

Managerial Perspective on Marketing

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Abstract

Perspective on what constitutes marketing and on the place marketing holds in the firm have undergone substantial change in recent years. In effect, this "selling concept" implied that marketing's role was to help dispose of what ever the factory decided to make. Increasingly, the successful firms became those who adopted the concept as a guiding philosophy. The essential elements of the concept were carefully analysis of markets to understand needs, selection of target groups of customers and a/so tailoring the product offering to achieve a customer satisfaction. These policies reflect key marketing tasks but usually involve the support functions. Problems involved in implementing the marketing concept, a planning approach should be adopted that is conducting situation analysis and setting objectives before developing strategies and programs improve the chances for choosing the best policies. Organizations cannot pursue all possible marketing actions because human and financial resources are usually limited. This paper we focus on managerial perspective on marketing.

INTRODUCTION

THE MARKETING CONCEPT AND THE MARKETING ORIENTED ORGANIZATION

Perspective on that constitutes marketing and on the place marketing holds in the firm have undergone substantial change in recent years. In earlier years, marketing was viewed as not much different from selling. Many companies believed that with ~cough effort and expense, almost any product could be sold by high powered selling and aggressive advertising. In effect, this "selling concept" implied that marketing's role was to help dispose of whatever the factory decided to make.

Increasingly, the successful firms became those who adopted the modern marketing concept as a guiding philosophy. For example, like the marketing of the Americans economy over the past 40years, an increasing number of suppliers and brands began to compete more intensively for the buyer's dollars,

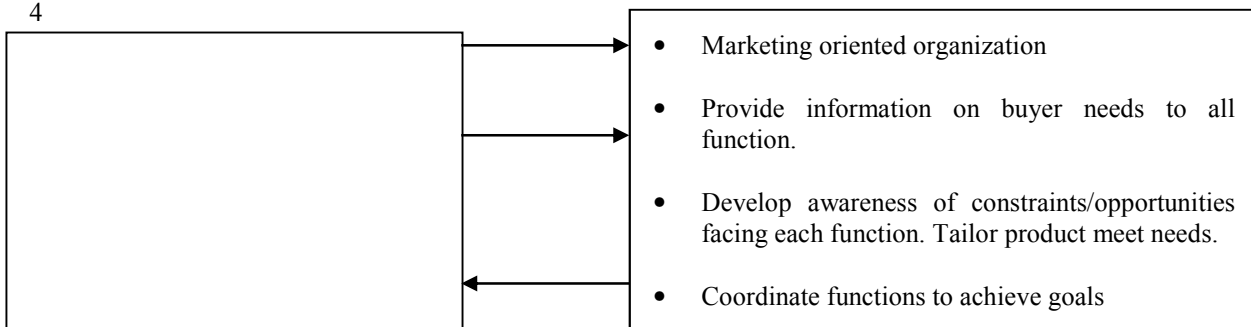
The essential elements of the concept were:

1. Careful analysis of markers to understand needs. .
2. The selection of target groups of customers who needs match up with the firm's capabilities.
3. Tailoring the product offering to achieve a customer satisfaction.

Accordingly, marketers (and managers in general) have come to recognize that there are important organizational dimensions that enable a firm to be market oriented specially Harvard professor Benson Shapiro has identified three key characteristics of a truly oriented company.

1. Information on all important buying influences permeates every corporate function so the manufacturing research and development, and finance all understand the needs and problems of the buyer.
2. Decisions are made inter functionally and interdivisional do the each organizational unit is aware of the constraints and opportunities facing those units with whom they must coordinate.
3. Decisions are well coordinated and executed with a sense of commitment so that functional goals support the common goals of customer satisfaction and profitability

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The marketing concept and the market-oriented organization.

The most controversial aspects of the marketing concept and of being market oriented revolve around their applicability to not - for - profit organization such as colleges, arts organization, political groups and social - action causes, hospitals, for example, have really begun to recognize that patients expect, more than just basic health care.

Increasingly, hospitals are emphasizing pleasant "extras"; friendly nurses and staff, faster service your met meals in some cases.

BACKGROUND LITERATURE

Because the marketing concept requires a consumer - buyer orientation, middle manager's activities focus one specific customer needs and on adapting the firm's products, prices, promotional effort, and other activities to meet those needs: the marketing concept, however is also a philosophy that provides long range direction and purpose for the organization, and in market oriented organization marketing must be coordinated with other functional activities.

Therefore marketing decision making takes place at the top-management level we should emphasize that the distinction between top management and middle management is found in types of decisions they make, not only in their job titles. In small and medium-sized organizations, the same individual may have both hands pf responsibilities.

Although to-management and middle-management marketing personnel focus on different decisions, their activities are equally relaxed to the marketing concept. That is, top management must identify general long-term positions to ensure future customer satisfaction in a changing environment

The responsibility of middle management is to identify more specific, short-term actions to achieve customer satisfaction, for example, in the automotive Industry, the top management in most companies has identified fuel efficiency and product quality as priority long-term position, where as the designing and marketing of specific products and features that meet current preferences is a middle management responsibility.

As a general rule, middle-management decisions focus on the sales and profitability of individual products, brands, or lines of closely related products marketed as group. Action - oriented programs regarding advertising campaigns, sales promotions, process, and product development, as well as sells-force activities directed at buyers or distributors, are generally the responsibility of middle managers.

Top-management decisions are those which provide the long-term direction of the organization regarding the markets and needs that will served and the kings of products that will be produced. For examples of such decisions include sea's entry into that credit card business and singer's exist from the sewing machine business. These decisions, tanned corporate strategies, have a clear marketing component because they indicate the general kinds of customers to be created.

They also have implications for the other functional areas because they influence further financing needs, research and development (R&D) production planning, and personal development. Here are the basic purposes of top-management decisions.

- Establishing a basis for resolving confutes among the marketing, finance, production and R&D functions by providing general, company wide objectives.
- Providing a basis for allocating scarce human and financial resources major products or product lines
- Identifying the specific role that each product line is expected to play in achieving corporate sales and profit Objectives.

Although top-management and middle-management marketing personnel focus on different decisions, their activities are interrelated. First, middle managers can and should provide to management with information on sales and profit trends and on problems and opportunities existing in the market place for each Product. This

Information is useful to top management in developing the overall corporate strategy, second the decisions made by top management will influence the difficulty of the tasks faced by middle managers.

MAJOR OBSTACLES FACING MIDDLE-MANAGEMENT MARKETERS

First, selecting the correct marketing action is not an easy task because customer needs are always easy to identify.

And not all customers (or potential customers) will respond in the same way to such marketing variables a price e advertising campaigns and product modifications consequently, manager need to know which group of buyers to focus their effort on in attempting to create customers.

Secondly, marketing costs money: the cost of a advertising, product-development investments sales salaries, and many other financial resources may be required to serve the customer satisfactorily thirdly, it is often difficult to evaluate all the possible alternative because there are so many possible combinations to test or consider for example, a manufacture of personal computers might easily consider five alternative designs, two possible advertising themes, and four price levels. This would mean $5 \times 2 \times 4 = 40$ alternative combinations to assess, yet this is only a small fraction of the number of possible decisions and variations that might be considered.

Fourthly, the various marketing decision areas are not dependent but are interrelated with one another for example, a cut in price may reinforce new advertising campaign, or it may undercut the campaign if the advertising was designed to build on image of quality.

Fifthly, marketers have limited control over outcomes because of environment factors such as in the cost or availability of components of raw materials or changes such as inflation or employment rates which may influence the level of demand.

PRESENTATION: THE MARKETING PLANNING PROCESS

Planning is merely a systematic way for an organizing to attempt to control its future. A plan is essentially a statement of what the organization hope to achieve, how to achieve it, and when it will be achieved.

Every marketing manager acknowledges the importance of planning, because the logic behind it is undeniable. One of the reason for planning is that results of planning are often long-term and top management places a premium on immediate results. Another is that, because they are under considerable time pressure, the middle managers are more action oriented than planning oriented. Some organizations still lack a decision-making structure that facilitates planning.

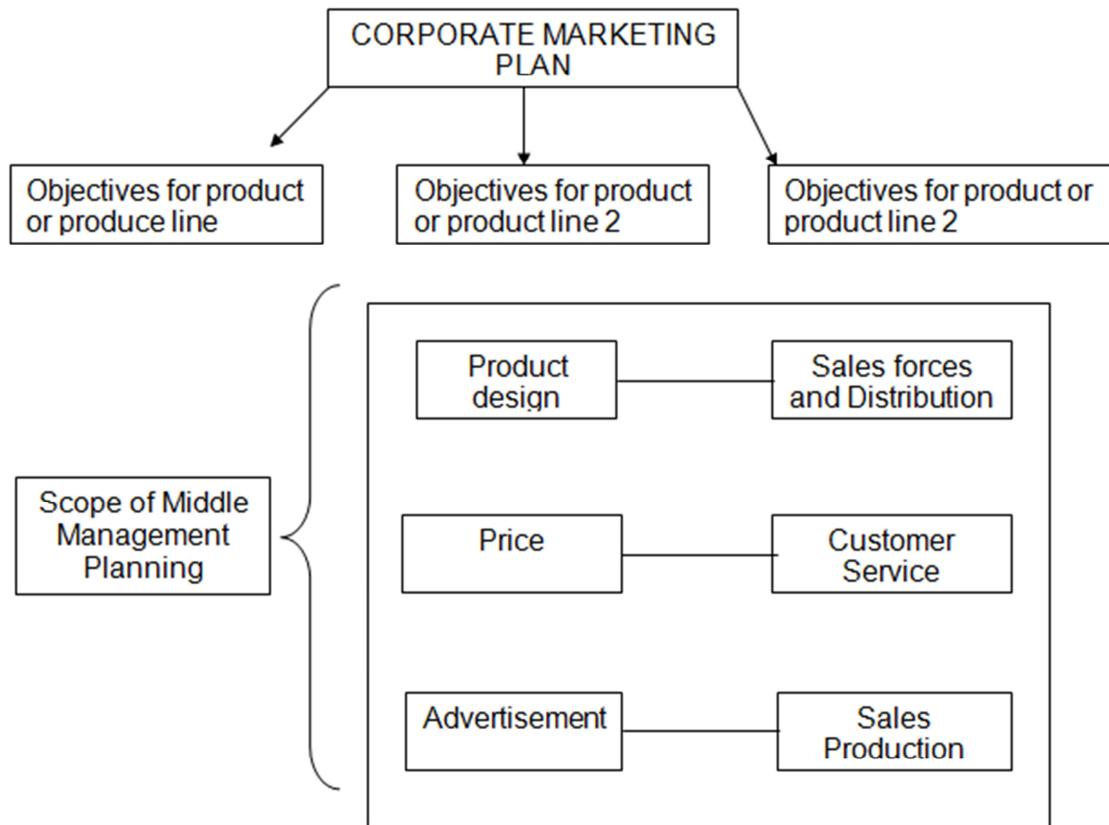
In other organizations, however, planning is the basic of the management process, in general, these firms believe about the future.

- Encourage systematic thinking about the future,
- Leads to improved coordination.
- Establishes performance standards for measuring results.
- Provides a logical basis for decision making.
- Improves the ability to scope with change.
- Enhances the ability to identify marketing opportunities.

Marketing planning is the systematic process for developing and coordinating marketing decisions.

Because marketing decisions are made at two major level-top management and middle management - the marketing planning process must operate at two levels corporate marketing planning provider overall direction for the organization by specifying the products the firm will make and the markets it will pursue and by establishing the objectives to be achieved by individual products. Often, firms use the term strategic business units or (SBUS) to represent these basic planning units. Middle-management planning specifies the details for implementing the corporate marketing plan on a product basic. Marketing decisions should be made in the context of marketing plan. Only in this way can a firm coordinate the specialized roles and achieve its objectives.

CORPORATE MARKETING PLAN

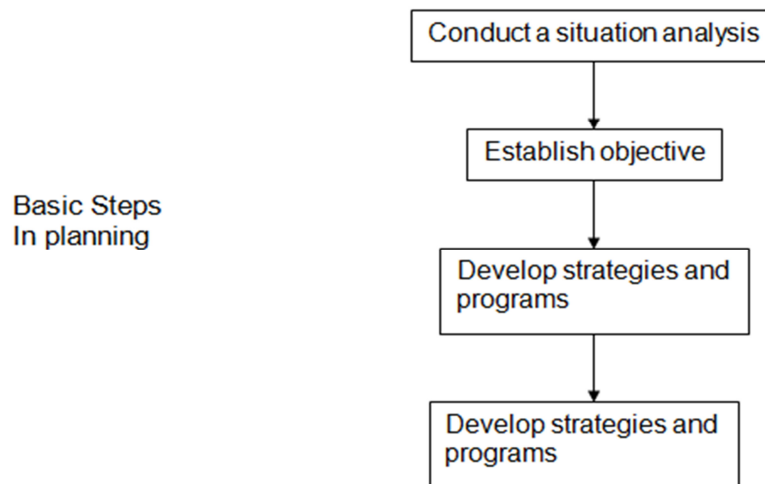


Liking corporate Marketing to Middle-Management Planning.

BASIC STEPS IN PLANNING

Marketing planning takes place at both the corporate level and the middle management level, for basic steps are involved at each level.

1. Conducting a situation analysis: before developing any action plan, decision makers must understand the current situation and trends affecting the future of the organization. In particular, they must assess the problem and opportunities posed by buyers, competitors, cost, and regulatory changes.
2. Establishing objectives: having completed the situation analysis. the decision makes must the establish specific objectives. Objectives identify the level of performance the organization hopes to achieve at some future date, given the realities of the environmental problems and opportunities and the firm's particular strengths and weaknesses.
3. Developing strategies and programs: to achieve the stated objectives, decision makes must develop both strategies (long-term actions to achieve the objectives and programs (specific short-term actions to implement the strategies).
4. Providing coordination and control: plans that are fairly comprehensive often include multiple strategies and programs. Each strategy and each program may be the responsibility of a different manger. Thus, some mechanism must be developed to ensure that the strategies and programmes are effectively implemented.



Organizational structures and budgets are the primary means for coordinating actions control is also essential because the success of strategies and programs can never be predicted with certainty. The purpose of control is to being made and to pinpoint the causes of any failure to achieve objectives so that remedial actions can be taken.

Further planning is a process organizations operate in complex and dynamic environments. Therefore as the situation changes, managers must be prepared to modify objectives and strategies to deal with those changes.

Marketing management encompassed all of the decision involve in designing and executing marketing plans in order to implement the marketing concept. As middle mangers, and decisions made at these two levels are interrelated.

RECOMMENDATION

Top management must identify general long-term positions to ensure future customer satisfaction in a change environment. The responsibility of middle management is to identify more specific short-term actions to achieve customer satisfaction.

It is important to recognize, however, that market organization is one that takes its leads from the market, not necessary from the marketing department. Organizations cannot pursue all possible buyers and all possible marketing action can not be taken because human financial resources are usually limited and do not permit such extravagance.

In order to deal with problems in evolved in implementing the marketing concept, a planning approach should be adopted. Conducting a situation analysis and setting objectives before developing strategies and programs. Improve the chances for choosing the best marketing policies.

CONCLUSION

The marketing concept serves our point for examining marketing management because the concept reflects the basic purpose of a business without given effective attention to customer needs, marketing and the other business functions will lack the direction need act for success.

Even in a marketing concept organization, however it is not simple matter to implement the marketing concept organizations are faced with many alternatives and customers and with a vast array of alternative policies and programmes for meeting customers needs. Planning really should take place on two levels. At the middle management level. Planning focuses on an individual product or a line of related and products.

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