 7).

There are three main goals of service marketing. These one (Taşkın and Büyük, 2002:7: Özbay, 2014:39):

- Economic goals (to increase and improve the service revenues, profitability, sales)
- Business objectives (to increase its market share, profit maximization etc)
- Social objectives (employment, public interest, environmental and nature protection, development, rising of living standards etc,)

2.6. SERVICE MARKETING MIX ELEMENTS

The Service Marketing Mix involves Product, Price, Place, Promotion, People, Process and Physical Evidence (Tek, 1990: 43-45). Firms marketing a service need to get each of these elements correct.

Figure 2: Service Marketing Mix Elements

Source: Yoo Boonghee, Naveen Donthu, and Sungho Lee. "An examination of selected marketing mix elements and brand equity" Journal of the academy of marketing science 28.2 (2000): 195-211. /

The product marketing mix consists of the 4 P's which are Product, Pricing, Promotions and Placement. These are discussed in my article on product marketing mix – the 4 P's.

The extended service marketing mix places 3 further P's which include People, Process and Physical evidence. All of these factors are necessary for optimum service delivery. Let us discuss the same in further detail.

During producing of the services, the consumers are generally together with the producers and a part of the production process. There are some others workers supporting the producers. Due to the service is tangible, psychological and environmental condition should be prepared to affect perception of the service and service quality by the clients. These different and intercorrelated activities should be accorded with each other. For this reason, in the service marketing, participants, physical environment, process components are also included alongside of product, pricing, promotion, distribution components which get involved in traditional marketing (Zeithmal ve Bitner, 2000: 18 – 19).

These items are described individually below.

2.6.1. Product

Service component takes the place of product component taking part in traditional marketing mix when service comes into question.

The product in service marketing mix is intangible by nature. Like physical products such as soap or a detergent, service products cannot be measured. Tourism industry or the education industry can be an excellent example. At the same time service products are heterogeneous, perishable and cannot be owned. The service product thus has to be designed with care. Generally service blue printing is done to define the service product. For example – a restaurant blue print will be prepared before establishing a restaurant business. This service blue print defines exactly how the product (in this case the restaurant) is going to be (Boonghee, et al, 2000:195-211).

In this case, institutions producing service should fully investigate as to what people want and expect from the service you are offering and if any, what kind of problems they are likely to face.

2.6.2. Price

As is known, it's easier to put a price on a product. In spite of that, it is difficult to demonstrate the services concretely, therefore pricing is also a difficult process. In this sense, pricing is very important in the marketing because of the general characteristics of services and can be regarded as an activity that requires skill and creativity. Being vulnerable of services, showing fluctuations of demand and variance characteristic of variable cost hasn't been making it possible the being calculated of prices by considering predetermined dimensions. The price of many services can be changed as soon as service is marketed such as training fees and the cost of legal services (Boonghee, et al, 2000:195-211)..

Pricing in case of services is much more difficult than in the case of products. If you were a restaurant owner, you would charge people only for the food you are serving. But then who will pay for the nice ambience you have built up for your customers? Who will pay for the band you have hired for music? Thus these elements have to be taken into consideration while costing. Generally service pricing involves taking into consideration labor, material cost and overhead costs. By adding a profit mark up you get your final service pricing. You can also read about pricing strategies (Service Marketing Mix – 7 P's of marketing, http://www.marketing91.com/service-marketing-mix/; Boonghee, et al, 2000:195-211).

Pricing of the educational services are also very important in terms of the marketing of educational services. The fact is that; a charge is paid in return for educational services had from the private educational institutions. Therefore, the people who can pay the determined fee make benefit of these educational services. However; the number of people making benefit of the educational services in return for a certain fee is possible to enhance. For this reason, in the pricing strategy that can be followed in terms of the educational services marketing, it will be appropriate to consider the numbers and distributions of the institutions and organizations that can contribute the scholarships and other supports as well as the level of average earnings of the students and their families. In this way, the prices that are high for many students can be marked down (Torlak, 2001:400).

Regarding pricing methods; the techniques used in the pricing of the educational services are not different from the techniques used in marketing of the goods. The main pricing methods used in the operation; cost based pricing, chain mark up pricing, competitive oriented pricing (Mucuk, 2001:151).

In cost based pricing, the prices are determined considering the labour force, the educational materials, the time that spends for the education, and costs. In chain mark up pricing, the prices are determined according to demand for the educational service. This method is based upon forecast the value in the market of the services providing to the students (Duygun, 2007: 24).

Competitive oriented pricing is the most preferred method. When private educational institutions determine their fee, determine a general average of the fee fulfilled considering fees of the rival companies (Yamamoto, 1997, i).

2.6.3. Promotion

It is possible to mention some difficulties in promotional activities due to abstractness of services. On the other hand service doesn't have a physical property and this has been creating a very difficult situation. In market entry, it would be more helpful not being considered of the benefits of the service in promotion activities because services are abstract entities (Boonghee, et al, 2000:195-211).

Promotion fulfills the same role as it does in any other marketing context. A service may be more easily replicated than a physical product. To prevent a service becoming interchangeable with its competitors, it becomes vital to create a desirable brand image and name in the market. Differentiation becomes a key goal in order to attract both new and repeat customers (7Ps of Marketing | Additional Elements of Marketing mix, http://www.entrepreneurial-insights.com/7ps-additional-aspects-marketing-mix/).

Promotional activities are carried out to inform and persuade the students and parents when they make a selection of an educational institution. When the students and the parents decided to go to a school, the selection has been carried out. The

purchase decision is made via a completed registration form. The number of the students enrolling in a sense shows the sales volume of the services given. The academic achievements monitored in the educational institution are quality indicators of the educational institution, and it is a scale in preference (Yamamoto, 1997:102).

When developing promotional strategies to charm clients in the target market to the educational institution, the factors to be considered are those (Yamamoto, 1997: 91):

- Which messages do the students and parents who are the target group need to hear?
- Which messages charm the students and parents to the school?
- Who do they need to hear these messages from? Who are the reliable sources for the students and parents?
- Which reliable source should deliver the message to move the target group?

2.6.4. Place

Using a distribution channel is the most common way in the nature of service delivery. Being developed of relations are concerned in between the people serving and clients, in the marketing of services in an environment that physical distribution process such as transportation, storage are not valid.

As mentioned, the service is produced and consumed in the same place. It cannot be owned and taken away from the location. This is why the place at which this transaction occurs is of vital importance. The location of the service provision is carefully analyzed to allow ease of access and the desire to make the effort to reach it. Fast food restaurants and sales and service centers may be located in busy main streets to allow walk in customers, while a fine dining restaurant may be located in a quiet street to maintain exclusivity and privacy (7Ps of Marketing | Additional Elements of Marketing mix , http://www.entrepreneurial-insights.com/7ps-additional-aspects-marketing-mix/: Boonghee, et al, 2000:195-211). Distribution relating to product and services can be shown as in figure 3

```
  ┌─────────────────┐                              ┌─────────────────┐
  │  Manufacturer   │              ┌──────────────→ │    Service      │
  └─────────────────┘              │             │  │  Manufacturer   │
           │                       │             └──└─────────────────┘
           ↓                       │                       ↑
  ┌─────────────────┐              │             ┌─────────────────┐
  │   Wholesaler    │              │             │   Wholesaler    │
  └─────────────────┘              │             └─────────────────┘
           │                       │                       ↑
           ↓                       │             ┌─────────────────┐
  ┌─────────────────┐              │             │    Retailer     │
  │    Retailer     │              │             └─────────────────┘
  └─────────────────┘              │                       ↑
           │                       │
           ↓                       │
  ┌──────────────────────────────────────────────────────────────┐
  │                          Customers                            │
  └──────────────────────────────────────────────────────────────┘
```
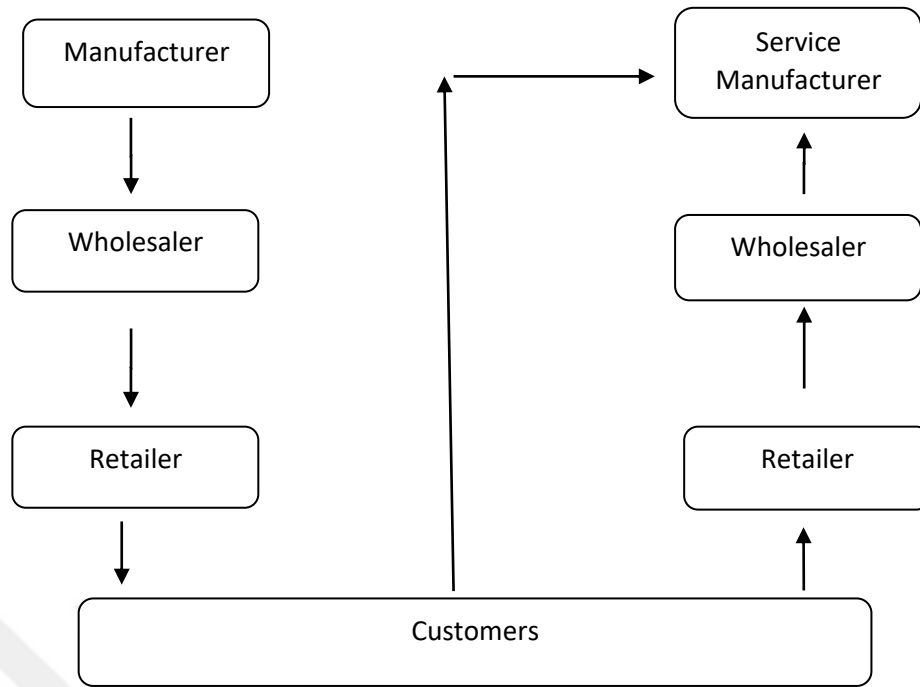
Figure 3: Distribution Channels of Goods and Services

Source: Ceylan Akdoğan, Sense of quality in service marketing: servqual ve servperf an application for comparison of the quality guidelines, Cumhuriyet Üniversitesi Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, 2011, s.2

Distributions patterns of services and productions differ from each other as in figure Distribution of the goods were delivered physically to the agents from the producing company and from the agents to the consumers, but this way can be followed just in a small part of the services. Generally in the services, the consumers and producers are face to face without needing to the agents. E.g. teacher-student, doctor-patient

2.6.5. People

This is a vitally important element of the service marketing mix. When a service is being delivered, the person delivering it is not unique from the service itself. When dining at a restaurant, if a rude waiter is encountered, the entire experience will be labeled as bad service. This is why many businesses invest in

defining the right kind of person to fill their service role and then making efforts to find or train people to fit this definition (Boonghee, et al, 2000:195-211).

People are an essential ingredient in service provision; recruiting and training the right staff is required to create a competitive advantage. Customers make judgments about service provision and delivery based on the people representing your organization. This is because people are one of the few elements of the service that customers can see and interact with. The praise received by the volunteers (games makers) for the London 2012 Olympics and Paralympics demonstrates the powerful effect people can create during service delivery (Service Marketing Mix (Extended Marketing Mix)

(http://www.learnmarketing.net/servicemarketingmix.htm).

As stated above, Staff providing the service and associating with the customer is a very important factor. Therefore, offering the service is itself as consulting, training in services based on Professional relationship.

2.6.6. Process

Progress management in services is considered as activities related to keeping up to date of services in the desired quality, place and time in accordance with demands of consumers. Within process management, how a system is processed, policy and procedures, the degree of mechanization used in obtaining service, customer participation rate in service sector, the number of qualified staff, flow of information and services and current capacity rate such issues can take part (Boonghee, et al, 2000:195-211).

Process managements involve the regulations related to keeping services available in the quality, place, time the clients wish. Such as a system operation, policies and procedures, degree of mechanization used in obtaining the services, client participation level in the production of service, number of the qualified

personnel, flow of the information and service, and available capacity rate are in the scope of process management (Atan, Baş vd, 2005:5).

This element of the marketing mix looks at the systems used to deliver the service. Imagine you walk into Burger King and order a Whopper Meal and you get it delivered within 2 minutes. What was the process that allowed you to obtain an efficient service delivery? Banks that send out Credit Cards automatically when their customer's old one has expired again require an efficient process to identify expiry dates and renewal. An efficient service that replaces old credit cards will foster consumer loyalty and confidence in the company. All services need to be underlined by clearly defined and efficient processes. This will avoid confusion and promote a consistent service. In other words processes mean that everybody knows what to do and how to do it (Service Marketing Mix (Extended Marketing Mix) http://www.learnmarketing.net/servicemarketingmix.htm).

Non-storability of the services and demand fluctuations encountered fluently in the services can cause not to satisfy demand of the clients in due time. The businesses try to satisfy the demands despite the fluctuations in demand, referring the various alternatives as part of process managements. In periods that the demand increases or decreases, the businesses can use the various alternatives listed below (Erden, 2010:47):

High Demand Periods:

- Addition full-time staff recruitment
- Addition part-time staff recruitment
- Change in working hours of the staff when the demand increase
- Providing the staff to work overtime
- Giving priority to the steady customers
- Proposition the incentives such as low price to enable the consumers to use the service in the off-season
- Leading the business to the other fields of activity
- Training the staff so as to take on the other tasks

- Putting into services the other branches of the business

Low Demand Periods:

- Dismissal some staff
- Making changes in the working hours of the staff in the offseason
- Reduction in the price
- Boosting the promotion activities
- Bringing the various services into use of the consumers for them to benefit from sources of the business in the offseason
- Searching the business opportunities such as subcontracting in the off-peak
- Speeding up matters by coming into contact with the consumers

As mentioned previously, services are different than products and thus process management is more detailed and an activity which requires attention.

2.6.7. Physical Environment

The decision of the consumer to purchase physical media can be regarded as an important factor that affects the service. For example, an educational institution, and classroom arrangement, to be fully equipped with necessary tools and equipment it is important in terms of attracting consumers. On the other hand, in the physical environment well prepared of the businesses, customers and business personal come together. Such businesses where the personnel and the customers come together are called interpersonal services. Health services, educational services, and hotels are in this group. In this respect, physical environment will be effective for them to make purchasing decision.

The last element in the service marketing mix is a very important element. As said before, services are intangible in nature. However, to create a better customer experience tangible elements are also delivered with the service. Take an example of a restaurant which has only chairs and tables and good food, or a restaurant which

has ambient lighting, nice music along with good seating arrangement and this also serves good food. Which one would you prefer? It would be the second one with the nice ambience. That's physical evidence. Several times, physical evidence is used as a differentiator in service marketing. Imagine a private hospital and a government hospital. A private hospital will have plush offices and well dressed staff. Same cannot be said for a government hospital. Thus physical evidence acts as a differentiator (Boonghee, et al, 2000:195-211).

Physical evidence is also about where the service is being delivered from. It is particularly relevant to retailers operating out of shops. This element of the marketing mix will distinguish a company from its competitors. Physical evidence can be used to charge a premium price for a service and establish a positive experience. For example all hotels provide a bed to sleep on but one of the things affecting the price charged is the condition of the room (physical evidence). Customers will make judgments about the organization based on the physical evidence. For example if you walk into a restaurant you expect a clean and friendly environment, if the restaurant is smelly or dirty, customers are likely to walk out. This is before they have even received the service.(Service Marketing Mix (Extended Marketing Mix) http://www.learnmarketing.net/servicemarketingmix.htm).

CHAPTER III

SERVICE MARKETING IN EDUCATION SECTOR

3.1. EDUCATION SERVICES

Educational service is defined as a semi-public service, presented by the public and private institutions for supplying the learning needs and providing benefits to the entire community and not just to the person who is using it.

In fact, there are various types of educational services being offered to the community. From the perspective of a country system, educational services which are, formal and non-formal education or pre-school education, vocational education, primary education, secondary education and higher education in the format are restricted.

The overall aim is to increase individual and public benefit of the education service. But according to the type of education service, it is seen that the purpose of the sub has changed. For example, sub the purpose of individuals to make a profession of vocational education, and social to production and employment can make a contribution. Functions of education which are social, cultural and economic, including is three-fold

Education of the individual so they can find their rightful place in society so that society itself is always supreme to this place or profession in achieving an erection, and can use that knowledge; behavior and skills should be equipped with (Özgen, 2011:5).

Education means ''instruction and learning. According to some approaches, education, and desirable change in the behavior of individuals through the process of deliberately bringing about their own experiences and enthusiastic willing to change behavior or behavior of the individual in the willingness to create this sense of nature is the process of domestication (Yıldıran, 2010: 5).

Education, through its own experience brings about changes in the behavior of individuals willingly and deliberately. Education has a positive impact on people's behavior that helps provide certain predetermined objectives planned by the lists of effects.

Education is the development of the person's mind, body, emotional and social skills, and behaviours in the desired direction, or it is all of the studies for getting the person to gain new skills, behaviours, and knowledge for some purposes. (Güney, 2010: 9).

Education in the structure of the individual (mental, emotional, physical, social, cultural, etc.) permanent changes is occurring through his life willing. Education refers to the activities of human cultivation. What is meant by this concept to the analysis of the system to determine whether the obligation is subject to. There are hundreds of differences between the common and literal elements of the definitions of education. This common definition is the "human element". Some of these definitions are as follows (Karakuş, 2010: 8):

- Education is that the generation trained in society gives their ideas and feelings to the new generation who starts growing,
- Education is improvement and change in the person's cognizance, understanding, mentality, attitude and behaviours, capability and skill,
- Knowing the influence you have given,
- Their own or through a formal program in business administration, or experience by way of a person's knowledge, abilities and skills, changes in the activity of making,
- Finishing something, step by step, slowly, the selection and maturation of the signs that has reached maturity.

Education also includes the concept of teaching process. The basic elements of the educational process can be listed as the following (Kocaoğlu, 2010:30):

- Conceptual information
- Aims
- Student
- Teacher
- Teaching-learning environments
- Measurement and evaluation
- Methods and techniques
- Considering of educational environment

The education service has its own characteristics. It is possible to list these properties as the following (Özgen, 2011:5):

- There isn't a solid relationship between the self-sacrifice and the benefit derived from the educational service. In other words, the advantage of the educational service doesn't only depend on the expenditures made.
- The need for education is continuous, the length of time in comparison with other goods or services is met. In this sense, education must be a continuous service and needs to be a requested or offered service. Many services are provided by the private sector such as educational services, there can be a requested service when needed. Whoever works in the education service, and the supply and demand of those services has to be constant.
- Educational services benefit the individual and society increases incrementally. In elementary school we were taught and given information, the information we've learnt in secondary education and in higher education is also used. In this way, the process of accumulation of knowledge continues to accelerate. Educational services and consumption both in the manufacturing process in the phase is used. Give him a call, or manufactured as a product can be seen. For example, produced is using information technology.

Educational services, at the same time demanded a product. In order for individuals to have a better quality of life educational services are required. Educational services in our country and the world are experiencing a very fast development in recent years. The process of privatization of the educational services being carried out by governments is progressing rapidly. In developed countries, this process started much earlier. In our country, especially since the 1980s this process has been increasing. The best investment is an investment in the education of people in the world. For this reason, more efficient and higher quality education services to be provided as governments, the private sector and the state monopoly of education to the public, these services must thus aim at enhancing the quality of the preparation and competition in education (Kocaoğlu, 2010:30).

Institutions affecting the effectiveness and efficiency of education services in a team and revealing indicators. These indicators also reveal that the purposes and goals of education are reached. These can be expressed as the following (Scheeren 1990: 61 - 80; Stripling 1996):

1. Instructional Design of the Programs, Organization and Implementation:

- Teaching and learning methods;
- Teachers expectations for student performance, and teaching time spent;
- The social development of the instructional program effects.
- Teaching and learning: evaluation
- The contribution of active learning to students;
- Students assessment methods;
- The number of teachers, qualifications and experiences.

2. Student Development and Success:

- New students and the total number of students;
- Student success in Courses;
- After graduation, as a result of observations identified in the development of level.

3. Support and Guidance Services:

- Students orientation and consultancy;
- Total quality applications in education and Information Services
- Teacher - student relationships;
- Scholarship, nutrition, health, social, and cultural services regulation

4. Learning Resources:

- Library facilities, services and activities;
- Computer facilities;
- Physical qualifications to schools and classrooms;
- Usage of Labs;
- The contribution of instructional materials and instructional tools.

5. School Management:

- Expenditures per pupil and total school;
- Daily class education and how much it is being done ;
- Assessment of the level of academic achievements;
- Qualification and development contributions.

6. Quality Assurance and Upgrade:

- Overall quality evaluation methods;
- Students in the program, courses, assessments, and teachers; Teacher development programmers;
- Consideration of the assessment within the school and outside;
- In a society where the educated generation, yet the generation that began to catch up to their ideas and feelings

As long as educational institutions contain all of the conditions stated above, only then we will be able to talk about effectiveness and efficiency in education services.

3.2. FOREIGN LANGUAGE EDUCATION SERVICES

Foreign language is considered as an important concept in almost all sectors. Foreign language education contributes to a person in many ways improving the person's communication skills, in attaining the goal desired and as a component of the intellectual progress. One of the required basic qualifications in manpower is also the knowledge of foreign language. Foreign language education is given at various levels in education system and has become compulsory for higher education too.

A Foreign language can be described as a language not spoken in the environment of the person. It can be said that language is foreign to a person in every way and is learnt in the direction of certain goals, and doesn't rise above a certain basic as in native language (Agan, 2004: 7).

According to the different opinions, foreign language is outside of the native language. In other words, all other languages other than the native language is the foreign language (Tosun, 2006: 12). The first language we learn as a child is called mother tongue or first language. The languages learned after the first language are called foreign languages.

According to the common definitions, native language is acquired with the subconscious process. But foreign languages are learned by conscious actions. However, techniques have also been tried and new searchers are now proceeding towards an acquired foreign language just like the mother tongue. The second language is called to the language obtained after native language or along with it for the person (for example, a Turkish child in Germany) living in two or multi-lingual social-cultural environment. The second language obtaining is an obligation about adapting to society. But foreign language learning is perceived as a cultural, vocational necessity. (Fındıklı, 2010: 4).

People need to learn the common language spoken in the international environments around them to be able to contact and manage all kind of relationship in many fields of life. Superiority in the field of technology, science and military service play a significant role in determining of these languages.

If a nation demands to learn a language, it means they consider this language as a superior science and culture language. For this reason, Ottomans had learned Arabic. But today, when it comes to foreign language education in Turkey, western countries first come to mind England, Germany, France with England being the most popular choice (Özdemir, 2006:29).

Knowing a foreign language has come into prominence in the world nowadays. It's believed that foreign language given in primary and secondary schools isn't adequate there is not enough reading, understanding, writing and speaking. Foreign languages have been given in three ways in our universities. In some universities, you are given one-year English preparatory education because English is used as education language. And in later years, the students have to take their major area courses. And at some universities, English is maintained in the program and within the scope of compulsory courses. The schools in the third group, one-year foreign language preparatory class is given, in later years, it's sustained to vocational language training (Genç, 2004: 30).

The purpose of foreign language teaching can be expressed in the following way (Seven, 2003: 232):

The level of learning a foreign language can be different according to the goal of the person who is learning that language. The way a scientist learns English to be able to read an academic article will be different from the way a person learns English to be able to speak with a tourist. Therefore, different learning goals for people who learn a foreign language in various environments are in question. Also, in learning languages, the age factor plays a significant role too. It is impossible to try and teach the foreign language to every person equally. Therefore, ultimately the goal in teaching is best to teach normally for the benefit of everyone.

3.2.1 The First Languages Taught in Turkey

It is known that foreign language especially western languages come into focus in Turkey in the early 19th century. On these dates, Ottoman intelligentsia had

begun to feel the superiority of the west and approved of learning the western languages. The reason of making for Western languages was that Arabic having been dominating until then couldn't maintain its power in intellectual context (Özdemir, 2003: 21).

The foreign language first started to be taught was French in Mühendishane-i Bahrî-i Hümayun and Mühendishane-i Berrî-i Hümayun schools. French was the first language taught in Turkey. This situation can be connected to the close friendship with France. After French, English started to be taught as a second foreign language with the setting up of the Robert College. After declaration of the Reform and the prescripts of Gülhane, there began a period of opening widely to the western world, setting up private school entrepreneurship for the foreigners increased; and notably the French, the Americans and the English; the Germans and the Italians set up schools giving education in their own languages. These schools kept teaching under the inspection of the state (Özdemir, 2006: 28-35).

Turkish educational system adopts the principle of a foreign language teaching to each student. This principle hasn't given expected result due to the fact that student numbers had increased and on the contrary, the school number was inadequate after 1960. In other words, the quality of education had fallen with classrooms becoming more and more crowded. In response to this, the numbers of private schools and training centers have increased more and more. At the end of these developments, three separate regulations occurred in terms of the foreign language teaching. (Özdemir, 2006: 28):

- In public schools, in secondary education 3-5 hours, in higher education 4-6 hours in foreign language education was made compulsory and the foreign language school was established.
- Private secondary education institution, 8-10 hours a week 'mainly' foreign language, in higher education institutions, first year 20-25 hours 'preparation' education have been got off the ground.
- In Middle East Technical University, Boğaziçi University and some other universities all of the education and in some parts of other schools, one-third of the education was started to give in English.

In our country in the secondary and higher education institutions, an education program for different professions has been conducted. Ministry of National Education has aspired to adjust to the training programs, updating the educational programs it has been implementing in the secondary education institutions. However, program development and changing efforts with increasing to the level of European Union countries haven't reached a sufficient degree yet the knowledge level with the diversity of foreign language in the secondary and higher education institutions giving vocational training.

3.2.2. Current Situation of Foreign Language Education

In our country, in the process of becoming a member of the European Union, many adaptation and preparation studies have been carried out. In this case, the current situation of the member countries of the European Union should be kept a close watch on. In this context, it is thought to be important that similarities and differences of English programs carried out in England's primary and secondary school levels would help Turkey in the process of becoming a member of the European Union and European Union member countries is exposed in terms of both for Turkey and offering an insight into current situation of European Union member countries.

In language teaching, problems have always occurred, and many different ways of trying to find a solution. Because, language is very complex in terms of the structural appearance. It can be easily said that Turkey has gone into a unique effort in the world (Yanar, 2008: 1).

A successful education needs, increasing interest and desire of the student, with well-prepared materials. The materials should contribute to reaching the goal of teaching, suited to the skills and level of the learner.

Teaching becomes more attractive by the end of a lesson supported by education material with rich content, the positive attitude of students' increases the way they react towards the subjects they learn and the learning process. For this

reason, there are aspects worth stressing in the selection of materials or design. (Işık ve Altmışdört, 2010: 223).

The practices of foreign language education are as follow (Hussein, 2008: 106-107).

- **Optional Preparatory Classes:** In this course the student attends a foreign language preparatory class for one year, before starting curriculum lessons. His/her success or failure in the preparatory year doesn't affect the four-year curriculum education.
- **The Model of Compulsory Preparatory Class:** The student must take the exemption exam of foreign language preparation class in the term of the registration program. Those who pass the exam can proceed to the standard education passing the preparatory class, but those who fail are obligated to continue the prep class one more year and to be successful.
- **Intensive Foreign Language Education:** This entails a one year intensive course totally devoted to foreign language". Foreign language education is given over fifteen hours a week in the first year of the education, over ten hours a week in the second year. The compulsory preparatory class is implemented in the English medium schools.

3.3. BENEFITS OF EDUCATIONAL SERVICES

In all societies, the purpose of education is to transmit a cultural heritage to the new generation, to steer the youth towards their social role in forming the behaviors of young people and towards the lifestyle of the adult. As long as societies get more complicated, an accumulation of knowledge that will be handed down from generation to generation increases a lot, and a more selective and efficient way of the cultural transmission must be improved. In schools or institutions which have the characteristic of the school, these needs are supplied by teachers.

Benefits of educational services can be individual, social also direct and indirect (Wolfe, Haveman, 2002: 103). Many of these benefits have been proven by the empirical scientific study. These can be summarized as follows.

- Mental development is faster, and child welfare is better in educated individuals and children of the educated families.
- The health quality of the educated person is also better.
- There is a strong, positive relationship between the schooling rate in society and research, development level, technology diffusion.
- The more education quality in the society increase, the more economic growth rate increase.
- Education reduces poverty.
- Education increases the political participation and voting quality, reducing the being alienated against the social event.
- The crime rate in the society goes down along with the increasing of the education level.
- Education reduces violence and strengthens the socialization.
- Education increases the democratization level of society.

Recent studies involving the benefits of educational services have been increasing more and more, and the scientific literature on this subject has constantly been evolving. The benefits of educational services are now becoming clear.

3.4. EDUCATION SERVICES MARKETING

Various studies have been performed in literature with regards to the marketing of education services which is a specific field of service marketing.

When the customer-focused structure that is important in terms of modern marketing is adopted to the marketing of education services, it shows up in the form of focusing on expectations of students parents and society (Erden,2010:14) Thereby;

schools determines the marketing mix strategies as institution which markets the education service.

Amending of organizational change requirement consistently has prompted to the significant shift in the education market. Organizational change has created some major variations in three factors of the educational institution. These are organizational structure, internal process, interior and exterior cultural features. Modification occurring in the external environment of a school creates noticeable changes in organizational structure and functioning plus in its cultural structure. Changing of market environment of institutions that provide training service has changed its customer preferences. Notably parents of students; the satisfying the expectations of the clients is the primary duty of the institution executives.

Changes occurring in the external world make changing of the organization's cultural value unavoidable. It is not easy to analyze comprehensively the factors hindering cultural development of each school which is identified as a micro-market. In 995, S. Gewirtz and his some friends indicated that a school has strong cultural factors representing to be a viable market in their studies. There are internal and external factors having an impact on the formation of market culture at each school. The external factors having an impact on the formation of market culture of school are as below (Sütlaş, 2010:94):

- Local demographic change (population growth rate)
- Status of the competitor schools
- The current socio-economically profile of the school
- Budget resources
- The political profile of a school's attractiveness (ideological or social integration different from government education)
- Geographical location (Distance to and from other schools and the school's enrollment conditions)

The internal factors affecting the development of a school's culture are also (Sütlaş, 2010:94):

- History and development of a school (School's tradition, social reputation and cultural heritage to school's staff)
- The micro-political process of school (defining internal power relation, determining problems occurring in the process of change)
- The educational vision of school administrators (as educational institutions, integration with the school's organizational culture and adoption of organizational values)
- Intellectual vision of school administrators (perspective of the school's administrator in terms of individual selection, competition and equality)
- Existing hierarchical system (assigning functional responsibility to the deputy principals by the school principal)
- Management skills of school principals (management of changing process according to the market needs), the relationship between school personnel and marketing practices (Marketing experience of the school staff or training them for this),
- Comment of school personnel related to marketing concept
- Financial structure and location of the school,
- Pressure of students' parents related to market-oriented school approach.

It is possible to speak of two main factors in educational organizations as mentioned in all studies in respect of education service marketing. On the other hands, these factors can be also analyzed in four dimensions (Kocaoğlu, 2010: 34-35):

- Teachers: A person who teaches, especially in a school
- Learner: A person who learns a subject or skill
- Subject: Issue of service
- Environment: Place where the services are provided

As it has been mentioned earlier, the requisite factors for quality service delivery in education are as below:

Teachers should have

- Professional competence,
- Interest in innovation in their own field of study
- Occupational experience and personally favorable features.

Administrators need to

- Provide the required materials
- Pave the way to increase the collaboration among teachers, students and parents.
- Keep a close watch on the education process.

The materials used (James and Phillips, 1995:286: Zeybekoğlu, 2007:174)

- Be fitting in this age of technology
- Be of equal benefit to all students
- Be sufficient in number
- Have some features such as connection, motivation, behavioral development, appropriate to student level.

The place where the education takes place should be in good condition in terms of (James and Phillips, 1995:286: Zeybekoğlu, 2007:174)

- Cleaning
- Heat
- Sound insulation
- Comfort
- Physical conditions like composition and layout.

School principals are fully responsible for running marketing in schools.

Although the prevalent view in the 21st-century's marketing concept is still that all organization employees are in charge of marketing, a unit is needed to ensure coordination and implementation of marketing activities in a planned way and the head of this unit are usually school principals. (Palmer, 2001:428: Zeybekoğlu, 2007:174)

3.5. TARGET-ORIENTED MARKETING APPROACHES IN EDUCATIONAL SERVICES

As in other businesses, schools can also fail to satisfy all demands effectively and lucratively. For this reason, to survive and to be effective, they should struggle to address to certain parts but not to the whole society (Bagley, Wood, Glatter, 1997:258-269).

More clearly, there are student groups who have quite different needs, desires, interests and skills from each other in a society. While some schools provide students having specific skills with a better education via both their resources and teaching staff they have, it can't be expected for them to provide a similar education to the similar student group from another school. Therefore, schools need to improve the marketing mix by choosing a student group or some groups to which they think they will give a better education.

The processes that are needed to carry out the target marketing activities are as follows (Kotler, Armstrong, 1997: 50-52):

- **Market Analysis:** The market analysis in an educational institution contains information gathering and analysis to forecast the current and potential status of the market and its environment, development, reaction and impact which can be shown to the service provided. Market ability of educational services reveals along with this analysis. In educational institutions, in the process of developing strategies at market analysis, market analysis should be done taking account of all units, human, physical facilities, current income and the system in market analysis study. The market analysis done can be even more detailed study than the market surveys.

- **Segmentation:** In educational services, market segmentation, market recognition, segmentation and concentration play a part among the basic strategies. Also, that education services are abstract, and that there is a need of communication between providing and receiving and we should feel obliged to know these markets better and understand the heterogeneous customer relations. In market segmentation process, various criteria are used. In market segmentation, various criteria can be used according to the nature

of the targeted consumers in the market. In the segmentation process, multiple criteria can be used. These criteria are factors such as geographic, demographic, socioeconomic, and psychographic and so on.

- **Identifying Target Market:** With market segmentation studies, educational institutions should decide into which market or market segment they would like to penetrate. Educational institutions should pay attention to specifications such as their current resources, characteristics of their service attributed, other rival companies and their rivalry strategies in the market, general structure on the market.

- **Orientation:** After selecting the target market or markets in which they will serve better and more profitably compared to their rivals, institutions try to reach their goals. Orientation is defined as reaching the selected target and localizing the process of product or the service in the market according to the rivals, providing accurate perceptions about products and services. In orientation stage, organizations try to present their products and services in different ways from their replica and to position themselves in a more advantageous location compared to their rivals. Orientation in an educational institution, within the institution's own capacity, is a very useful marketing technique to contend positively against environmental pressures from rivals.

  After institutions select the target market or markets, they will ensure to serve better and more profitable than their rivals, they will then aim to reach these targets. It is called orientation to reach the selected target, the localization process of product or service in the market according to the rivals, providing accurate perceptions about products and services. In orientation stage, organizations try to present the products and services in ways that they can be distinguished from similar and to have the inside track compared to their rivals. In educational institutions, with institution's own means, orientation is a very useful marketing technique on contending positively with rivals environmental pressures.

- **Formation Marketing Mix**: Tools generating the marketing mix should be regulated effectively for orientation. Marketing mixed pieces together the functional tools of marketing in order to increase the product demand. As stated previously, while these tools are product, price, promotion, place for

the organizations producing goods, for organizations producing service; this traditional marketing mix has extended and three new elements have been added to the existing 4P such as people, process, and physical evidence. The institutions rendering educational services can use a few different dimensions to split the mass market into homogeneous subsets relatively. Demographics, especially those which are geographic-based have traditionally popular segmentation bases and market research variables, identification approaches to the groups which require the variable also contribute to serving a purpose. These institutions should pay attention to that all market segments are accessible, robust and viable while researching the options.

Implementing the statements above is very important in terms of schools, as a nature of their establishment. Apart from this, implementing the target marketing for schools is easier than implementing the marketing for the whole of society. In customer satisfaction, enrolment and profitability, certain increases can be achieved when used with caution. The target marketing can also help the school trying to take the same student group in a competitive environment. For example, a school which searches the needs, wishes and demands of the society and improves the marketing mix to iron them out can easily shine amongst the others. This marketing mix can compose of artistic, cultural, sportive activities, student clubs and quality education given in addition to existing lessons, a school fee that the group can pay as well as the school making a profit, physical arrangements consonant with the expectation of the public, quality teaching staff and the presentation of themselves to this society with variety tools (Harvey, 1996).

An important point that schools should pay attention to target marketing is to be able to generate a successful marketing mix while trying to awaken the part of society's interest without disinclining the others (Bagley, Wood, Glatter, 1997: 258-269).

3.6. BENEFITS OF EDUCATIONAL SERVICES

As in all sectors, in educational sectors too, it's possible to talk about market, customer-oriented ideas and the benefit of marketing activities. In education sector, benefits of marketing practices are as follows (Hatton and Sedgmore, 1992:6):

- It provides a clear focus and framework for effective strategy development and planning.
- It provides a mechanism for sales plans and application changes within the organization.
- It provides a new dimension of creativity in problem-solving.
- It provides a system for planning and efficient use of resources.
- It provides the skills that are necessary to increase the resources and to upgrade the market potential to the highest level.

When considering the benefits that marketing specified by the marketing experts provide to the educational institutions, it's seen that it touched on almost the same subject. Today, both profit-oriented and nonprofit organizations are aware of the contribution to the marketing activities of their institutions and making an effort toward improving their marketing practices.

3.7. MARKETING MIX IN EDUCATIONAL SERVICES

Marketing mix leads the way in implementation to the educational institutions, by carrying out the market analysis, and learning of areas that need increased marketing activities. Thus, in terms of educational services, 7P model consisting of services, price, promotion, distribution (place), physical environment, participants and process management is considered to be the most important marketing approach.

Marketing mix presents a useful classification expediting taking optimum decisions, the decision and implementation of executives effectively for the carrying out of marketing objectives and achieving company's goal. Elements of the

marketing mix generate the marketing tools of marketing management and senior management. Each of these marketing tools or marketing items are charged to the company and partly, they can be used instead of each other (Taşkın 2009, s. 29-30).

The companies have used the marketing mix elements (product, price, promotion, place) created by j. Mccarthy in 1960's. But in time, instead of the marketing mix called 4P, 7P (product, price, promotion, place, physical evidence, participants, process management) is suggested (Sümer and Eser, 2006:165).

3.7.1 Educational Services as Product

Service is defined as anything abstract or tangible that an organization offers so as to satisfy the needs of customers (Lancaster and Reynolds, 1999: 114).

In education, the essential thing to be described as service is education, training and all of the other activities (Rockholz, 2002:5). In addition to that, service also contains other various activities normally provided by school besides the courses are provided by a school.

Educational service as a product can be described as information recorded in the mind with know-how and behavioral habits given to the students (Torlak 2001: 397-416).

An excellent service development study to be done in the field of education is key position while doing the marketing planning studies in respect of increasing the student number and ensuring more students. The strategies can be developed intended for improving the given service quality, the amount of services, differentiation of quality of service, improvement of the service. Many strategies such as staff training aimed at the satisfaction of the students and parents, personnel recruitment and development intended for improvement of services can be developed. The companies which can improve faster in the educational services they provide will gain any advantages over their competitor.

The studies in the phase of planning and development of the educational service are critical. In this phase; market research should be conducted. Customers' (students and parents) requests, suggestions, expectations should be determined.

While carrying out the educational services, Criticisms and expectations of students, parents and environment should be taken into account. Services should be conducted in the light of this information and as customer-focused.

At the beginning of each academic year, school principals will need to assemble some introductory meetings for the education period, curriculum, non-scheduled additional activities and services which school provide to the parents and students. In these meetings, evaluation of the past years and innovations made for the new year can be included and discussed.

Another thing to remember is, the importance and necessity of guidance service in educational service is a very important factor. Services installed in the schools will take side with students in every field of guidance service on top of vocational counseling- guidance. This can make the school which provides this guidance service seem very attractive (Güney, 2010: 17).

3.7.2 Pricing

The price contains the strategic and tactical decisions which will be taken in to consideration when determining the monetary value in return for a product or service, payment terms, how discounts will be worked out and to what extent different pricing will be applied to the various customer groups (Palmer, 2001, s.11).

In the service sector, the importance of the price is more important than the organization of producing goods. The reason of this difference, that the price is an important indicator of service quality. Therefore, pricing is quite significant in the marketing of the services (Zeybekoğlu, 2008, s.299).

It's clear that pricing strategies are adversity in the marketing of educational services. The ideal situation is occurring of the price in supply-demand conditions. However, it's inevitable that the prices occur freely as in almost all sectors in

educational services sector too. The pricing strategies will be followed in terms of educational services marketing, on top of the level of income of students and parents it is right to consider the amount and distribution of institutions and organizations that will be able to contribute, scholarships and the other supports. In this way, it would be possible to reduce the prices which can seem very high for students. On the other hand, alternative training and seminar services revenues and standard educational services prices should be within reason.

In these circumstances, when the schools make a decision about the price, they should take into account regard the benefit of service given to the students, and the price is an indicator of the quality and the solvency of the target market.

In addition to this, pricing of educational services is an important issue concerning the marketing of educational services. The fact is that a fee is paid in return for educational services given by the private educational institutions. Therefore, the people who can pay these fees can take advantage of the educational services. However, it's possible to increase the number of individuals taking advantage of the school service that the private schools provide in return for a certain fee. For this reason, in pricing strategies which will be followed regarding educational services marketing, it will also be appropriate to consider the institutions and organizations that can contribute, amount and distributions of the scholarships and the other supports on top of the average level of income of the parents and students. In this way, it would become possible to reduce the fee which can be considerable high for many students to within a reasonable budget (Güney, 2010: 17).

Also, another point to remember, the price is the be all and end all for many parents when considering private education for their children (James and Phillips, 1995, p.278).

Private school principals should develop a creative strategy to awaken the target market's interest and to take advantage of the price factor in marketing. The price strategy that independent school administrators adopt should preclude being operated at a loss or at the cost of the school. Private schools need continuous and adequate financial resources so that the services offered by private schools are high-

class. For this reason, the private school principals need to find a price strategy which make profitable and being to offer discounts to the parents of students in the school also to make use of strategies such as providing monetary assistance from industry institutions by improving the school-industry cooperation projects (James and Phillips, 1995).

In addition to this, there must be a balance between educational services they provide and price policy pursued. When pricing the educational services you must consider what price the parents would be willing to pay. Attending should be paid to psychological sense and effect of parents and students when marking up and down the price. Unbalanced markups can cause the loss of existing students. The mark down can be perceived as quality deterioration in education by students and parents. The parents and students who are customers of private schools should think that the paid fee is a standard price in return for educational services given.

3.7.3. Promotion

Advertising contains different ways to communicate the benefits of your service to potential customers (Palmer, 2001:12). It's possible to say 'communication mix' to this factor containing advertisement, sales promotion, public relations.

In schools, promotional activities are made with intent to catch the attention of the students and parents who are the customers, to kindle their interests and to have them buy the educational services by mobilizing.

Rockholz indicated that the first two things coming to mind is school-community relationship and communication when you speak of publicity in educational service (2002). As for James and Phillips (2001) indicated that publicity for the schools need to contain advertising and public relations. Advertisement for the schools is usually done through written and visual media.

When improving the promotion strategies to attract the customer in the target market, these factors should be considered are those (Yamamoto, 1997, 91; Güney, 2010:21):

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- Which messages do the students and parents who are the target group need to hear?

- Which words attract the students and parents to the private school?

- Who do they need to hear this message from? Who are the resources to be believed according to the students and parents?

- Which reliable source should deliver the message to instigate the target group?

According to researches was recently conducted in to private schools and it was determined that school principals considered the most effective form of advertising for their school was through mailing brochures direct to possible client, word of mouth from one student to another arranged introductory meeting at the school, also classified ads and a school video.

According to another research result, it was determined that what the schools also found a useful promotional instrument was the achievements by students and staff, and the announcing of the school's special days and programs to the media and preparing quality visual materials (Rockholz, 2002).

Also, school principals should allow the teachers and other staff to get the exact information about the institution they have been working in via internal marketing and they should be able to learn how to carry out the role of marketing with this information (Yükselen, 2003:382). It is critical that the employees haven't got incorrect or insufficient information about the school. Because the employees giving any inaccurate or inadequate information about the school is harmful and could totally destroy the school's reputation.

On the other hand, the school advertisements don't only encourage people to buy the service, but also, they help the employees to perform well. Not making a promise cautiously, carefully, realistically in promotional activities can create dissatisfaction by increasing of the parents from the school (Öztürk 2005:77).

Word of mouth is vital for the promotion of educational services. In dialogue made among the parents, speaking about private educational institution is effective.

Feedback through a parent who has already lived through the experience is one of the best forms of information sources (Öztürk 2005:75).

3.7.4. Place (Distribution)

The place contains physical space and distribution channels so that service reaches to customers easily (Palmer, 2001:12).

On the other hand, services are distributed directly due to impartibility feature which is one of the characteristic features of services. Because many of services are produced and consumed simultaneously, in services that require close contact with the buyers, service producers and the consumers can't be in separate (Mucuk 2001:293).

The place regarding educational marketing contains generally buildings and classrooms (Rockholz, 2002). More broadly, place includes the place of school and its transportability, the attractiveness of class provided education, the layout of the venues accepted visitors. Especially concerning the potential parents, the place these people welcomed is vital. Innovation and differences are limitless related to place (James and Phillips, 1995, s. 280-281).

For a more quality service in the schools, teachers should be selected carefully and should have talent and be well trained and willing to work for a fair wage. Hard effort must be made for increasing of service quality by investing in personnel. Also, in-service training activities must be done with the aim of increasing the performance level of the teachers in the direction of school's targets and the lack of school staffs must be eliminated, they must be trained. Efforts of the school workers must be backed up by technology. The objective analysis must be done related to service quality of the employees. Feedback process must be run about customer satisfaction after given service to increase the level of quality that customer perceive.

Paying attention to the school entrance, schoolyard and the places that visitors are accepted, decorating the school corridors with panels where students' work can

be exhibited, with various paintings and posters, keeping ready the all kinds of educational material and tools students may need in classrooms are critical in the promotion of the schools outside.

Private schools must spend a significant portion of its resources for improving the appearance of its schools, especially arrangement the visitors place (James and Phillips, 1995). The reason for this is the effect of arrangements, improvements and innovations in creating a positive impression related to the school.

School principals must continuously ensure to take care of cleanliness and layout of the school buildings and environments. For this reason, school principals need to walk around the school buildings and environments and observe the employees in harness. They need to check out the availability of classes regarding education by visiting the classrooms. They should read the students' assignments and submit their comments to the students if necessary. On-site observations by school principals in arrangements related to the place can prompt the school employees to act responsibly on this point.

On the other hand, name of the school must define the service source (the educational service is given) and ensure to be distinguished from its competitors. It must reflect the nature and the benefit of the service, be understandable, and be useable, so it is remembered easily. Cleaning and catering services of the school must be of a satisfactory quality.

Branding in the educational services is also critical. The private schools can use the symbols such as school's distinctive cockade and arm to make a significant contribution to the school towards branding. They can also use the methods boosting the advertisement efficiency and sales capacities such as mottos and school anthems emphasising the quality difference.

The school's name should describe the service source (educational services) immediately and represent benefits and nature of the service. It should be understandable, usable, and easy to remember.

3.7.5. Physical Environment

Physical evidence is the equipment, signboard, signs, symbols and environmental conditions that can help the quality of the service is perceived, and can influence the customer testimonials coupled with the service, can provide the service. Physical evidence also contains documents, diplomas, medals that prove the benefit and quality of the service and so on.

Regarding the schools; environmental conditions helping to be provided education, such as light, heat and acoustic features of the classes and other places given lessons, course materials and equipment, laboratories that help lessons to be taught performance-oriented, studios can be shown as physical evidence. Also, such as medals proving the success of the school in various competitions and report cards, diploma and exam results indicating the success of the students can be shown as physical evidence (Öztürk, 2003:107-113).

In England and Wales since 1992, central examination results given before finishing and after finishing the compulsory education have been transformed into performance table being collected by relevant departments and have been published in the national daily press. These tables also called league table have become an important tool in school choice of the parents in England and Wales. These tables are also immediate implications for the schools. Strengthen the position in the market of certain schools and maintain the reputation of the school is closely associated with being continual on the highest positions in this tables (West and Penned, 2000, s.423-424).

The schools in America have also been forging closer ties with the media and have been disclosing to the press the students progress, test results, and educational meetings in the school (Rockholz, 2002). The high marks that the schools achieve from exams, high schools or university that the grand students attend is strong evidence of the education provided in the schools. School principals should announce OKS, ÖSS test results, the marks or degrees students get in the foreign-sourced examinations through the press and exhibit the certificates, medals and suchlike that the school get degrees in various competitions in certain or different places of the school.

Private schools must effectively combine the educational services they provide with each of the marketing mix factor stated above for reaching the target market they determined. They need to understand how important each of these factors is in terms of marketing the schools and they need to use each of these factors as an effective marketing mix.

3.7.6. Participants

Humans are an important factor of a marketing mix. Because many services are offered by people, employees' choice, education and motivation can make a world of difference in the customer satisfaction (Palmer, 2001, s.12). For example, as the teachers provide the education service, they are service representative in a way. The students and parents evaluate the teachers according to the nature of the service they provide (Öztürk, 2003, s.87). Thus, they need to be qualified, and are continually improving themselves, and be motivated in their job, and be able to communicate effectively with both parents, students, and other people (James and Phillips, 1995, s.283-284).

Schools are organizations that require interaction of the teacher (service providers) and student (customers) doesn't separate. In other words, they are the organizations where teaching and learning come true simultaneously, education service is provided by teacher directly. For this reason, schools are considered an outstanding value for marketing the professional and academic qualifications of the teachers and they try to have the ear of students and parents by using this (Harvey, 1996).

In many studies on private schools, it has been identified that the teacher's quality plays a significant role in school choice (Demir, 2000; Sanders, 2002). Thus, school principals must act responsibly when choosing teachers. In recruitment of a teacher, instead of classic and open to bias procedure they should also evaluate the candidate better by using an objective method such as success and performance, talent, personality and hobbies tests revealing the qualifications such as human relations, coordination not only knowledge and skills of candidates. As a result of

this selection procedure, the teachers who are successfully hired adopt more transactional methods. Meaning communications are improved between students and parents. Also just after the recruitment, schools need to aim at developing the teachers standards continuously by organizing various seminars, courses and programs towards the teachers. Satisfaction of students and parents from teachers is very important in getting a positive image and recognition of the school.

3.7.7. Process Management

Consumers are considered as an assistant producer in service sector this is because their participations are tried to be ensured to the realization of service (Palmer, 2001, s.13). The process isn't just to ensure the customer participation's continuity. The process is the activities guaranteeing the availability at any time of the service and the being in a certain quality of the service. Also, it contains activities ensuring the management of the marketing in the organization and the operation of units responsible for marketing (Öztürk, 2003, s.23, James and Phillips, 1995, s.285).

As it's been mentioned earlier, managers are primarily in charge of operation of the marketing (James and Phillips, 1995, s.286). Although prevalent view in 21st century marketing approach is that the marketing is in the charge of all organization employees, a unit is still needed to ensure the implement of the marketing activities conspiratorially. And the head of this unit is generally school principals (Palmer, 2001, s.428).

Services can make a difference regarding both process and outcome because they differ according to the person providing the service, and where and when it's provided. Service organizations try to employ and train, and standardize the performance service process across the organization and make arrangements according to the customer satisfactions and complaints (Palmer, 2001, s.18-19). Likewise, in a class when a teacher teaches a lesson, students store the things told by listening, and the teacher is unable to show the same performance he/she performed in the classroom to a student while playing catch-up or the teaching method of the same course by a different teacher in a different classroom is unable to be the same

as the other teachers (Harvey, 1996). For this reason, school principals need to develop strategies so that the educational service that schools provide isn't interrupted, the lessons can't be wasted; the students can't repeat the course missed. As stated before, they need to give the full treatment to the teacher training, keep up quality and form a team that is responsible for applications and operations of marketing, and that has field information.

3.8. THE EFFECTIVENESS OF SERVICE MARKETING IN EDUCATION

There are certain implementations that may increase efficiency and effectiveness in educational services. These applications can be expressed in the following ways;

- Total Quality Management Applications in Education (TQM)
- School Based Management

3.8.1. Total Quality Management Applications in Education (TQM)

Total Quality Management in educational institutions, requires cooperation and teamwork in all activities including learning objectives and students needs (Armstrong, 1991: 19), for the continuous development of the current situation, enables to prevent quality that helps correctly to rout the (Forza ve Filippini, 1998: 2), and the participation of all members, based on a long-term student success, capturing in the organization produces to benefit for all individuals in society and (Miyauchi, 1999: 12) for a management approach on it.

TQM's goal in education is to obtain the capture of student achievement and to get it on a continuous improvement of all activities in the learning method; the subject is based on the parent education, including the management of all employees.

Table 3: Identification and Description of Quality Factor

Senior Educational Management	Senior management of a quality program and successful initiator of a philosophical supporter.
The Quality Of Education Policy	Quality policy quality to the work direction, supports, and provides the philosophical spirit.
The Role Of The Department Of Quality In Education	Effective coordination between quality Department and other departments is essential
Quality Education	Employee's new knowledge, skills, and behaviors that should cover all the activities planned equipping quality trainings.
Planning The Quality Of Education	In this process, the emphasis of quality should be brought to the forefront.
Quality Management	Quality management must be based on creating an open and honest relationship.
The Design Of The Training Process	The applications defined in a way that will facilitate the process of clear and precise quality.
Quality Data/Feedback	The results of the quality outcomes have to be proper on the outcome. The need for determination of the success of quality of practices in terms of data quality is important.
Relations of co-workers	Requires the evaluation of the quality of the design and performance relationships with employees

Source: J., Motwanı, Kumar, A., Youssef, M., & Mahmoud, E. (1997). "Forecasting Quality Of Indian Manufacturing Organizations: An Exploratory Analysis", *Total Quality Management,* Vol 8, Issue 6, pp 361-373.

Principles of TQM in education services, student-oriented, being the involvement of all educational personnel working in each area to improve the quality, continuous improvement, working to do his best in the shortest period of time. It is based on student orientation, student education service by identifying the audience that will give the institution or organization to extent that they produce goods and services to meet their needs and wants. Determines methods and marketing affecting student and parent expectations, habits, ideologies, any consideration of factors such as previous experiences about the service, in service training has a positive impact on the quality of service.

In educational institutions "continuous improvement" can be explained as mutual information exchange (interactions) between the units to increase training in this information exchange, to achieve better results in this number have been developed. All the work that is being done in a circuit of continuous development in an educational institution is all the time trying for improvement.

Such an approach at a higher level of the organization to improve constitutes a source of continuous development. With this approach, it encourages people at the same time, to be the best, increase quality, and to minimize waste to the efficiency of each stage and see the next stage of the training process focused on educational institutions as a whole to grasp that the effectiveness and efficiency above all, aims to instill a positive climate to contribute to... as well as patterns of behavior (Fidan, 1996: 104).

In the Implementation of Total Quality Management (Akgeyik, 2004: 100);

- Quality strategy defined,
- The creation of the vision of the institution,
- Development of a framework that covers the operational organization, based on the stages of.

Quality strategy states the targets link to future and the organization plan of the educational institution. In the operational organization, the company should rearrange all the activities and processes within the frame of total quality and all operations and processes need to restructure, and employees should establish practices that will add to this process. For this purpose, the process of redefining the duties and powers to be free from unnecessary bureaucratic procedures, transition to work, employee empowerment, internal customer and external customer on the application and definition of the concept must be performed. Also specifically used in total quality management, zero defects, customer satisfaction, cost savings, values such as time planning should be adopted for all employees (Akgeyik, 2004: 102).

Total quality in education, like other systems of education, as a social system requires thought. The identified objectives of the education system in order to reach all stakeholders (students, parents, teachers, administrators, supervisors, suppliers, sponsors, etc.) coordinated efforts are required. Also physical factors in the functioning of the education system (school buildings, laboratories, course materials, classrooms, etc.) are for effectiveness. In addition, other resources, programs, counseling services, play an active role in achieving the goals known to be clear of purpose (Gülşen, 2000: 54-55).

TKY's educational institutions and a management philosophy, implementation of TKY as a management approach and observed that the school system is inevitable to apply the following topics should be considered (Balcı, 2005: 197):

- There must be schools which are out of the bureaucracy, at peace with themselves in terms of decision mechanism, and can choose their staff, administratively autonomous and independent

- Courses to be implemented in the curriculum are not the same across the country, and the center is not set, access to information and the ability to use this information in a style that can be possessed.

- Parent-teacher-student-management creates a rectangle, inside the rectangle the structure should be based on solid and continuous communication.

- Full time learning; what can be learned, should be learned and how and when should be decided by the quartet of the questions above.

- Training, hard information, rather than considering the circumstances of the day should be done so in accordance with the principle of Kaizen and should be aimed at improving totalness. For this, the student-teacher-administrator-parent relationship, all transactions that are made in preparation of the course content and operation of wholesale improvement is required.

- Achieving a complete education about the purposes of learning and education in educational institutions of a full quality that can be made for the means of production, unless this is done, may be faced with serious losses in terms of costs in human terms.

3.8.2. School Based Management

School-based management (SBM), for schools to give more responsibility to employees to improve training and education of teachers by increasing professional education intended to build an educational system of higher quality. School-based management, the education and training in order to improve participative decision

making at the school level of authority and responsibility of schools based on increasing the autonomy and decision-making decentralization of education as the unit format. School-based management, members of the school community (administrator, teacher, parent, environmental groups, budget, personnel, and training programs) in the areas of school improvement is an approach that envisages the increase of powers and responsibilities. The effect of these groups may vary from school to school varies from jurisdiction transferred as (Aytaç, 2000: 17).

Challenger, Murphy and Hausman (1992) according to, OTY's (Management based on school), "the school's organizational structure and functional management of bureaucracy (decentralize) through the people who serve directly with students (teachers, parents, and administrators) to strengthen with new roles and responsibilities in the classroom teaching-learning process and for it to converted". David (1989), mentioned that hostels, apartments, at the school level of authority and responsibility with the goal of improving education, increasing institutional autonomy and participative decision making that enables continuous professional development and school reform initiatives based on is managed through (David, 1989: 46).

School-based management (hostels, apartments) general purpose, the school principal and the teaching staff, in particular financial and human resources, in general, comprise the recognition of the possibility of being able to influence or control the school. In this context, hostels, and apartment's basic goals of (Midgley and Wood, 1993: 245);

- School-level decision making and maximizing the participation of decision,
- The school reduces the effectiveness of the regulatory-induced minimizing constraints Development of original training programs that will be appreciated by the local community, extracurricular educational activities is to regulations or guidance

On the other hand, the use of which are subject to management it is also important that resources be contributed. In such a structure, Information, Technology, managerial power, hardware, human resources, time and funding may

require a sharing of authority on basic inputs such as (Caldwell and Spinks, 1992: 4-5).

OTY is the most remarkable feature of these entries and the relevant decision concerning the provision of a sufficient level of use by the school and addressed through a participatory approach. With this method taken, the internal dynamics of the innovation process and about the change will be effective will be owned by all school stakeholders (Özdemir, 1998: 32).

OTY's resides in the assumptions it can be said that on the basis of two positive aspects (Turnbull, 2005: 73):

- All the school's stakeholders to participate in the decision-making process in a meaningful way, Collaborative leadership and reflect the equitable and democratic management.

Employees to participate in decisions to take on more responsibility, to provide leadership opportunities for school principals, teachers themselves professionally to raise more, with the education of the students to be more focused, too.

CHAPTER IV

INCREASING THE EFFECTIVENESS OF SERVICE MARKETING IN THE EDUCATION SECTOR: THE CASE OF ENGLISH EDUCATION WITH GIVEN EXAMPLES

4.1. THE PURPOSE AND IMPORTANCE OF THE RESEARCH

Educational services are undoubtedly the most important factor in the development of a country. The prerequisite for efficiency in global education in foreign language education has highly set measures. In this sense, the research objective is a specific area of marketing which is educational services in the context of service marketing the importance of marketing in increasing the effectiveness of education services and the necessity of the investigation.

Today, information is of capital importance. Hence, this prerequisite for both national and global distribution and development of information sharing and training the knowledge plays an important part. In this sense, the efficiency and quality of education services should be increased and should be brought to the forefront of the importance of this issue. On the other hand, global marketing has come to the fore and national borders have disappeared and, therefore nowadays, foreign language education is also very important.

4.2. SAMPLE SIZE AND SAMPLES

The study was conducted in the province of Ankara with parents of the private school students. The research sampling was conducted by snowball sampling method due to the time and cost constraint (Yazıcıoğlu ve Erdoğan, 2004, s.45: Yıldırım ve Şimşek, 2005, s.112). Within this scope, the surveys were delivered to 550 people but 310 people from 550 were answered. Ultimately, 310 people were conducted the survey.

4.3. RESEARCH METHODHODOLOGY

In the research, survey method was preferred. In the application part of the research, the survey questions were prepared according to five point likert scale, within increasing the effectiveness of the service marketing in education and importance of the English education. The survey questions were analyzed within the scope of SPSS Schedule and construed tabular. In the research; validity-reliability analysis, frequency- percentage analysis and T test were conducted.

4.4. DATA COLLECTION METHODS

The questionnaire form consists of two sections. In the first part, the questions play a part according to demographic feature of the customers (age, gender, income, profession, etc). In the second part, the customers were asked 32 different questions. The answers of these have been listed on a five point likert scale (from 1: strongly agree towards 5: strongly disagree). Also the 32 questions asked in the survey in the second part were prepared to measure the satisfaction from the educational services and education activities.

4.5. HYPOTHESIS OF THE RESEARCH

The level of measurement of research effectiveness and quality in education services is examined in terms of six different criteria were based on while. These criteria are:

- The physical conditions of the school building,
- Educational tools and materials is provided to students at school
- The school's management,
- The presentation of the education service,
- The cost of the education service.

Improving the efficiency and raising the quality of education services is possible in case of the criteria and measures stated above become enough and quality. Therefore, the research hypotheses on the basis of the above criteria were created.

Six private schools also following the hypotheses of education services (foreign language) for determining the gaze of school students about the level of quality.

H1: There is a significant relationship between the education materials and the quality of education.

H2: There is a significant relationship between the professional competences and personal characteristics of the teachers and, the quality of education.

H3: There is a significant relationship between the physical conditions and the quality of education.

H4: There is a significant relationship between the effectiveness and efficiency of the management and the quality of education.

H5: There is a significant relationship between the presentation of the educational services (marketing activities) and the qualities of education.

H6: There is a significant relationship between the cost of educational services and the quality of education.

Table 4: The Distribution of Survey Questions According to the Criteria

Characteristics	Numbers of the Questions
Demographic characteristics	1,2,3,4,5
H1: There is a significant relationship between the education materials and the quality of education.	16
H2: There is a significant relationship between the professional competences and personal characteristics of the teachers and the quality of education.	7,23
H3: There is a significant relationship between the physical conditions and the quality of education.	,17,18,19,20
H4: There is a significant relationship between the effectiveness and efficiency of the management and the quality of education.	22
H5: There is a significant relationship between the presentation of the educational services (marketing activities) and the qualities of education.	6,8,9,10,11,12,13,14,15,21,24,25,26,27,28,29,30,31
H6: There is a significant relationship between the cost of educational services and the quality of education.	32

4.6. THE FINDINGS OF THE RESEARCH

4.6.1. Validity-Reliability Analysis

The concept of a reliability test or the questions in the survey the scale used for consistency with each other reflects the degree of interest of the problem to be able to express that is important. Alpha reliability coefficient (H) coefficient was interpreted according to this method. Depending on the coefficient Alpha, the reliability coefficient of the scales penetrates in the following ranges (Kalaycı, 2008: 405):

- $0.00 \leq \alpha < 0.40$ the scale is not reliable.
- $0.40 \leq \alpha < 0.60$ the low reliability of the scale
- $0.60 \leq \alpha < 0.80$ the scale is highly reliable
- $0.80 \leq \alpha < 1.00$ the scale is a highly reliable scale

Cronbach's Alpha reliability analysis of the scale used in the surveys located towards (H) coefficient given in the following table.

Table 5: Reliability Analysis of the Scale Used

Scale	Item Count	Cronbach Alpha (α)
Training services events	27	0,927

As a result of the analysis, the coefficient alpha of the survey data has been identified as 0,927. This value is a reliable one because the survey has a value which is very close to 1.00 and therefore that the research scale was decided to be used.

4.6.2. The Findings Related to Arithmetic Mean and Standard Deviation

Table 6: Arithmetic Mean and Standard Deviation Values of the Scale Used

Descriptive Statistics			
	N	Mean	Std. Deviation
Gender	310	1,48	,501
Type of Institution	310	1,59	,493
Age	310	2,67	,953
Level of Education	310	2,70	,718
Occupation	310	2,27	1,201
Monthly Income	309	3,46	1,313
When developing educational services, requests, suggestions and expectations from parents and students are determined and in the light of the production data and customer service (parent-teacher) Focus on this is now being conducted.	310	3,22	1,265
A qualified and experienced teaching staff was formed.	310	3,67	,962
A healthy communication is established between the parent-teacher-student	310	3,64	1,042
School, education service is working to make it different from its competitors. Offered training services are unique, forming a difference, and the school identified with this point of view.	310	3,41	,990

Education services in school; classes, social, artistic and cultural activities are diversified.	310	3,51	1,042
Student-centered, word-based, non-students account for the abilities of active learning and inquiry-based education is implemented.	310	3,40	1,015
Having fewer students in the educational environment to improve the quality of Education service provided.	310	3,62	1,032
Educational services are provided in a way that would not require you to take additional support (classroom, private tutoring).	310	3,37	1,077
The School of foreign language education at a very good level.	310	3,52	1,042
Where the education service is made up of the physical environment, the facilities, classrooms, laboratories, equipment and sufficient training aids.	310	3,65	,980
The physical environment of the school is designed to remind students and parents of the effectiveness of the services.	310	3,73	,901
The physical environment of the school was organized in a way for the features to be appealing to the five senses like heat, light, colour, sound, music, and odour affecting positively the performance of the staff and the students	310	3,79	,901
The necessary sensitivity has been shown in respect of facilitating the establishment of school site selection and school transportation service.	310	3,61	1,045
School cleaning and catering services are gratifying.	310	3,80	,991
Internet services are provided offering immediate access to information library etc.	310	3,64	1,011
Student counseling services are provided to solve any problems.	310	3,63	1,052
Sufficient management activities by all school administrations.	310	3,55	1,016
All forms of teaching activities are sufficient.	310	3,72	,940
Tutoring programs; teachers, facilities and laboratories suitable to be used in the most efficient way of understanding has been prepared. Therefore, there shouldn't be any idle classes	310	3,47	1,069
In the promotion of the school; Word of mouth communication, i.e., friends and the advice of friends is very effective.	310	3,87	1,043
The school is very effective in the promotion of the advertising factor. School ads should be cautious, careful and realistic in making promises, because parents' expectations are raised and these leads to dissatisfaction.	310	3,32	1,145
The original school logo, arma, such as symbols, anthem, motto makes a difference in quality and increases the effectiveness of the school's advertising.	310	3,70	,961
The public relations functions such as exhibits, techniques, symposia, panel discussions are organized.	310	3,26	1,097

Participation in fairs for the promotion of various school, education, video demonstrations, visual materials and brochures are used.	310	3,58	,850
The messages, letters, magazines and newspapers, brochures, manuals, posters, and newsletters related to school should be used more often, to reach more people within a short space of time	310	3,60	,935
The schools, which are effective in the promotion of social, cultural and sporting activities (artistic events, graduation ceremonies, educational seminars for students and parents, information, contests, sports competitions, etc) are more successful.	310	3,42	1,076
The costs of the educational services of the school were determined under appropriate conditions.	310	3,41	1,053

In the table of averages the arithmetic expressions are evaluated that measures the level of activity and education services "in the promotion of the school; word of mouth communication takes the first place with a 3, 87 average, "The satisfaction of the schools cleaning and food services are satisfactory." In second place with an average score of 3,80 "The physical environment of the school was organized in a way for the features to be appealing to the five senses like heat, light, colour, sound, music, and odour affecting positively the performance of the staff and the students." As this ranking stated the third level with an average of 3,7

$X = 1.00 - 2.36$ Low; $X = 2.37 - 3.66$ Middle; $X = 3.67 - 5.00$ High

Table 7: The Effectiveness of the Education Service Results (Mean and Standard Deviation)

The effectiveness of education services	N	Average (X)	Standard Deviation
	310	3,341	0,330

The scaled 3,341%users of the education services regarding general average have a value that has determined the average scale data. This value, according to the opinions of the respondents about the effectiveness of the level of educational services is moderate.

4.6.3. Findings Related to Demographic Characteristics (frequency - %)

Table 8: Genders of the Respondents

		Frequency	Percent
Valid	Women	160	51,6
	Men	150	48,4
	Total	310	100,0

Respondents 51, 6% female, 48, 4% were male.

Table 9: Private Institution

		Frequency	Percent
Valid	Institution A	128	41,3
	Institution B	182	58,7
	Total	310	100,0

From the respondents 41%, 33% A institution 58%, 7% B institutions.

Table 10: Ages of the Respondents

		Frequency	Percent
Valid.	20-29	32	10,3
	30-39	101	32,6
	40-49	124	40,0
	50-59	44	14,2
	60-69	8	2,6
	70-79	1	,3
	Total	310	100,0

Taking the average age of the respondents the highest 40% were from the 40-49 age groups. With the lowest rate of 0, 3% from the 70-79 age groups

Table 11: Different Levels of Education

		Frequency	Percent
Valid	PRIMARY SCHOOL	15	4,8
	HIGH SCHOOL	95	30,6
	UNIVERSITY	168	54,2
	POST GRADUATE	32	10,3
	Total	310	100,0

The respondent's highest level of Education percentage was at the university level which rose to 54, 2 % and down to 4, 8 % in the primary school level.

Table 12: Occupation

		Frequency	Percent
Valid	PRIVATE SECTOR	102	32,9
	GOVERNMENT	90	29,0
	SELF EMPLOYMENT	70	22,6
	NOT WORKING	27	8,7
	RETIRED	21	6,8
	Total	310	100,0

From the participants who took part in the research the highest proportion of 32 % were employed in the private sector and the lowest 6, 8 % were retired.

Table 13: Total Monthly Incomes

		Frequency	Percent
Valid	2000 TL Lower	29	9,4
	Between 2000-2500 TL	51	16,5
	Between 2500-3000 TL	66	21,3
	Between 3500-4000 TL	74	23,9
	4000 TL Over	89	28,7
	Total	309	99,7
Missing	System	1	,3
Total		310	100,0

The research showed that the top 28,7 % of the group were on a total salary of 4000 tl and above, while the bottom 9,4 % of the group were on a salary of 2000 tl and over.

4.6.4. The Findings on the Effectiveness of Education Services (Frequency - %)

The respondents were asked some questions with the aim of analyzing the effectiveness and efficiency of the educational services. The numeric data obtained from the answers are as follows.

"When developing educational services, requests, suggestions and expectations from parents and students were taken into account and in the light of the production data and customer service (parent-teacher) Focus on this is now being conducted." In answer to this question 32, 9 % (102 people) respondents agree. While 12, 6 % (39 people) strongly disagree.

"A qualified and experienced teaching staff was formed." In answer to the question by respondents 39% (121 people) agree, and 1,6% (5 people) strongly disagrees.

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"A healthy communication is established through the relationship of parent-teacher-student within the school." In answer to the question by respondents 45,8% (142 people) agree, 3,9% (12 people) strongly disagree.

"The school's education service is working to make things different from its competitors. Offered training services are unique, making a difference, and the school identified with these aspects." In answer to the question by respondents 37,4% (116 people) agree, whilst 4,2% (13 people) strongly disagree.

"Education services in the school; classes, social, artistic and cultural activities are diversified." In answer to the question by respondents 44,5% (138 people) agree whilst 3,5% (11 people) strongly disagree.

"Student-centred, non-rote learning, inquiry and active learning based, the student's talent-wise education is being implemented." In answer to the question by respondents 38, 1% (118 people) agree whilst 6, 1% (19 people) strongly disagree.

"Having fewer students in the classes would improve the quality of Educational services in the educational environment." In answer to the question by respondents 46,1% (143 people) agree. 3,9% (12 people) strongly disagree.

"Educational services are provided in a way that would not require you to take additional support (classroom and private tutoring).'' In answer to the question by respondents 38,4 % (119 people) agree whilst 4,2% (13 people) strongly disagree.

"The school has a very high standard of foreign language education." In answer to the question by respondents, 40% (124 people) agree 3,5%(11 people) strongly disagree.

"The physical environment where the educational service is provided, the facilities, classrooms, laboratories, equipment and sufficient training aids." In answer to the question by respondents 51,3% (159 people) agree, whilst 4,2% (13 people) strongly disagree.

"The physical environment of the school is designed to remind students and their parents of the effectiveness of the services." In answer to the question by respondents 51,9% (161 people) agree, whilst 1,6% (5 people) strongly disagrees.

"The physical environment of the school was organized in a way to the features appealing to the five senses such as heat, light, colour, sound, music, and odour affecting positively the performance of the staff and the students." In answer to the question by respondents 48,1 % (149 people) agree, whilst 1,6% (5 people) strongly disagree.

"The necessary sensitivity has been shown in respect of facilitating the establishment of the school place selection and the school transportation service." In answer to the question by respondents 46,1% (143 people) agree whilst 4,5% (14 people) strongly disagree.

"The school cleaning and catering services are gratifying." In answer to the question by respondents 48,4% (150 people) agree, whilst 3,9% (12 people) strongly disagree.

"The internet, library and the services like those ensuring the instant access to information are provided." In answer to the question by respondent 39, 4% (122 people) agree, whilst 2, 9% (9 people) strongly disagree.

"The student counseling services are provided to help solve any problems." answer to the question by respondents 45, 8% (142 people) agree, whilst 3,9% (12 people) strongly disagree.

"The school principals are sufficient in terms of all management activities." In answer to the question by respondents 42, 9% (133 people) agree whilst 3, 5% (11 people) strongly disagree.

"The teaching in all forms of activities is sufficient." In answer to the question by respondents 46,1% (143 people) agree whilst 2,3% (7 people) strongly disagree.

"Tutoring programs; teachers, facilities and laboratories have been prepared to be used in the most suitable and efficient way. There must not be idle class." In answer to the question by respondents 43, 5% (135 people) agree, whilst 7, 1% (22 people) strongly disagrees.

"In the promotion of the school; Word of mouth communication, i.e., friends and the advice of friends is very effective." In answer to the question by respondents 37,7% (117 people) agree 3,5% (11 people) strongly disagree.

"The school is very effective in the promotion of the advertising factor. School ads should be cautious, careful and realistic in making promises, because the parents' expectations are raised and this leads to dissatisfaction." In answer to the question by respondents 32,9% (102 people) agree whilst7,7% (24 people) strongly disagree.

"The original school logo, arma, such as symbols, anthem, and motto makes a difference in quality and increases the effectiveness of the school's advertising." In answer to the question by respondents 32,9% (102 people) agree, 7,7% (24 people) strongly disagree.

"The public relations functions such as exhibits, techniques, symposia, panel discussions are organized well." In answer to the question by respondents 37,7% (117 people) agree, whilst 6,8% (21 people) strongly disagree.

"Participation in fairs for the promotion of various school, education, video demonstrations, visual materials and brochures are used." In answer to the question by respondents 44,2% (137 people) agree whilst 1,3% (4 people) strongly disagrees.

"The messages, letters, magazines and newspapers, brochures, manuals, posters, and newsletters related to school should be used more often, to reach more people within a short space of time.'' In answer to the question by respondents 45,2% (140 people) agree, 1,9% (6 people) strongly disagrees.

"The schools, which are effective in the promotion for social, cultural and sporting activities (artistic events, graduation ceremonies, educational seminars for students and parents, information, contests, sports competitions, etc) are more

successful." In answer to the question by respondents 41,3% (128 people) agree, whilst 5,8% (18 people) strongly disagree.

"The costs of the educational services for the school were determined under appropriate conditions." In answer to the question by respondents 40,3% (125 people) agree, whilst 5,8% (18 people) strongly disagree.

4.6.5. Analysis of Hypothesis - T Test- ANOVA Test

4.6.5.1. An Insight into the Adequacy of Training Equipment- T Test

H1: There is a significant relationship between the educational materials and the qualities of Education.

Nowadays, one of the factors that affect the quality of education and training are the educational materials. One of the survey questions posed to the parents is what they thought about the educational materials in the school students study at. Therefore, the educational materials in the school were needed to be confirmed and whether there is any difference between the two schools was also needed to be confirmed. The table average and Standard deviation values were also obtained in the following table as a result of the analysis in the SPSS program of the answers given to the questions towards the parent's perspective of the educational materials.

Table 14: Educational Equipment, Variables and Their Perspectives in Relation to the Subjects' Participation Levels

	N	Mean	Std. Deviation
The physical environment where the educational service is provided, the facilities, classrooms, laboratories, equipment and sufficient training aids.	310	3,65	0,980
The internet, library, and the services like those ensuring the instant access to information are provided.	310	3,64	1,011

As is seen in the table, the value related to the perspective of the parents about the physical environment, institutions, classrooms, laboratories, and adequacy of the courseware provided education counselling service is 3,65. According to this value, the subjects are agreeable with that of the schools' physical environment and are at the medium level. The value related to the internet and the library services is 3,64. It means, the parents are also thinking these physical properties are medium level.

Table 15: Diversity in Terms of the Adequacy of Training Equipment in Educational Institutions

Independent Samples Test				
	N	Mean	t	P
Institution A	128	3,3602	3,980	,015
Institution B	182	3,6621		

A 95 % level of confidence was attained according to the results from an independent survey of educational institutions tests and samples of educational equipment were carried out and the qualification of the value of p=0.015 >0.05 were established. And for the qualification of equipment and training p<0.05 Because the educational institutions under study are different. In terms of adequate educational equipment in an institution a result emerges and according to the data collected in the institute the adequate training but in term of the equipment. It can be concluded it lags behind.

4.6.5.2. The Overview of Professional Qualifications and Personal Characteristics of Teachers on the Quality Level- T Test

H2: There is a significant relationship between the professional competences and personal competences and personal characteristics of the teachers and the quality of education.

Outlook on teacher quality-oriented answers to the questions in SPSS and the results of the analysis in the following table where the average and standard deviation values were obtained.

Table 16: Perspectives on Teacher Quality-Related Variables and the Subjects' Participation Levels

	N	Mean	Std. Deviation
A qualified and experienced teaching staff was formed.	310	3,67	0,962
All teachers, in terms of activities are sufficient.	310	3,72	0,940

The people who train the new generation and shape them are the teachers. Perfect school buildings and tools don't make a thing; the people making it meaningful are the teachers. Because; doctors, academicians, prime ministers, employee, engineers, business men, soldiers and all other professional experts are trained by teachers. A good future is possible due to the teachers who are compassionate, dedicated, prefessionalist, role model, affectionate, and with good teaching and communication skills. In this sense, the value related to the perspective of the parents and the quality and experience of the teachers is 3,67 as is seen in the table. According to this value, the parents mostly agree that the teachers are experienced. The value with regards to the qualification in terms of all teaching activities of the teachers is also 3,72. This value shows that the parents are mostly agree with this idea.

Table 17: Difference in Terms of the Quality of Teachers in Educational Institutions

Independent Samples Test				
	N	Mean	T	P
Institution A	128	3,7070	2,874	,008
Institution B	182	3,6868		

According to the result of the Independent Samples Test carried out at a 95 % confidence level, professional competences and personal characteristics quality of the teachers are $p=0,008<0,05$. Due to the professional competences and personal characteristics of the teachers are $p<0,05$, the educational institutions examined are

different in terms of the professional competences and personal characteristics quality of the teachers. According to these data, in terms of the teacher quality, A school is better than B school.

4.6.5.3. Physical Capacity Conditions - T Test

H3: There is a significant relationship between the physical conditions and the quality of education.

Standard deviation value and the table average seen In the following table were obtained in the result of SPSS package analysis of the answers given to the questions about the physical conditions of the building.

The physical conditions of the building oriented to the perspective of the result of the analysis in SPSS answers to questions in the following table the average and standard deviation values were obtained.

Table 18: Participation Percentage of the Variables and Subjects about the Perspective to the Physical Conditions of the Building

	N	Mean	Std. Deviation
The physical environment of the school is designed to remind students and parents of the effectiveness of the services.	310	3,73	,901
The physical environment of the school was organized in a way for the features to be appealing to the five senses like heat, light, colour, sound, music, and odour affecting positively the performance of the staff and the students	310	3,79	,901
The necessary sensitivity has been shown in respect of facilitating the establishment of school site selection and school transportation service.	310	3,61	1,045
School cleaning and catering services are satisfactory	310	3,80	,991

The physical conditions of the school increase the interest, participation in the lesson of the students and their success. Sufficiency of the cleaning service, airing of the building, heating and thermal insulation highly affects the education quality.

Student-teacher ratio and the physical comfort affect to understand better the lesson hence the quality. The physical environment of the school has been prepared in a way to bias the students and the parents, the opinion giving it a value of 3,73. This ratio shows that the parents agree with this opinion. The physical environments of the school prepared in a way to appeal to sensorial organs affecting positively the performance of the staff and the students such as heat, light, color, sound, music, and odor, the opinions giving it a value of 3,79. This ratio shows that the parents agree with this opinion at the high level. Necessary sensitivity has been displayed for the place choice of the school, the school bus that easies the transportation to the school and providing the similar services, the opinion giving it a value of 3,61. This ratio shows that the parents agree with this opinion at the medium level. The cleaning and food service is pleasing, the opinion giving it a value of 3,80. This ratio shows that the parents agree with this opinion at the high level.

Table 19: Difference in Terms of the Physical Quality of School Buildings

Independent Samples Test				
	N	Mean	T	P
Institution A	128	3,6207	4,246	,027
Institution B	182	3,7445		

Depending on the outcome of independent Samples t-test made 95 % confidence level in statistic, perfection quality value of the physical conditions of the schools examined is p=0,027<0,05. Due to perfection quality of the physical environments is p<0,05, It is reached the end of the schools examined are different from each other in term of the perfection quality of the physical environments. According to the all these results, B schools' building quality is better than A school.

4.6.5.4. Overview of the Quality of the School Management by Effectiveness and Adequacy

H4: There is a significant relationship between the effectiveness and efficiency of the management and qualities of education.

Perspectives on the quality of school management-oriented answers to the questions in SPSS. The result of the analysis is detailed in the following table and how the average and standard deviation values were obtained.

Table 20: Perspectives on the Quality of School Management-Related Variables and the Subjects ' Participation Levels **-**ANOVA Test

	N	Mean	Std. Devaition
All school administrators in terms of management activities are sufficient.	310	3,55	1,016

The attitude of the school principals influences positively the quality of education. The school principals are adequate for all the management activities. The opinion giving it a value of 3,55. This ratio shows that the parents share this though at the medium level.

Table 21: The Differences in Terms of the Quality of the School Principals

Independent Samples Test				
	N	Mean	T	P
Institution A	128	3,42	1,895	,046
Institution B	182	3,64		

Depending on the outcome of independent Samples t-test made 95 % confidence level in statistic, the value of the effectiveness and the adequacy quality of the managements of the educational institutions examined is p= 0,046< 0,05. It is reached the end of the schools are different from each other in term of effectiveness and the adequacy quality, due to the effectiveness and the adequacy quality of the management is p< 0,05. In the light of this data, It is reached the end of the B

institution is in more advance than A institution in terms of the adequacy and efficiency of the school managements.

4.6.5.5. Parents vision of the Provision and Quality of Educational Services

H5: There is a significant relationship between the presentation of the educational services (marketing activities) and the quality of education.

Education services education perspectives and answers to questions for parents to contribute to the quality of the result of the analysis in SPSS are in the following table and how the average and standard deviation values were obtained.

Table 22: The Variables Related to the Perspective of the Parents to the Presentation and Quality of the Educational Services, and Subjects' Participation Percentage. – ANOVA test

	N	Mean	Std. Deviation
When developing the educational services requests suggestions and expectations form the parents and students are taken into account and in the light of the production data and customers services (parent/teacher) information is carried out	310	3,22	1,265
A healthy relationship is established between the parents, teachers, students, and school	310	3,64	1,042
School educational service is working to make things different from its competitors. Offered training services are unique, forming a difference between the schools identified with aspects.	310	3,41	,990
The educational services in the school; classes, social, artistic and cultural activities are diversified.	310	3,51	1,042
Student-centred, non-rote learning, inquiry and active learning based, the student's talent-wise education is being implemented	310	3,40	1,015
Having fewer students in the classes would improve the quality of Educational services in the educational environment	310	3,62	1,032
Educational services are provided in a way that would not require you to take additional lessons (private tutoring etc.)	310	3,37	1,077
The School of foreign language education is at a very high level.	310	3,52	1,042
The physical environment of the school is designed to remind students and their parents of services and their effect.	310	3,73	,901

Tutoring programs; teachers, facilities, classrooms and laboratories are adapted to be used in the most efficient way meaning there is never an idle classroom.	310	3,47	1,069
In the promotion of the school; Word of mouth communication, i.e., friends and the advice from friends is very effective.	310	3,87	1,043
The school is very effective in the promotion and advertising factor. The school should be cautious, careful and realistic in making promises, because parents' expectations are raised and this leads to the satisfaction.	310	3,32	1,145
The original school logo and the school's motto icons make a difference in the quality, highlighting increases the effectiveness of advertising.	310	3,70	,961
The public relations functions such as exhibits, techniques, symposia, panel discussions are organized well.	310	3,26	1,097
Participation in fairs for the promoting of various school, education, video demonstrations, visual materials and brochures are used.	310	3,58	,850
School related messages, letters, magazines, newspapers, brochures, manuals, posters and newsletters are used allowing you to reach more people in a shorter space of time.	310	3,60	,935
The schools, which are effective in the promotion of social, cultural and sporting activities (artistic events, graduation ceremonies, educational seminars for students and parents, information, contests, sports competitions, etc) are carried out.	310	3,42	1,076

When developing the educational services requests, suggestions and expectations form the parents and students are taking into account. In the light of the production data and customer services (parent-teacher) information is carried out and the opinion of the value was set at 3,22. This view of the data shows that the ratio has participated at the medium level.

A healthy relationship is established between the parents, teachers, students, and school. The opinion put that value at 3,64. This shows a high level view of the data that participated in this ratio.

School educational service is working to make things different from its competitors. Offered training services are unique, forming a difference between the schools identified, there are aspects of opinions giving it a value of 3,41. This shows the high level view of the data participated in this ratio.

The educational services in the school; classes, social, artistic and cultural activities are varied. Opinions giving it value of 3,51. This view of the data shows that this ratio as participated at the medium level.

Student-centered, word-based, non-students account for the abilities of active learning and inquiry-based education implemented in relation to the opinions of the value of 3,40. This view of the data shows that this ratio has participated at the medium level.

Having less students in the educational environment to improve the quality of Education service provided, the opinions giving it a value of 3,62. This view of the data shows that this ratio has participated at the medium level.

A quality educational service has been giving so there is no need to have Additional classes (such as classroom, private tutoring). The opinions giving it a value of 3,37 This ratio shows that the parents agree with this opinion at the medium level.

The foreign language service given in the school is at very good level, the opinions giving it a value of 3,52. This ratio shows that the parents agree with this opinion at the medium level.

The syllabus has been prepared in keeping with efficient utilization of teachers, institutions, classrooms and laboratories. There is not any idle class, the opinions giving it a value of 3,52. This ratio shows that the parents agree with this opinion at the medium level.

The physical environment of the school has been arranged in a way to bias the students and the parents to be remembered the services the opinions giving it a value of 3,72. This ratio shows that the parents agree with this opinion at the high level.

In the introduction of the school, word-of-mouth advertising (friend recommendation) is very effective, the opinions giving it a value of 3,72. This ratio shows that the parents agree with this opinion at the high level.

The advertising factor in promotion of the school is very effective. The institution increases the expectation of the parents from the school by promising cautiously, carefully, and realistic in the advertisements, the opinion giving it a value of 3,32. This ratio shows that the parents agree with this opinion at the medium level.

The idiocratic symbols such as the cockades, armas, march, and mottos emphasizing the quality difference of the school increasing the advertising activity of the school, the opinion giving it a value of 3,70. This ratio shows that the parents agree with this opinion at the high level.

Exhibits, techniques, symposia, panels have been organized as public affairs functions, the opinion giving it a value of 3,26. This ratio shows that the parents agree with this opinion at the medium level.

Participation to some educational fairs, video shows, visual materials, brochures have been used for the school promotion, the opinion giving it a value of 3,58. This ratio shows that the parents agree with this opinion at the medium level.

The letters, magazines, newspapers, brochures, hand books, posters, and bulletins have been used in order to be delivered the messages related to the school to more people in a shorter time, the opinion giving it a value of 3,60. This ratio shows that the parents agree with this opinion at the medium level.

Social, cultural, and porting activities which are effective in the school promotion (such as artistic movements, graduation ceremonies, educational seminars towards the students and the parents, information contests, sporting events) have been organized, the opinion giving it a value of 3,42. This ratio shows that the parents agree with this opinion at the medium level.

Table 23: The Perspective Differences of the Parents to the Delivery and Quality of the Education Services

Independent Samples Test				
	N	Mean	T	P
Institution A	128	3,4637	3,264	,018
Institution B	182	3,5297		

Depending on the outcome of independent Samples t-test made 95 % confidence level in statistic, the value of the marketing activities quality of the educational institutions examined is p=0,018<0, 05 due to the value of the marketing

activities quality is p<0, 05 it's been reached the end of ''the schools examined are different from each other in terms of the marketing activities.'' Education, marketing and service quality of A institution is lower than B institution.

CONCLUSION

To increase efficiency and quality improvement in the education of students, parents and the community are a necessity. Increasing the Service quality in the educational institution is also a necessity according to the competition environment of the era. This is understood as the improved countries in education are arbiter world while and advances in science. In the institutions, all staff's behaviours, knowledge, inventiveness, tolerances, operational capability and imparting skills from executives to teachers are vital in determining the quality of services.

The main purpose of doing this research in Ankara into the management of private educational institutions (high schools) was to discover the level of effectiveness and quality of the education services, especially in foreign language education, and to identify the effectiveness of quality of training, and to advance in the direction of the suggestions made.

Educational effectiveness and quality in terms of other objectives and to do research on the direct influence observed.

- To determine the physical conditions of the inspected institutions, service buildings and the quantitative sufficiency of the educational materials used.
- To identify the professional abilities of the teaching staff employed,
- The providing of education services administrators to identify the activities,
- Surveyed educational institutions to determine the adequacy and effectiveness of the quality of management.

The results obtained in the research: Within the survey, the questions related to effectiveness and quality of the educational services has been grouped as follows.

- Physical conditions of the building (School)
- Educational materials
- Administration of the Educational Institute,

- Educational Staff
- Presentation of the education service
- Costs of the education

When the answers are given to the questions within the classification above, most of the parents represented that they are not pleased with physical conditions, the sufficiency of the educational materials, school management, teaching staff, and the school fee. And they all agreed these conditions must be improved.

In the table, the value related to the viewpoint of the parents is 3,65 about 'the physical environment, institutions, classrooms, laboratories, tools, and the sufficiency educational materials.' According to this value, the subjects have been thinking that the physical environment is medium-level. The value with regard to the internet and the library is 3,64. The parents have also been thinking that this physical environment is medium-level.

In the table, the value with respect to the viewpoint of the parents is 3,67. According to this value, the parents have mostly been thinking that the teachers are experienced. The value with regard to the sufficiency of the teachers in terms of all teaching activities is also 3,72. This value shows that the parents mostly agreed with this idea.

The value in the eye of 'the physical environment of the school has arranged in a way to affect the students and the parents' is 3,73. This ratio shows that the parents are mostly agree with this opinion. The value in the eye of 'the physical environment of the school were arranged according to the sense organs affecting positively the performance of the students and staff like heat, light, colour, music, and odour' is 3.79. This ratio shows that the parents are mostly agree with this opinion. The value in the eye of '' the necessary sensitivity has been displayed about the site selection of the school, the school bus easing the transportation and suchlike services'' is 3,61. This ratio shows that the parents are agree with this opinion in the medium level. The value in the eye of ''he food and cleaning services are good enough'' is 3,80. This ratio shows that the parents mostly agree with this opinion.

The attitude of the school management affects positively the quality of education. The value in the eye of '' the school management is adequate in terms of all management activities'' is 3,55. This ratio shows that the parents agree with this opinion at the medium level.

Education institutions examined in the scope of the research are different from each other in terms of educational materials. According to the research, that is because B school can be better economically and this is very important in terms of education. That A school has fell back in this regard is a major disadvantage in the increasing competition environment. It can be useful to proceed quickly in this regard. It should not be forgotten that a part of quality in education is also sufficiency the educational materials.

Professional competences and personal characteristics of the teachers that the parents entrust their children are vital. Quality of the teacher is very important in order that the private school must not lose the student. This study is important in terms of guidance to the future studies, increasing the service quality of the teachers and the points to consider in delivering the service. In both organizations, professional competences and personal characteristics of the teachers are different from each other. According to the data, A school clearly outdistanced the B school in terms of the teacher quality in the schools. In that case, B school should improve itself in this field and go through the teaching staff. In this sense, teachers need to try harder in order to not keep up with the times and educate a better generation. It can also useful that school management organize some seminars with regard to increase the professional competence and personal characteristic quality of the teachers.

The educational institutions examined reached a certain quality with regard to perfection of quality of the physical environment. Another necessity of the quality in education is also perfection of quality of the schools' physical environments. The physical conditions of the schools examined are different from each other. According to all these results, it is seen that B school's structure is better than the A school. The principals of the A school should go through their educational institution with regards to perfection of quality.

The effectiveness and adequacy of the management of educational institutions surveyed in terms of the quality of the medium. So both in terms of the effectiveness and adequacy of management in the school has reached a certain quality. But in the name of improving the quality of service of the managers and academics to be able to benefit from experienced and successful leaders will be useful. B educational institutions surveyed in terms of the adequacy and effectiveness of the management of the institution is at a better level in terms as a body according to the observation. The reason for this may be due to the differences between the state school and the private school management.

Educational institutions surveyed in terms of their educational services marketing activities that were performed in respect of the opinions of parents are as follows; the parents in general, found these activities adequate. This is most noticeable in the marketing activities, and the parents familiar with the way the most influential method of communication is Word of mouth reference.

According to the study results, improving the effectiveness and quality of foreign language education in the form of suggestions that can be offered are as follows:

Schools increasing the number of students through extensive marketing work should be carried out. Ad campaigns should be organized for this purpose. In addition, schools must perform the following activities;

- Parents of students should be informed periodically
- Social and sporting activities at school should be increased,
- The activities of rival schools should be monitored
- Media outlets should be used (radio, TV)
- Should include social media promotion.
- Also the target audience should include potential activities to promote elementary students and their parents.
- Regional and national project competitions and Science and well prepared for success must be earned.

In private schools the results of this research, and in particular the physical conditions of the buildings of the education offered in terms of educational tools and materials, it was determined they were at the medium level. In this case, we should pay more attention to the following points:

- The classes and the facility should look modern
- The school's environmental and landscaping should be presentable
- The school's laboratory facilities need to be improved and should be allowed for the service of students;
- Computerized training facilities and technical equipment (projector, Overhead Projector, slide, Smart Board, etc.) needs to be used effectively as education is increasing.
- Library facilities should be increased and the choice of new publications should be more sensitive
- Visiting high schools abroad, to see and learn how the systems operate.

The school also needs to pay attention to issues such as lighting, heating, ventilation and sound insulation.

RECOMENDATION

According to the results of the research, the quality of teachers and the professional qualifications and personal characteristics are moderate. In this case, what needs to be done can be summarized in the following way:

- Understanding teachers specific standards development
- Periodic training courses for teachers
- Give value to the ideas from administrators and teachers by meeting more frequently and allowing them to make decisions as to the running of the school.
- The Junior class teachers have to obtain a special study regarding their field
- Patience, observation, classroom discipline to maintain your team's focus on the importance of teachers in the success of the game processing,
- The ensuring of financial satisfaction for teachers
- There must be an international point of view for teachers and students in this regard set an example to follow also to be informed about the importance of national training programs as well as international programs. On the other hand, teachers are open to learning and also have knowledge in the industry, competence does not distinguish between teachers who love their profession giving help to students outside of the class, and must have certain characteristics.

As a result, education services, particularly foreign language education, which was selected for the purpose of this study in measuring the effectiveness and quality of services, in this case, we believe, it will be useful for guiding schools.

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Appendix-A: SURVEY QUESTIONS

Sayın Katılımcı,

      Bu araştırmanın amacı; "Özel Okullar sundukları eğitim hizmetlerinin (yabancı dil) pazarlanması ile ilgili faaliyetleri yeteri kadar uygulayabiliyorlar mı?" sorusunun cevabını bulmak maksadıyla, Ankara'daki özel okullarda bu konudaki mevcut durum velilerin görüşlerinden yararlanarak ortaya koyulmaktadır. Araştırma, tamamen bilimsel bir amaca hizmet etmektedir. Yanıtlayacağınız anket sadece araştırmacı tarafından kullanılacak ve araştırmanın amacı dışında kullanılmayacaktır. Bu anketi içtenlikle, eksiksiz ve doğru olarak doldurmanız, araştırmanın sağlıklı sonuçlar vermesi bakımından son derece önemlidir. Katkılarınızdan dolayı şimdiden teşekkür eder, saygılar sunarım.

Demografik bilgiler

Cinsiyetiniz?

      ( ) Erkek

      ( ) Kadın

Anne öğrenim durumu nedir?

      ( ) İlköğretim ( ) Lise ( ) Üniversite

Baba öğrenim durumu nedir?

      ( ) İlköğretim ( ) Lise ( ) Üniversite

Aylık gelir düzeyi hangi aralıktadır?

( ) 2000 TL den az ( ) 2000-2500 TL arası ( ) 2500-3000 TL arası ( ) 3500-4000 TL arası ( ) 4000 TL ve üstü

	Kesinlikle Katılmıyoru	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
Eğitim hizmeti geliştirilirken, öğrenci ve velilerin istek, öneri ve beklentileri belirlenmektedir. Hizmet üretimi bu veriler ışığında ve müşteri (öğrenci-veli) odaklı olarak gerçekleştirilmektedir.					
Kaliteli ve deneyimli bir öğretmen kadrosu oluşturulmuştur.					
Okul-Veli, Öğretmen-Öğrenci, Öğretmen-Veli arasında sağlıklı bir iletişim kurulmuştur.					
Okul, verdiği eğitim hizmetini rakiplerinden farklı kılmaya					

çalışmaktadır. Sunulan eğitim hizmetinin kendine özgü, farklılık oluşturan, okul ile özdeşleşen yönleri vardır.				
Okulda verilen eğitim hizmetleri; kurslar, sosyal, sanatsal ve kültürel etkinliklerle çeşitlendirilmektedir.				
Öğrenci merkezli, ezbere dayalı olmayan, öğrencilerin yeteneklerini dikkate alan, aktif öğrenme ve sorgulamaya dayalı bir eğitim uygulanmaktadır.				
Eğitim hizmetinin kalitesini arttırmak için eğitim ortamında az öğrenci olması sağlanmaktadır.				
İlave destekler (dershane, özel ders gibi) almayı gerektirmeyecek şekilde bir eğitim hizmeti verilmektedir.				
Okulun verdiği yabacı dil eğitimi, çok iyi seviyededir.				
Eğitim hizmetlerinin verildiği fiziksel ortam, tesisler, derslikler, laboratuarlar ve eğitime yardımcı malzemeler yeterlidir.				
Okulun fiziksel ortamı, öğrencileri ve velileri etkileyecek ve hizmeti hatırlatacak şekilde düzenlenmiştir.				
Okulun fiziksel ortamı çalışanların ve öğrencilerin performansını olumlu yönde etkileyen ısı, ışık, renk, ses, müzik ve koku gibi beş duyuya hitabeden özellikleri taşıyacak şekilde düzenlenmiştir.				
Okulun kuruluş yeri seçimi ve okula ulaşımı kolaylaştırıcı servis vb. hizmetlerin sağlanması konularında, gerekli hassasiyet gösterilmiştir.				
Okulun temizlik ve yemek hizmetleri, memnuniyet vericidir.				
Bilgiye anında ulaşmayı sağlayan internet, kütüphane vb. hizmetler verilmektedir.				
Öğrencilerin sorunlarını çözmeye yönelik rehberlik hizmeti verilmektedir.				
Okul yöneticileri, tüm yönetim faaliyetleri açısından yetkilidir.				
Öğretmenler, tüm öğretim faaliyetleri açısından yeterlidir.				
Ders programları; öğretmenlerin, tesislerin, dersliklerin ve laboratuarların en verimli şekilde kullanılmasına uygun hazırlanmıştır. Boş geçen ders olmamaktadır.				
Okulun tanıtımında; ağızdan ağza iletişim, yani dost ve arkadaş tavsiyesi çok etkili olmaktadır.				
Okulun tanıtımında reklam faktörü çok etkili olmaktadır. Okul verdiği reklamlarda ihtiyatlı, dikkatli ve gerçekçi vaatlerde bulunarak, velilerin okuldan beklentilerini yükseltmektedir.				
Okulun kendisine özgü kokart, arma gibi simgeleri, marşı, kalite farkını vurgulayıcı sloganları, okulun reklam etkinliğini artırmaktadır.				
Halkla ilişkiler fonksiyonu olarak sergiler, piknikler, sempozyumlar, paneller düzenlenmektedir.				
Okul tanıtımı için çeşitli eğitim fuarlarına katılım, video gösterileri, görsel malzeme ve broşürler kullanılmaktadır.				
Daha çok kişiye daha kısa zamanda, okulla ilgili mesajların ulaşmasını sağlayan mektuplar, dergi ve gazeteler, broşür, el kitapçığı, afiş ve bültenler kullanılmaktadır				
Okul tanıtımında etkili olan sosyal, kültürel ve sportif faaliyetler (sanatsal etkinlikler, mezuniyet törenleri, öğrenci ve velilere yönelik eğitim seminerleri, bilgi yarışmaları, sportif müsabakalar gibi) yapılmaktadır.				
Okulun eğitim hizmetleri maliyeti uygun koşullarda belirlenmiştir				

Appendix-B: CURRICULUM VITAE

PERSONAL INFORMATION

Surname, Name: Güneş Cemalettin

Nationality: Turkish (TC)

Date and Place of Birth: 12 January 1981, Ankara

Marital Status: Single

Phone: +90 546 203 62 70

Email: cemalgunes0619@hotmail.com

EDUCATION

Degree	Institution	Year of Graduation
MS	Çankaya Univ.MBA	2016
BS	Anadolu University Business Administration	2011
High School	Alanya High School, Antalya	1999

WORK EXPERIENCE

Year	Place	Enrollment
2015-Present	Mektebim High School	Teacher
2014-2015	YDS Academy	Teacher
2012-2013	American Culture Language schools	Teacher
2011	South shore mall (America)	Sales person

FOREIGN LANGUAGES

Advanced English, Fluent German

HOBBIES

Tennis, scuba diving, movies, motor sports.