

# Revising the Structural Framework for Marketing Management

Dr. Michael R. Hyman  
Wells Fargo Professor of Marketing  
Department of Marketing  
College of Business  
New Mexico State University  
Box 30001, Dept. 5280  
Las Cruces, NM 88003-8001  
Voice Phone: (505) 646-5238  
Fax: (505) 646-1498  
e-mail: mhyman@nmsu.edu  
www: <http://business.nmsu.edu/~mhyman>

Mailing Address:  
5260 Redman Road  
Las Cruces, NM 88011-7556

## Acknowledgements

Special thanks to Robert Skipper and Aaron Hyman for their assistance on an earlier version of this manuscript. Also thanks to Shaun McQuitty, Robin Peterson, Chuck Pickett, Kevin Shanahan, and the *Journal of Business Research* editors and reviewers, for their helpful comments. An earlier version of this manuscript won the Shaw Award for best paper presented at 2001 *Society for Marketing Advances* conference. An abridged version of this manuscript has been accepted for publication in *Journal of Business Research*.

Keywords: Marketing Theory, Marketing History, Marketing Management, Marketing Pedagogy

© 2002 by Michael R. Hyman

## Abstract

Despite its pedagogical predominance during the last four decades, marketing scholars increasingly doubt the value of the 4Ps schema. As a prelude to a new precursory structural framework for marketing management, criticisms and previously proposed modifications of the 4Ps are reviewed briefly. Next, the basic premise of Hunt's four explananda of marketing theory—that *exchange* is the core concept of marketing—is made uncertain by evidence culled from multiple sources. If true, then circumscribing the domain of marketing management from an exchange focus may be problematic. To address this concern and previous criticisms, an alternative structural framework, grounded in a set of basic questions important to marketing practitioners and scholars, is proposed. By outlining a unifying framework for marketing management practice, pedagogy, and theory development, this question set may spur efforts that help dissipate the continuing academician-practitioner miasma.

## Introduction

12).

The ability to ask the right question is more than half the battle of finding the answer.

–Thomas J. Watson, founder of IBM

[T]he four Ps offer a memorable, useful guide to the major categories of marketing activity, as well as a framework within which they can be used.

–Czinkota and Kotabe (2001, p.15)

In the first edition of his principles of marketing textbook, published in 1960, E. Jerome McCarthy simplified Neil Borden's original twelve-category marketing mix into the 4Ps—product, price, place, and promotion (Anderson and Taylor 1995; Grönroos 1994; Magrath 1986). During the next four decades, the 4Ps became the predominant pedagogical framework for marketing management (Anderson and Taylor 1995; Grönroos 1994; Yudelsohn 1999). As one marketing management textbook claims,

The four elements of the marketing mix are so important that they are the organizing framework for this . . . book. . . . Almost all marketing textbooks and courses use this framework (Shapiro, Dolan, and Quelch 1985, p.7).

Broadly speaking, marketing scholars and pedagogues still assume these four Ps represent the broad decision-making domains of marketing managers, i.e., the discipline of marketing management. For example, Foxall (1981) states in his marketing management textbook that

The main task of marketing management in meeting demand situations is to use these elements [i.e., the 4Ps] and their components . . . in a balanced combination (pp.10-

Although some marketers argue that the 4Ps is increasingly irrelevant to marketing management practice (Grönroos 1994; Gummesson 1999; Schultz 1999a, 1999b, 2001), and other marketers argue that it is conceptually flawed (Day and Montgomery 1999; Dobscha and Foxman 1998; Kent 1986; van Waterschoot and Van den Bulte 1992), most marketers continue to use and defend it (Anderson and Taylor 1995; Vignoli and Davies 1994; Yudelsohn 1999). Recently, the 4Ps schema has been applied to leisure and recreation management (Bright 2000), a wireless telephone system (Olson, Slater, and Czaplewski 2000), Internet-based marketing (Borgeon 1999), and competitive intelligence (Langabeer 1998).

As discussed by many marketing scholars, the 4Ps is considered a paradigm—if not *the* paradigm—for marketing management rather than marketing in general (Anderson and Taylor 1995; Bruner 1989; Harvey, Lusch, and Cavarkapa 1996; Jain and Punj 1987; Walle 1996). Marketing management is not synonymous with marketing; for example, *Journal of Marketing Management* only publishes articles “concerned with all aspects of the marketing mix” (<http://www.journalofmarketingmanagement.com/jmm/index.html>). Bagozzi (1986) posits that “Marketing management serves as a central link between marketing at the societal level and everyday consumption by the general public” (p.19). Foxall (1989) argues:

The history of marketing thought and practice . . . lends support to this distinction between *marketing*, which embraces a set of managerial functions . . . , and *marketing-oriented management* which is the way in which these functions are discharged. . . . [T]he distinction between *marketing* as a common, human, economic activity and *marketing-oriented*

*management* as an approach to marketing under particular circumstances is important to the correct identification of marketing's domain [italics in original] (pp.12-13).

Textbook authors typically offer different definitions for marketing management and marketing. For example, Kotler (2000) and Boyd, Walker, and Larréché (1998) give one definition for marketing but another definition—akin to the current AMA definition of marketing—as the definition of marketing management, which Kotler claims “is essentially *demand management*” [italics in original] (p.11). Dixon and Wilkinson (1989) argue that

The contemporary marketing paradigm is apparent in conventional textbooks, which deal not with the study of marketing . . . , but solely with marketing management (p.62).

Thus, “we need to have a clear distinction between the terms *marketing* and *marketing management*” [italics in original] (Houston, Gassenheimer, and Maskulka 1992, p.135). (See Table 1.)

-----  
Place Table 1 here  
-----

As a precursor to making this distinction, an alternative way to bound marketing management is proposed. The exposition proceeds as follows. First, criticisms and proposed modifications of the 4Ps schema are reviewed briefly. Next, evidence culled from marketing management textbooks, the scholarly marketing literature, marketing scholars' efforts to define marketing, and a survey of marketing managers, suggests that *exchange* may not be *'the'* (as opposed to *'a'*) core concept of extant marketing management pedagogy, scholarship, or practice. If true, then circumscribing the domain of marketing management from this

single notion, in accord with the Harold H. Maynard award-winning article “General Theories and the Fundamental Explananda of Marketing” (Hunt 1983), may be problematic. To address this concern and previous criticisms of the 4Ps schema, a precursory framework, grounded instead in a set of basic questions important to marketing management practitioners and scholars, is proposed. By outlining a unifying framework for marketing management practice, pedagogy, and theory development, this preliminary question set, mnemonically named the *8Ds of Marketing Management*, may spur efforts that help dissipate the continuing academician-practitioner miasma (Day and Montgomery 1999).

### Criticisms of McCarthy's 4Ps Schema

Anderson and Taylor (1995) argue that marketers' attempts to modify the 4Ps are misguided in that “(1) the critic fails to fully understand McCarthy's 4Ps in the context of his marketing manager's framework and/or (2) McCarthy's paradigm is remarkably robust in dealing with the issue at hand” (i.e., additional Ps add no explanatory power) (p.4). Also, the 4Ps schema is *useful*, which Hunt (1991) argues is the ultimate criterion for judging schemata. This argument notwithstanding, the 4Ps schema is problematic for several reasons.

Some marketers contend that the scope of the 4Ps is insufficient from a pedagogical (e.g., Dobscha and Foxman 1998; Petty 2000) or applied perspective (e.g., Cohen 1984; Gombeski 1998; Harvey, Lusch, and Cavarkapa 1996). To address this limitation, they tried to update the schema by refining the current Ps (Bruner 1988, 1989; Yudelso 1999), adding new Ps (Anderson 1987; Kotler 1986; Judd 1987; Rafiq and Ahmed 1995; Traynor 1985), broadening its perspective (Bauer, Herrmann, and Bayon-Eder 1994; Harvey, Lusch, and Cavarkapa 1996; Schultz 1999), or adapting it to specific industries. Attempts of this last type have concerned direct marketing (Cohen 1984), professional services (Ellis and Mosher 1993) and services

marketing in general (Booms and Bitner 1981; Collier 1991; Magrath 1986), the banking industry (Grden-Ellson 1987), the healthcare industry (Gombeski 1998), and leisure and recreation management (Bright 2000). Table 2 summarizes the previous efforts to address this scope limitation.

-----  
Place Table 2 here  
-----

If the 4Ps is sufficient from a pedagogical perspective, then it should provide a complete framework for marketing management textbooks (Gummesson 1999). However, a selective review (à la Armstrong and Schultz 1993) of popular textbooks published in the last two decades (Boyd, Walker, and Larréché 1998; Buell 1984; Capon and Hulbert 2001; Cohen 1991; Cravens, Hills, and Woodruff 1987; Czinkota and Kotabe 2001; Dalrymple and Parsons 2000; Haas 1992; Kotler 2000; Jain 1997; Lazer and Culley 1983; Peter and Donnelly 1998; Shapiro, Dolan, and Quelch 1985) shows that the 4Ps is a restrictive framework for marketing management pedagogy. Although the 4Ps comprise a substantial portion of each text, as evidenced by chapter and section headings, many additional sections and/or chapters are unrelated to the 4Ps (e.g., the marketing environment, marketing decision making, and marketing ethics). Because the 4Ps fails the *collectively exhaustive* criteria for schemata (Hunt 1991), many currently addressed marketing topics are ill-fitting (e.g., international, services); as a result, they are relegated to the add-on chapters that conclude most textbooks (Dobscha and Foxman 1998; Gummesson 1999).

One commonly accepted definition of paradigm is “a philosophical and theoretical framework of a scientific school or discipline within which theories, laws, and generalizations and the experiments performed in support of them are formulated” (*Merriam-Webster’s Collegiate Dictionary 2002*). By this definition, a paradigm is an exhaustive framework for a discipline. If

textbooks summarize the current collective wisdom of scholars, as Kuhn (1970) suggests, then textbooks and their related disciplines should be organized around the same framework unless precluded by pedagogical requirements. As no such requirements exist for marketing management, there is no good reason for using one framework for marketing management scholarship and a different framework for marketing management pedagogy. In other words, if the 4Ps is a good paradigm, then it must be exhaustive by definition. Because the 4Ps is incomplete, then it is not a good paradigm for marketing management.

Other than the need for refinement and incompleteness, previously published criticisms of the 4Ps include:

- (1) inadequate theoretical grounding (Grönroos 1994);
- (2) not formally integrated into the exchange paradigm (Yudelson 1999);
- (3) fails three of the five requirements for a sound classification schema as outlined by Hunt (1991) (van Waterschoot and Van den Bulte 1992);
- (4) overly focused on consumer goods, yet is production rather than marketing-concept oriented (Dobscha and Foxman 1998; Grönroos 1994; Gummesson 1999; Houston, Gassenheimer, and Maskulka 1992);
- (5) cannot account for the full range of marketing management activities (Dobscha and Foxman 1998; Grönroos 1994; Kent 1986);
- (6) ignores strategic marketing (Jain and Punj 1987);
- (7) focuses only on the acquisition stage of consumption (Dobscha and Foxman 1998);
- (8) contains an increasingly catch-all (i.e., atheoretically focused) *promotion* category (van Waterschoot and Van den Bulte 1992);
- (9) fails to account for interactions between Ps or boundary-spanning topics (Dobscha and Foxman 1998);

- Grönroos 1994); and  
(10) is incompatible with the relationship marketing paradigm (Grönroos 1994).

(Please see the Figure for more detail about these previously published criticisms.)

-----  
Place Figure 1 here  
-----

### **Grounding the Domain of Marketing Management in a Core Concept**

From the premise that consummating and/or facilitating exchange is the basic subject matter, Hunt (1983) argues that the four sets of fundamental explananda of marketing science involve (1) the behaviors of buyers, (2) the behaviors of sellers, (3) the institutional framework, and (4) the consequences to society posed by 1-3. He then proffers the guiding research question suggested by each set of explananda (e.g., the behaviors of buyers explananda “indicates that marketing science seeks to answer *why do which buyers purchase what they do, where they do, and how they do?*” [italics in original] (Hunt 1983, p.13)). Thus, Hunt (1983) moves from a central premise—that *exchange* is the core concept of marketing—to sets of fundamental explananda and ultimately to guiding research questions.

This basic theoretical progression has remained unchallenged by marketing scholars. Yet, if exchange is merely a core concept of marketing, rather than the core concept of marketing, then Hunt’s derived set of guiding research questions may not properly circumscribe the domain of marketing. Furthermore, if marketing management is a subset of marketing—which it must be—then exchange is unlikely to ground a proper set of guiding questions for marketing management. This issue is now explored.

### **Is *Exchange* the Core Concept of Marketing Management Pedagogy and Scholarship?**

For the past three decades, many marketing scholars like Hunt have argued that exchange theory *should* define the domain of marketing (e.g., Bagozzi 1975, 1979; Dobscha and Foxman 1998; Ferrell and Lucas 1987; Houston and Gassenheimer 1987; Kotler 1972; Kotler and Levy 1969). Regardless, exchange theory may not ground extant marketing management pedagogy, research, or practice. (Whether exchange theory *should not* ground marketing, as some marketing scholars have argued (e.g., Brown 1995, 1997; Foxall 1989; Grönroos 1994; Gummesson 1998; Harris 1998), is a different issue beyond the scope of this article.)

**Pedagogy.** Houston and Gassenheimer (1987), Houston, Gassenheimer, and Maskulka (1992), and Dobscha and Foxman (1998) posit that marketing textbooks are not organized around the exchange paradigm. For example, Dobscha and Foxman (1998) lament that

while marketing texts pay lip service to the concept of exchange, they fail to use it to explain and organize marketing phenomena. Presented in all textbook definitions, exchange is then effectively dismissed, and the 4P’s strategy model structures the principles of marketing course (p.47).

Hyman and Tansey (1992) offer empirical support for this proposition through a study of a key marketing term—*market*<sup>1</sup>—as defined in principles of marketing textbooks published since 1920. *Market* was chosen because it is an important term to marketing practitioners and scholars, yet textbook authors tended to provide their own definition rather than a de facto standard (e.g., *AMA* definition of marketing). If *market* is a key marketing concept, then it should be defined in terms of marketing’s most core concept (Hyman and Tansey 1992). In fact, only 9 of 125 (7.2%) textbooks published from 1970 to 1990—certainly within the exchange era of

marketing theory—contained an exchange-centric definition of *market* (Hyman and Tansey 1992).

Even post-1970 attempts to define marketing often omit *exchange*. For example, 7 of the 27 (25.9%) widely accepted textbook definitions of marketing reviewed by Ferrell and Lucas (1987) omit *exchange*. Although it may not represent mainstream scholarly thought, 12 of 21 (57.1%) definitions of marketing extracted from the recent ELMAR thread omit *exchange* (issues 747.6, 748.10, 749.5, 750.1, 751.4, 752.5, 753.4, 753.10, 754.6, 757.9, 759.3, 759.5, and 760.6). (See Figure 2.) Thus, there is some evidence to suggest that *exchange* has not been the core concept of marketing pedagogy during the past thirty years.

-----  
Place Figure 2 here  
-----

Of course, one could argue that

- (1) textbooks are mere pedagogical tools that neglect the advanced thinking of marketing scholars and practitioners, or
- (2) inertia in redesigning textbooks is mandated by instructors' resistance to course re-organization rather than their implicit rejection of a core concept.

Although dubious assumptions about lazy authors and instructors are required, neither argument can be falsified *a priori*. In other words, the absence of an exchange focus in introductory marketing textbooks is insufficient evidence to reject *exchange* as the most core concept of marketing scholarship and practice. Thus, the publications of marketing scholars and the reported beliefs of marketing practitioners should be examined for additional evidence.

**Research.** In February, 2001, the ProQuest database contained abstracts and keywords for 3204 recent articles published in *Journal of*

*Marketing* (from 1987 to 2000), *Journal of Marketing Research* (from 1988 to 2000), *Journal of Consumer Research* (from 1986 to 2000), *Marketing Science* (from 1986 to 2000), *Journal of the Academy of Marketing Science* (from 1986 to 2000), and *Journal of Business Research* (from 1986 to early 2001). The first five journals are recognized as the premiere marketing journals (Bakir, Vitell, and Rose 2000; Hoverstad, Shipp, and Higgins 1995; Hult, Neese, and Bashaw 1997; Koojaroenprasit, Weinstein, Johnson, and Remington 1998; Tahai, Kelley, and Taylor 1997); excluding specialty journals such as *Journal of Retailing* and *Journal of Advertising*, the *Journal of Business Research* is recognized as the next top general marketing journal (Koojaroenprasit, Weinstein, Johnson, and Remington 1998). To assess whether or not *exchange* is the most core concept of marketing scholarship, a basic content analysis of the abstracts and listed keywords for these general marketing journals was undertaken.

First, EndNote 4.0 (2000), a reference database and bibliography program for PCs, was used to download all relevant abstracts from the ProQuest database. Then, a single text file of all abstracts was exported to a word processor and a file of all keywords was exported to a spreadsheet program. Once loaded into the word processor, all spaces between words in the abstracts file were converted into carriage returns, which created a file with one character string per line. Next, a one-column file of the keywords listed for all 3204 articles was created in the spreadsheet program. SPSS was then used to import the two files and compute word frequencies. Finally, the SPSS frequency table for the abstract words was exported to a spreadsheet program that was used to manually sort and merge counts of different words with the same root (e.g., ad[s][vertise][s][vertisement][s][vertising]).

A ranking of abstract words and keywords suggests that neither *exchange* nor its synonym *transaction* (Dixon and Wilkinson 1989) is the core concept of marketing

scholarship. Of the 400 most frequent words in the article abstracts, *exchange* ranks 78<sup>th</sup> and *transaction* ranks 129<sup>th</sup>. Neither *exchange* nor *transaction* are listed among the 400 most frequent keywords; in fact, of 1892 different keywords, *transaction* appears 4 times (ties for the 641<sup>st</sup> rank) and *exchange* 3 times (ties for the 745<sup>th</sup> rank).

-----  
Place Tables 3 and 4 here  
-----

One could argue that the word *exchange* (or *transaction*) is implied in most marketing discussions (i.e., *price* implies *supply and demand*, which in turn implies *exchange*). If true, then *exchange* could appear rarely in scholarly texts yet still be the core concept of marketing scholarship. However, a quick bibliographic exercise suggests otherwise. Textbook definitions of *psychology* indicate that *mind/mental* and *behavior* are to psychology as *exchange* is supposedly to *marketing*. In May, 2001, the post-1998 abstracts in the ProQuest database—screened for ‘feature’ article type—contained 9146 peer-reviewed cites with the word *psychology*; 2908 of those cites (31.8%) also included the words *mind/mental* or *behavior*. In contrast, the database contained 2371 cites with the word *marketing*, but only 86 of those cites (3.6%) also included the words *exchange* or *transaction*. Similarly, the respective core concepts appeared in 13.1% percent of physics cites (keywords ‘matter or energy’; 261 of 1995) and 29.2% of sociology cites (keywords ‘group or organization or society’; 329 of 1127). Although this exercise assumes that the ProQuest database contains a similar mix of theoretical and applied journals for each discipline (i.e., articles in applied journals are less likely to address theoretical issues), it is unlikely that this discrepancy is an artifact of either (1) journal mix, or (2) an implicit core concept for marketing but explicit core concepts for the other disciplines. Thus, the conclusions drawn from the content analysis seem reasonable.

Because context is ignored, mere counts of words in texts do not guarantee error free analysis. For example, *behavior* could refer to customers, respondents, organizations, variables, et cetera; *decision* and *choice* could refer to customers, managers, political representatives, models, et cetera; *firm* could refer to companies or to the opposite of *soft*. Nonetheless, word counts are a widely accepted type of content analysis. Recently, software packages such as WordStat (<http://www.simstat.com>), DICTION (<http://www.sage.com>), and Word Cruncher (Oxford University, UK) have been used to study key notions in texts on firms’ environmental disclosure practices (Deegan and Gordon 1996; Deegan and Rankin 1996), corporate financial status (Previts, Bricker, Robinson, and Young 1994), and scholarly accounting though (Buckmaster and Jones 1997). (Buckmaster and Jones (1997) used word counts of articles in two academic journals—*Journal of Accountancy* and *The Accounting Review*—to formally test for a decade-long shift in the importance of a key accounting notion.) It has been argued that word counts are a preferred measure when researchers want to ascertain the importance of a topic in one or more texts (Krippendorff 1980).

Clearly, meaningful grouping of marketing words without context is impossible. Nonetheless, the results strongly suggest the outcome of a more detailed content analysis of the article abstracts and keywords: *exchange* may be a but not the core concept of extant marketing scholarship.

**Practice.** Even the limited effort to assess the beliefs of marketing practitioners suggests that they doubt *exchange* is the core concept of marketing. The one scientific study that asked marketing managers to identify the key concept in the definition of marketing reported the most likely response was *consumer satisfaction* (32%) rather than *exchange* (Ferrell and Lucas 1987). Thus, *exchange may not be the core concept of marketing, and by extension, marketing management.*

## **A New Question-Based Approach to Bounding Marketing Management**

Rather than trying to structure marketing management pedagogy, scholarship, and practice around an uncertain core concept, perhaps the sequence suggested by Hunt (1983) should be reversed so that they are structured around an exhaustive set of guiding questions. Such an approach is well accepted. Conventional scientific wisdom affirms that asking the right questions is the most critical step in problem solving (e.g., introductory epigram by Thomas J. Watson), and marketing scholars concur; for example, Bowers and Bowen (1998) claim that “scientific inquiry begins with a list of unanswered questions about a central subject matter” (p.237). Kotler (1972) ascribed the same about marketing management when he claimed “Marketing management is not a set of answers so much as an orderly set of questions by which the marketer determines what is best to do in each situation” (p.52). Along this line, Day and Montgomery (1999) recently offered four basic questions for marketing in general that “should distinguish marketing from related fields and contributing disciplines, with enough specificity to guide the efforts of researchers and set realistic expectations for the role of practitioners” (p.3).

A set of guiding questions should be exhaustive so that a complete set of answers would cover the domain of marketing management and be mutually exclusive for efficiency and conceptual reasons. Although exhaustiveness is possible, the nature of a question set framework makes mutual exclusivity improbable. Nonetheless, as Hunt (1976) argued for his Three Dichotomies Model, comprehensive coverage of the domain rather than efficiency is far more critical.

It is possible to classify all the approaches to the study of marketing . . . using the three categorical dichotomies of profit sector/non-profit sector, positive/normative, and

micro/macro. This is not meant to imply that reasonable people cannot disagree as to . . . which cell . . . is most appropriate for each issue or particular piece of research. . . . Rather, the conceptual model . . . provides a useful framework (Hunt 1976, pp.22-23).

A question set is not a theory (i.e., it cannot be “classified under one of the following schemata: theoretical, definitional, classificational, and analytical-conceptual” (Hunt 1971)), a model, a taxonomy, or a typology (Bowers and Bowen 1998); rather, it is a structural framework (Rossiter 2001) for organizing marketing management pedagogy and scholarship in accord with marketing management practice. Such frameworks—“a precursor to actual theory building” (Day and Montgomery 1999, p.12)—are often more useful to managers than elaborate theories (Day and Montgomery 1999; Rossiter 2001).

Organizing around a question set rather than a core concept should promote the theoretical and methodological pluralism advocated by many marketing scholars (Razzaque 1998). For example, the revised 4Ps schema developed by van Waterschoot and Van den Bulte (1992) is grounded in exchange theory and the functional school of marketing. In contrast, a question-based framework is grounded in neither, so approaches to answers are less constrained, i.e., it is open to other paradigms like post modernism (Brown 1995, 1997) and other schools of marketing thought like consumer behavior, managerial, and institutional (Sheth, Gardner and Garrett 1988).

To create a preliminary question set, an unstructured content analysis of a convenience sample of marketing management textbooks—Boyd, Walker, and Larréché (1998); Buell (1984); Capon and Hulbert (2001); Cohen (1991); Cravens, Hills, and Woodruff (1987); Czinkota and Kotabe (2001); Dalrymple and Parsons (2000); Haas

(1992); Kotler (2000); Jain (1997); Lazer and Culley (1983); Peter and Donnelly (1998); Shapiro, Dolan, and Quelch (1985)—was conducted (see Table 2). Only college (undergraduate or MBA) textbooks with the phrase ‘marketing management’ in the title, but with fewer than 50% case-related pages and without a domain-specific modifier in the title (e.g., retail, environmental, global/international, hospitality, direct), were reviewed. Although both the question set and alliterative mnemonic device are imperfect, they should serve as a starting point for subsequent, more rigorous development. The eight questions, and their associated mnemonic Ds, are as follows:

- (1) *Design*—How can an/your organization translate consumers’ needs and preferences into a product (i.e., good/service/idea mix) that consumers acquire willingly, use beneficially, and dispose of with minimal environmental stress?
- (2) *Demand*—What makes customers consummate an exchange with an/your organization?
- (3) *Didactics*—How can an/your organization inform all stakeholders—but especially targeted customers—about your products and other activities?
- (4) *Distribution*—How can an/your organization deliver its product to consumers?
- (5) *Duty*—What are the rights and obligations of all stakeholders to an/your organization’s activities?
- (6) *Direction*—What is the history of an/your organization and its products?
- (7) *Diary*—What is an/your organization’s current culture, vision, and mission statement?
- (8) *Dialectic*—What marketing strategy should an/your organization follow?

The ‘your’ versions of the above questions are for marketing management practitioners and the ‘an’ versions are for marketing management pedagogues and scholars. Also, the order of the 8Ds does not indicate

priority—context prescribes the importance of each associated question; rather, expositional ease dictated the sequence.

The first four questions are reminiscent (i.e., suggestive) of McCarthy’s 4Ps. Unlike McCarthy’s *product, design* explicitly broaches all stages of consumption—acquisition, usage and disposal—and stresses the critical issue for practitioners: how to create products in accord with consumers’ needs and preferences. *Demand*, by including topics such as consumer psychology and target markets/positioning, is more inclusive than McCarthy’s *price*. *Didactics* is McCarthy’s *promotion* unambiguously broadened into the widely accepted and more theoretical robust integrated marketing communications, which includes continuous learning within organizations (Cornelissen and Lock 2000; McArthur and Griffin 1997; Schultz and Kitchen 1997). *Distribution*—essentially McCarthy’s *place*—includes the traditionally covered subjects of channels, retailing, wholesaling, and logistics. Of marketing management syllabi recently posted on the World Wide Web (as identified through the Copernic meta-search engine), 39 of 45 (86.7%) include a course objective on introducing basic marketing concepts and tools and/or the marketing mix/functions; thus the first four Ds are clearly a major component of current marketing management pedagogy.

-----  
 Place Tables 5 and 6 here  
 -----

The final three Ds explicitly address (1) marketing strategy, which has become increasingly important to marketing management pedagogy (Hyman and Tansey 1992), (2) research (Noble and Mokwa 1999; Varadarajan and Jayachandran 1999), and (3) practice (Elliott 1990). By formally recognizing the importance of history, *direction* provides a context for understanding previous marketing actions and results. *Diary* recognizes the importance of understanding and setting an organization’s current culture,

vision, and mission statement. *Dialectic*, which emphasizes the need for open debate in establishing a strategic direction, includes topics such as planning and execution strategies, sustainable competitive advantage, game theory, SWOT analysis, and marketing audits (i.e., ways to understand the marketing environment). Of recent Web-posted marketing management syllabi, 37 of 45 (82.2%) include a course objective on making/implementing (strategic) marketing plans and/or marketing decision making; thus marketing strategy is already a major component of current marketing management pedagogy.

The 8Ds could encompass both normative and positive inquiry (if, antithetical to some scholars, the positive domain of the positive/normative dichotomy exists in marketing (Hyman, Skipper, and Tansey 1991; Skipper and Hyman 1995)). Contrary to arguments against a broadened concept of marketing that includes the non-profit realm (Foxall 1989; Laczniak and Michie 1979), the 8Ds applies to both domains of the profit/non-profit dichotomy. However, because it circumscribes marketing management rather than marketing, the 8Ds collectively ignores macromarketing as defined by the micro/macro dichotomy. If international marketing management is a distinct discipline, then the 8Ds may not capture it adequately (Monye 1995).

Marketing research (e.g., competitive intelligence, sales forecasting, and consumer surveys) and decision support systems, although critical to marketing (and relationship) management, are also outside the 8Ds because the information they provide is used to answer all eight questions. As a result, pedagogical treatments of these topics should be integrated into discussions about the 8Ds rather than addressed separately as a ninth D; textbooks such as Capon and Hulbert (2001) have taken this approach. Similarly, scholarly treatments should focus on the ways current and new methodologies can advance marketing management knowledge and practice.

Despite its limitations, the 8Ds question set addresses many of the previously discussed criticisms leveled at the 4Ps. Specifically, it:

- (1) is more explicitly inclusive (e.g., explicitly includes marketing strategy) and updated in accord with forty years of marketing scholarship and practice;
- (2) embraces current marketing management pedagogy as revealed by marketing management textbooks and Web-posted syllabi;
- (3) is grounded in the corpus of marketing management pedagogy and scholarship rather than a single core concept;
- (4) is in accord with a marketer-customer partnership (i.e., is compatible with the relationship marketing paradigm rather than a production orientation) because successfully translating consumers' needs and preferences into products requires ongoing relationships with customers;
- (5) accounts for a fuller range of marketing management activities (e.g., assessing the rights and obligations of stakeholders, making strategic plans);
- (6) addresses all stages of consumption—acquisition, usage and disposal—via ongoing efforts to translate consumers' needs and preferences into products; and
- (7) focuses on integrated marketing communications rather than a patchwork of promotion-related topics without a core organizing theme.

In addition, the most frequent abstract words and keywords (e.g., consumer, product, brand, advertising, market, price) clearly touch on all 8Ds. By encompassing published research in marketing, the 8Ds is seemingly a useful way to organize extant and future marketing management scholarship. Although a shorter structural framework like the 4Ps is more recallable, "it is only important that the manager recalls to *use* such a list, knows which is a *good* list, and where to *get* it [italics in original] (Rossiter 2001, p.14).

## Conclusion

Marketing management scholars and practitioners could select the domain of their discipline in one of three ways. First, they could accept the current conventional wisdom about the domain, which is the 4Ps. However, many scholars contend that the 4Ps, although a once useful framework, is flawed; as a result, the domain of marketing management needs redefinition and reorganization.

Second, marketing management scholars and practitioners could agree on one or more focal notions for their discipline and circumscribe its domain around those notions. However, identifying one or more focal notions is problematic because they may not ground scholarly efforts, despite many scholars' contrary beliefs. Evidence for this claim--such as a content analysis of marketing management textbooks and scholarly articles--weighs against *exchange* as the central notion of marketing (and, by extension, marketing management) and Hunt's four explananda scheme for marketing theory development. In other words, if (1) *exchange* is merely a rather than the central notion of marketing, and thus (2) *exchange* is not the central notion of marketing management, then (3) marketing scholars and pedagogues are ill-advised to circumscribe the domain of marketing management around *exchange*.

Third, marketing management scholars and pedagogues could assume that they represent a self-organizing system, i.e., an invisible college (Crane 1972), and the intersection of their scholarly and pedagogical efforts maps the true domain of marketing management. Given the evidence against the other domain-setting options, marketing management scholars, pedagogues, and practitioners should benefit by jointly identifying the intersection of their scholarly and practical efforts. In this vein, researchers could conduct a Delphi survey of the aforementioned groups, with the 8Ds questions as the starting point. By including managers, marketing scholars and

pedagogues could identify failures in current scholarly and textbook treatments. In the unlikely event that the original question set is unchallenged, Delphi panelists could still develop a more pedagogically friendly mnemonic than the 8Ds, which may seem forced or vapid to some academicians and includes words unfamiliar to some students and practitioners.

Practitioners often berate academicians for being "increasingly out of touch with what practitioners actually do" (O'Driscoll and Murray 1998, p.5); excessively focused on basic research, new research methods, and articulating concepts, but insufficiently focused on problem-oriented research (Myers, Greyser, and Massy 1979; Razzaque 1998); and overly concerned about establishing marketing as a science (O'Driscoll and Murray 1998; Simon 1994). From this perspective, academicians are "overly focused on theory (dis)confirmation rather than theory creation" (O'Driscoll and Murray 1998, p.14) and "too subjective and non-pragmatic" (Razzaque 1998, p.9). In contrast, academicians often disparage marketing practitioners as myopic users rather than contributors to theory (Razzaque 1998) who erroneously "perceive the entire scope of marketing to be profit/micro/normative" (Hunt 1976, p.23) and who prefer conventional research tools and solutions (Razzaque 1998). This disharmony is not without cost. As O'Driscoll and Murray (1998) note:

The gap between theory and practice carries opportunity costs and learning curve expenses to the parties involved. Stated positively, harmony in theory and practice adds value to the management of enterprise and to the advance of the discipline (O'Driscoll and Murray 1998, p.5).

An 8Ds-like framework, by focusing marketing scholars on a question set critical to marketing practitioners, may help both parties

overcome the inadequate or poor communication that has overly restricted the dissemination of marketing knowledge (AMA Task Force 1988; Myers, Greyser, and Massy 1979; Peattie and Prothero 1992). Thus, replacing the 4Ps with an 8Ds-inspired structural framework is prudent whether or not *exchange* is the core concept of marketing management.

Houston, Gassenheimer, and Maskulka (1992) posit that

Marketers have a need to define the boundaries of their discipline. . . . [but] we are students of questions and not bounded territories. If one is asking what is *relevant* to our study, the answer is ‘anything’” (p.131).

The precursory 8Ds framework provides a question set that bounds marketing management so as to inform but not needlessly restrict pedagogy, scholarship, and practice. In addition to addressing most criticisms of the 4Ps, the 8Ds explicitly accounts for social responsibility, ethics, and marketing strategy (Jain and Punj 1987). Also, the 8Ds should help marketing scholars focus on more fruitful mid-range theories (Grönroos 1994; Leong 1985) rather than on a general marketing management theory of unknown viability (Howard et al. 1991). Thus, the 8Ds may address the concern that marketing management theory, “promoted worldwide through comprehensive marketing textbooks that started to appear in the 1960s, . . . has not developed in any substantial way during the past decades” (Gummesson 2001, p.29).

### Limitations

The abstract and keyword analyses assume that the published scholarly works in marketing management conjointly determine the domain of marketing management. Although most philosophers of science have abandoned the demarcation of science

problem, earlier attempts by philosophers such as Popper, Lakatos, and Laudan suggest that there are other ways to determine the domain of a discipline (Resnik 2000; Taylor 1996). To the extent that results of the abstract and keyword analyses are idiosyncratic, alternative methods may suggest a different domain for marketing management scholarship. A similar generalizability concern exists for Web-posted marketing management syllabi.

Ultimately, a formal content analysis of marketing management textbooks and scholarly works—with multiple coders—could show that the 8Ds or any of its progeny is a proximate, mutually exclusive, and exhaustive framework for marketing management. Unfortunately, no one can show that a structural framework comprises the best possible question set for organizing marketing management pedagogy, scholarship, and practice. As with classification schemata, the characteristic that determines the value of such framework is usefulness.

### Footnote

- (1) *Market* is the seventh most frequent word in ProQuest abstracts of 3204 recent articles in *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Marketing Science*, *Journal of the Academy of Marketing Science*, and *Journal of Business Research*. Given its relatively frequent use, *market* is clearly an important term to marketing scholarship. Kotler (2000, pp.8-10) also argues that *market* is a core concept of marketing.

**Table 1**

**Definitions of Marketing Management and Marketing in Select Marketing Management Textbook**

| <b>Authors</b>                      | <b>Definition of Marketing Management</b>   | <b>Definition of Marketing</b>   |
|-------------------------------------|---|--|
| Boyd, Walker, and Larréché (1998)   | “Marketing management is the process of analyzing, planning, implementing, coordinating, and controlling programs involving the conception, pricing, promotion, and distribution of products, services, and ideas designed to create and maintain beneficial exchanges with target markets for the purpose of achieving organizational objectives” (p.16).                                  | “Marketing is a social process involving the activities necessary to enable individuals and organizations to obtain what they need and want through exchanges with others and to develop ongoing exchange relationships” (p.4).  |
| Buell (1984)                        | “Marketing management is the setting of marketing goals—considering company resources and market opportunities—and the planning and execution of activities required to meet the goals. When carried out effectively and honorably, marketing management results in creating and satisfying customers in a manner acceptable to society and leads to profitable growth for the firm” (p.11) | “Marketing is providing—on a timely basis—products (or services) designed to meet the needs and wants of target markets, and arranging for pricing, distribution, promotion, and postsale service” (p.21)  |
| Cravens, Hills, and Woodruff (1987) | “Marketing management is the process of scanning the environment, analyzing market opportunities, designing marketing strategies, and then effectively implementing and controlling marketing practices” (p.14)   | AMA definition   |
| Haas and Wotruba (1983)             | “The process of achieving an organization’s marketing objectives through the integration of activities in product, promotion, price, and distribution by obtaining and using the best information available and employing the organization’s physical, financial, and human resources in an effective and efficient manner” (p.11).   | “Marketing is the process of discovering the needs or wants of a market (needs or wants may be physical, intellectual, or emotional); translating these needs or wants into product, service, or ideational specifications; and the converting the demand for these products, services, or ideas into a desired response” (p.4). |
| Kotler (2000)                       | “Marketing (management) is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services to create exchanges that satisfy customer and organizational goals” (p.8).  | “Marketing is a social process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value to others” (p.8).   |

**Table 1** (continued)

| <b>Authors</b>                                | <b>Definition of Marketing Management</b>   | <b>Definition of Marketing</b>  |
|---|---|---|
| Jain<br>(1997)                                | <p>“In marketing management, market segments are defined by grouping customers according to marketing mix variables. . . .the resources and objectives of the firm, however defined, are viewed as uncontrollable variables in developing a marketing mix” (p.30).</p> <p>“Marketing management deals with developing a marketing mix to serve designated markets” (p.31).</p>  | None  |
| Lazer and<br>Culley<br>(1983)                 | <p>“Marketing management tries to provide an integrated, coordinated marketing mix by blending the components of product, pricing, distribution, and communication into a unified, satisfying whole” (p.33)</p>   | <p>“Marketing generally can be defined as the discipline treating those business functions involved in distributing goods and services from producers to consumers in order to achieve the objectives of society and businesses. Its concern is satisfying consumers’ wants and needs while making a profit through systems of markets, through exchanges” (pp.9-10).</p> |
| Peter and<br>Donnelly<br>(1998)               | Kotler’s definition (p.20)  | Current AMA definition  |
| Scott,<br>Warshaw,<br>and<br>Taylor<br>(1985) | <p>“Marketing management is that part of an organization which is responsible for the formulation and implementation of a marketing program to satisfy the needs of a market segment and to attain organizational objectives. Decisions must be made as to the product offered, the distribution system, the promotional campaign, and the pricing structure. These four decision areas are referred to as the marketing mix—the main tools of marketing management” (p.5).</p> | <p>“Marketing is the process by which individuals and organizations undertake activities to facilitate the identification, development, and exchange of products and services to satisfy the desires of the parties involved” (p.3).</p>  |

**Note:**

The current AMA definition of marketing is as follows: The process of planning and executing conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals.

**Table 2**  
**Additional or Modified Marketing Mix Elements**

| <b>Additional P</b>                    | <b>Definition</b>   | <b>Authors</b>   |
|--|---|--|
| packaging                              | container in which product is wrapped   | Nickels and Jolson (1976)  |
| participants                           | firm's personnel and other customers in the service environment   | Booms and Bitner (1981); Collier (1991)  |
| partners                               | customers (in a long-term relationship)   | Yudelson (1999)  |
| people/<br>personnel/<br>human capital | own employees   | Bauer, Herrmann, and Bayón-Eder (1994); Ellis and Mosher (1991); Gofton (1997); Grden-Ellson (1987); Johnson (1986); Judd (1987); Magrath (1986) |
| perform(ance)/e<br>xecution            | profit and non-profit related achievement; proficiency of skills  | Harvey, Lusch, and Cavarkapa (1996); Johnson (1986)  |
| period                                 | speed and timing  | Bauer, Herrmann, and Bayón-Eder (1994)   |
| physical<br>evidence                   | environment in which service is assembled   | Booms and Bitner (1981); Collier (1991)  |
| physical<br>facilities                 | physical plant and location   | Magrath (1986)   |
| plan(ning)                             | effort firms make to reduce errors and harm caused by errors; includes assessment of external environment | Grden-Ellson (1987); Harvey, Lusch, and Cavarkapa (1996); Johnson (1986)   |
| politics                               | intraorganizational and interorganizational politics  | Harvey, Lusch, and Cavarkapa (1996)  |
| position(ing)/<br>branding             | how product image is created in consumer's mind   | Bauer, Herrmann, and Bayón-Eder (1994); Gombeski (1998); Grden-Ellson (1987); Ries and Trout (1986)  |
| (countervailing)<br>power              | ability to influence all publics, but especially consumers  | Anderson (1986); Kotler (1986)   |
| presentation                           | tangible cues that depict image of firm   | Ellis and Mosher (1991)  |
| preservation                           | environmental protection; green marketing   | LeDoux (1991)  |
| pride                                  | how sense of corporate mission is nurtured  | Grden-Ellson (1987)  |
| probability                            | the risk function in marketing; the likelihood of an unintended result                                    | Harvey, Lusch, and Cavarkapa (1996)  |

**Table 2** (continued)

| <b>Additional P</b>                                | <b>Definition</b>   | <b>Authors</b>   |
|--|---|--|
| probe/perceive/<br>predict/benefits<br>development | marketing research  | Gombeski (1998); Johnson (1986); Traynor (1985)  |
| process(es)<br>(management)/s<br>ervice            | way products are delivered to customers; procedures, mechanisms and flow of activities by which a service is delivered  | Berry (1990); Booms and Bitner (1981); Collier (1991); Gofton (1997); Magrath (1986); Vignoli and Davies (1994)  |
| professional                                       | balancing the marketing mix effectively   | Johnson (1986)   |
| promptness   | timing  | Wasson (1983)  |
| publics and<br>public relations                    | includes consuming publics, intermediary publics, supplier publics, internal publics, and general publics (society); management of relations with these different publics | Bauer, Herrmann, and Bayón-Eder (1994); Goodrich, Gilden, and Cavanaugh (1979); Harvey, Lusch, and Cavarkapa (1996); Johnson (1986); Kotler (1986); Kotler and Mindak (1978); Mindak and Fine (1981) |
| purpose/goals                                      | clarification of goals, objectives, and mission   | Johnson (1986)   |
| channels mix                                       | the flows and intermediaries involved in facilitating an exchange   | Bruner (1989)  |
| concept mix  | the varied goods, services, and ideas that compose consumers' view of the object of exchange  | Bruner (1989)  |
| costs mix  | pre- and post-choice monetary and non-monetary costs of an exchange   | Brunner (1989)   |
| communication<br>mix                               | promotion and feedback functions like marketing research  | Bruner (1989)  |
| customer<br>convenience                            | customer availability, customer convenience, and selling  | Berry (1990)   |
| customer<br>sensitivity                            | employee attitude, consumer treatment, and response to customer   | Berry (1990)   |
| differentiation                                    | distinguish organization and products from competitors  | Gombeski (1998)  |
| internal<br>marketing                              | to develop a company-wide marketing orientation   | Gombeski (1998)  |
| targeting  | market segmentation   | Gombeski (1998)  |

**Table 3**  
**Most Frequent Non-methodological Words in ABI/Inform Abstracts**  
**of Selected Marketing Journals**

| <b>Word</b>                   | <b>Count</b> | <b>Word</b>                | <b>Count</b> | <b>Word</b>         | <b>Count</b> |
|-------------------------------|--------------|----------------------------|--------------|---------------------|--------------|
| consumer                      | 3095         | management                 | 387          | commitment          | 228          |
| model(ing)                    | 2894         | manufacturer               | 386          | innovat(e)(or)(ion) | 226          |
| product(s)                    | 2768         | channel(s)                 | 383          | competition         | 225          |
| marketing                     | 2256         | effective(ness)            | 378          | supplier            | 223          |
| brand(ed)(ing)                | 1944         | system                     | 372          | job                 | 220          |
| ad(vertise)(ment)(er)(s)(ing) | 1700         | affect                     | 371          | household           | 219          |
| market                        | 1673         | rat(e)(ings)               | 366          | concept(ual)(ize)   | 218          |
| price(ing)                    | 1632         | store                      | 366          | effort              | 218          |
| strateg(y)(ic)                | 1260         | design(ed)(ing)            | 363          | corporation         | 215          |
| behav(e)(ior)(s)              | 1246         | characteristics            | 357          | practice            | 214          |
| firm                          | 1238         | industries                 | 338          | component           | 207          |
| information                   | 1211         | value                      | 338          | demand              | 205          |
| relationship                  | 1196         | compan(y)(ies)             | 336          | goal                | 205          |
| perform(ance)                 | 1070         | buy(s)(ing)                | 332          | trade(ing)          | 204          |
| decision                      | 1033         | profit                     | 332          | policies            | 203          |
| choice(s)                     | 1005         | consumption                | 331          | question            | 203          |
| service                       | 969          | social                     | 330          | emotion(al)(ally)   | 202          |
| purchas(e)(er)(s)(ing)        | 933          | buyer                      | 320          | program             | 200          |
| organization(s)(al)           | 912          | work                       | 320          | shop(ping)          | 200          |
| customer(s)                   | 885          | measur(e)(ment)(ing)(able) | 318          | questionnaire       | 199          |
| process                       | 776          | cultur(e)(al)              | 316          | technology(ical)    | 199          |
| sale(s)                       | 738          | risk(y)                    | 312          | ability/abilities   | 197          |
| quality                       | 709          | use(r)(ful)                | 310          | managerial          | 197          |
| attitude(s)(inal)             | 613          | theory(ist)(ize)(etical).  | 293          | memory              | 194          |
| role                          | 597          | communicat(e)(ion)(or)     | 292          | utility             | 194          |
| perce(i've)(ption)(ptual)     | 590          | situation                  | 292          | involvement         | 193          |
| satisfaction                  | 535          | judgment                   | 291          | scal(e)(ing)        | 193          |
| attribute(s)                  | 534          | procedur(e)(al)            | 287          | effect              | 190          |
| retail(er)(ing)               | 523          | types                      | 287          | research(er)        | 190          |
| environment                   | 505          | industrial                 | 281          | selling             | 190          |
| framework                     | 474          | processing                 | 279          | forecast(ing)       | 189          |
| promot(e)(ion)                | 473          | economic(s)                | 245          | learn(ing)          | 185          |
| predict(able)(ion)(or)(i've)  | 442          | cognit(ion)(i've)          | 241          | cue                 | 183          |
| prefer(ence)                  | 439          | ethic(s)(al)               | 241          | international       | 183          |
| managers                      | 425          | identif(y)(ying)(ication)  | 240          | plan(ning)          | 181          |
| segment(ation)                | 423          | view(er)(ing)              | 237          | power               | 181          |
| business                      | 420          | motiv(e)(ate)(ion)         | 236          | variety             | 181          |
| cost                          | 420          | exchange(s)(d)             | 232          | defin(e)(ition)(al) | 180          |
| group                         | 408          | variable                   | 232          | belief              | 176          |
| salespeople                   | 408          | country                    | 229          | resource            | 176          |

Table 3 (continued)

| Word                   | Count | Word                     | Count | Word               | Count |
|------------------------|-------|--------------------------|-------|--------------------|-------|
| employee               | 173   | Japan(ese)               | 112   | commercials        | 76    |
| sensitiv(e)(ity)       | 172   | diffusion                | 110   | population         | 74    |
| message                | 171   | stock                    | 110   | turnover           | 74    |
| adopt(s)(ed)(ing)(er)  | 170   | comput(er)(ing)          | 109   | phenomena          | 73    |
| feature                | 169   | coupon(ing)              | 109   | quantity           | 73    |
| goods                  | 169   | pattern                  | 108   | practitioner       | 72    |
| item                   | 168   | franchis(e)(ee)(or)(ing) | 107   | bundl(e)(ing)      | 71    |
| construct              | 167   | age(d)                   | 103   | hypotheses         | 71    |
| transaction            | 167   | rule                     | 103   | domain             | 70    |
| financ(e)(ial)         | 162   | agencies                 | 102   | discipline         | 69    |
| recall                 | 157   | public                   | 102   | gift               | 69    |
| television/TV          | 154   | negotiation              | 101   | play               | 69    |
| member                 | 153   | scien(ce)(tific)         | 101   | productivity       | 69    |
| marketer               | 152   | appeal                   | 100   | contract(ual)(ing) | 68    |
| antecedent             | 149   | random                   | 99    | game               | 68    |
| norm(ative)            | 148   | scanner                  | 99    | allocat(e)(ion)    | 67    |
| implement(ing)(ation)  | 146   | family                   | 98    | asset              | 67    |
| invest(or)(ment)       | 146   | stimuli                  | 95    | attribution        | 67    |
| persua(de)(sion)(sive) | 143   | range                    | 93    | political          | 67    |
| data                   | 141   | partner(ship)            | 90    | Canad(a)(ian)      | 66    |
| equity                 | 140   | possess(ion)             | 90    | community          | 66    |
| image                  | 139   | rank(ing)(order)         | 90    | dependence         | 66    |
| simulat(e)(ion)        | 139   | salesforce               | 90    | feedback           | 66    |
| target(ing)            | 138   | trust                    | 90    | male/man/men       | 66    |
| choose/chosen          | 137   | mechanism                | 89    | achieve(ment)      | 65    |
| discount(s)(ed)        | 133   | own                      | 89    | credibility        | 65    |
| usage                  | 129   | demograph(y)(ic)         | 88    | cross-section      | 65    |
| efficiency             | 128   | acqui(re)(sition)        | 87    | entrepreneur       | 65    |
| health                 | 125   | leader(ship)             | 87    | equilibria         | 65    |
| network                | 125   | dependent                | 86    | home/house         | 65    |
| child(ren)             | 123   | commercial(ism)          | 85    | institution        | 65    |
| professional           | 123   | gender                   | 85    | map(ping)          | 65    |
| national               | 122   | cycle                    | 84    | restrict           | 65    |
| hierarch(y)(ical)      | 121   | incentive                | 84    | education(al)      | 64    |
| variance               | 121   | superior                 | 83    | managing           | 64    |
| variation              | 121   | income                   | 82    | reward             | 64    |
| histor(y)(ical)        | 120   | executive                | 81    | qualitative        | 63    |
| sampl(e)(ing)          | 120   | coordinat(e)(ion)        | 80    | software           | 62    |
| competitor             | 118   | profile                  | 80    | durable            | 61    |
| loyalty                | 117   | client                   | 79    | marketplace        | 61    |
| automobile/car         | 116   | media                    | 79    | skill              | 61    |
| elasticity             | 116   | panel                    | 79    | account(ing)(ants) | 60    |
| foreign                | 116   | pioneer(ing)             | 79    | interpersonal      | 60    |
| America(n)             | 115   | women                    | 79    | seller             | 59    |
| paradigm               | 115   | period                   | 77    | tradeoff(s)        | 59    |
| psycholog(y)(ical)     | 115   | positioning              | 77    | department         | 58    |
| people                 | 114   | production               | 77    | project            | 58    |

Table 3 (continued)

| Word                | Count | Word              | Count | Word            | Count |
|---------------------|-------|-------------------|-------|-----------------|-------|
| deal                | 57    | Bayes(ian)        | 45    | moral           | 38    |
| multinational       | 57    | complain(t)       | 45    | patronage       | 38    |
| presents            | 57    | enterprise        | 45    | shoppers        | 38    |
| proportion          | 57    | location          | 45    | deals           | 37    |
| scenario            | 57    | magazine          | 45    | membership      | 37    |
| shares              | 57    | mood              | 45    | society         | 37    |
| monitor             | 56    | picture           | 45    | telephone       | 37    |
| Po(land)(lish)      | 56    | preferred         | 45    | trial           | 37    |
| priva(te)(cy)       | 56    | schema            | 45    | board           | 36    |
| property            | 56    | supply            | 45    | encode          | 36    |
| U.S.                | 56    | valuation         | 45    | framing         | 36    |
| pay                 | 55    | warranties        | 45    | personality     | 36    |
| Chin(a)(ese)        | 54    | law               | 44    | typology        | 36    |
| popular(ity)        | 54    | team              | 44    | arousal         | 35    |
| tactics             | 54    | venture(s)        | 44    | budget          | 35    |
| undergraduate       | 54    | compliance        | 43    | citizen(ship)   | 35    |
| alliance            | 53    | legal(ize)(istic) | 43    | grocery         | 35    |
| entrant             | 53    | lifestyle         | 43    | interfirm       | 35    |
| personnel           | 53    | philosoph(y)(ic)  | 43    | owner           | 35    |
| provider            | 53    | tast(e)(ing)      | 43    | persons         | 35    |
| domestic            | 52    | elicit(ed)(ing)   | 42    | schedul(e)(ing) | 35    |
| principle           | 52    | microcomputer     | 42    | school          | 35    |
| trend               | 52    | outperform        | 42    | tax             | 35    |
| young/youth/teens   | 52    | retrieval         | 42    | U.K.            | 35    |
| court               | 51    | sector            | 42    | variability     | 35    |
| cross-cultur(e)(al) | 51    | audience          | 41    | database        | 34    |
| ethnic(ity)         | 51    | climate           | 41    | dealer          | 34    |
| Europe              | 51    | female            | 41    | quantitative    | 34    |
| ownership           | 51    | multi-attribute   | 41    | region          | 34    |
| reliabilit(y)(ies)  | 51    | pressure          | 41    | elderly         | 33    |
| sex                 | 51    | usable            | 41    | premise         | 33    |
| student             | 51    | accounts          | 40    | premium         | 33    |
| phase               | 50    | competitive       | 40    | regulat(e)(ion) | 33    |
| presentation        | 50    | government        | 40    | socialization   | 33    |
| disconfirmation     | 49    | trait             | 40    | achieving       | 32    |
| insurance           | 49    | vendor            | 40    | assortment      | 32    |
| music               | 49    | word-of-mouth     | 40    | cigarette       | 32    |
| savings             | 49    | avoid             | 39    | diversification | 32    |
| tour(ism)(ist)      | 49    | bank              | 39    | imagery         | 32    |
| adult               | 48    | campaign          | 39    | portfolio       | 32    |
| dyad(ic)            | 48    | electronic        | 39    | rival           | 32    |
| package             | 48    | bureaucratic      | 38    | taxonomy        | 32    |
| compensation        | 47    | economy           | 38    | training        | 32    |
| food                | 47    | heuristic         | 38    | banking         | 31    |
| symbol(ic)(ism)     | 47    | Internet          | 38    | cities          | 31    |
| university          | 47    | mental            | 38    | cooperative     | 31    |
| agent               | 46    |                   |       |                 |       |

**Table 4**  
**Most Frequent Keywords in ABI/Inform Abstracts of Selected Marketing Journals**

| <b>Word</b>                                   | <b>Count</b> | <b>Word</b>   | <b>Count</b> | <b>Word</b>              | <b>Count</b> |
|---|--------------|---|--------------|--------------------------|--------------|
| 9130 (Experimental/<br>theoretical treatment) | 2855         | Product introduction                                  | 95           | 5320 (Quality control)   | 51           |
| Studies                                       | 2152         | Sales promotion                                       | 94           | 9140 (Statistical data)  | 50           |
| 7100 (Market research)                        | 1885         | 2600 (Mgmt. sci. /OR                                  | 93           | Recall                   | 49           |
| 9190 (United States)                          | 1610         | Customer satisfaction                                 | 90           | Competitive advantage    | 49           |
| Statistical analysis                          | 1412         | Comparative analysis                                  | 90           | Performance evaluation   | 48           |
| Market research                               | 1110         | Pricing policies                                      | 90           | Behavior                 | 47           |
| Consumer behavior                             | 975          | Implication   | 89           | 8600 (Manufacturing)     | 47           |
| Models  | 455          | Distribution channel                                  | 89           | Impact analysis          | 47           |
| 7000 (Marketing)                              | 408          | 9179 (Asia & the Pacific)                             | 89           | Communication            | 45           |
| Marketing                                     | 366          | Retailing industry                                    | 87           | Brand loyalty            | 45           |
| Mathematical model                            | 357          | Variance analysis                                     | 86           | Survey                   | 45           |
| Consumer attitudes                            | 354          | Marketing management                                  | 86           | Television advertising   | 44           |
| 2500 (Org. behavior)                          | 320          | Strategic planning                                    | 85           | Organizational structure | 44           |
| 7200 (Advertising)                            | 305          | Market share  | 84           | Conjoint analysis        | 44           |
| Effect  | 282          | 1300 (International trade<br>& foreign investment)    | 83           | Application              | 43           |
| Hypotheses                                    | 266          | 1130 (Economic theory)                                | 82           | Value                    | 43           |
| Market strategy                               | 260          | Research  | 78           | Quality                  | 43           |
| Decision making model                         | 220          | 9180 (International)                                  | 76           | Mathematical analysis    | 42           |
| Theory  | 209          | Psychological aspects                                 | 75           | Sales                    | 42           |
| Regression analysis                           | 192          | Discriminant analysis                                 | 74           | Estimating technique     | 42           |
| Advertising                                   | 189          | Product development                                   | 73           | Marketing mixes          | 41           |
| Perception                                    | 155          | Price   | 72           | Preference               | 40           |
| 7300 (Sales & selling)                        | 152          | Cognition & reasoning                                 | 72           | 5240 (Software&systems)  | 40           |
| 8390 (Retail stores,<br>includes groceries)   | 151          | Customer service                                      | 70           | Motivation               | 40           |
| 2400 (Public relations)                       | 143          | 3400 (Investment analy-<br>sis & personal finance)    | 69           | Job satisfaction         | 40           |
| 7500 (Product planning<br>& development)      | 140          | Advertisement   | 66           | Retail store             | 39           |
| Organizational behavior                       | 138          | 5120 (Purchasing)                                     | 65           | Culture                  | 39           |
| Product choice                                | 129          | Customer relation                                     | 65           | Brand image              | 39           |
| Salespeople                                   | 127          | Service industries                                    | 65           | Consumption              | 39           |
| Comparative studies                           | 126          | 2410 (Soc. responsibility)                            | 61           | Innovation               | 38           |
| Brand preference                              | 120          | Brand name  | 61           | Market segment           | 38           |
| 2310 (Planning)                               | 114          | Statistical data                                      | 59           | Characteristic           | 38           |
| Competition                                   | 113          | 8300 (Service industries<br>not elsewhere classified) | 58           | Questionnaire            | 37           |
| Effectiveness                                 | 106          | Role  | 57           | Evaluation               | 37           |
| 9175 (Western Europe)                         | 105          | Influence   | 52           | Organization theory      | 37           |
| Correlation analysis                          | 104          | Emotion   | 52           | Vendor supplier relation | 37           |
| 7400 (Distribution)                           | 104          | Factor  | 52           | Performance              | 36           |
| Impact  | 102          | Market segmentation                                   | 52           | Measurement              | 36           |
| Variable                                      | 101          | Brand   | 51           | Relationship marketing   | 36           |
| Method  | 97           | Quality of service                                    | 51           | 2200 (Managerial skills) | 36           |

Table 4 (continued)

| Word                    | Count | Word                      | Count | Word                      | Count |
|-------------------------|-------|---------------------------|-------|---------------------------|-------|
| Simulation              | 36    | 2320 (Org. structure)     | 26    | Durable good              | 19    |
| 1200 (Social Policy)    | 35    | Buying                    | 26    | Distribution              | 19    |
| Purchasing              | 35    | Accuracy                  | 26    | Professional relationship | 19    |
| 4330 (Litigation)       | 35    | History                   | 26    | Product design            | 19    |
| Corporate culture       | 35    | Multinational corporation | 25    | Social responsibility     | 19    |
| Ethics                  | 35    | 9110 (Co. specific/case)  | 25    | 8690 (Publishing ind.)    | 19    |
| Choice                  | 35    | Multivariate analysis     | 25    | 3100 (Cap./debt mgmt)     | 19    |
| 9173 (Latin America)    | 34    | Price elasticity          | 25    | Cluster analysis          | 19    |
| 9172 (Canada)           | 34    | Experiment                | 25    | Commercial                | 19    |
| Information             | 34    | Case studies              | 25    | Sales forecasting         | 19    |
| International markets   | 34    | 9176 (Eastern Europe)     | 25    | Manufacturing             | 18    |
| Market orientation      | 34    | Advantages                | 24    | 8100 (Fin. services ind.) | 18    |
| Supplier                | 34    | Women                     | 24    | Management style          | 18    |
| Expectation             | 34    | Relations                 | 24    | 5400 (R&D)                | 18    |
| Statistical method      | 34    | Memory                    | 24    | Probability               | 18    |
| Attitudes               | 33    | Consumer                  | 24    | Sales management          | 18    |
| Market entry            | 33    | Brand identification      | 24    | Profit maximization       | 18    |
| Personal selling        | 33    | Risk                      | 23    | Technique                 | 18    |
| 9170 (Non-US)           | 33    | Reliability               | 23    | 5200 (Comm/info mgmt)     | 18    |
| Data collection         | 33    | Market survey             | 23    | Productivity              | 17    |
| Profitability           | 32    | Children & youth          | 23    | Psychology                | 17    |
| Economic theory         | 32    | Target market             | 23    | Social research           | 17    |
| 8320 (Health care ind.) | 32    | Cognitive                 | 23    | Stochastic model          | 17    |
| International trade     | 32    | 9510 (MNC)                | 23    | Beh. decision theory      | 17    |
| Measure                 | 31    | Bias                      | 22    | Employee attitude         | 17    |
| Managers                | 31    | Business ethics           | 22    | Econometrics              | 17    |
| Problem                 | 30    | 8307 (Entertain. ind.)    | 22    | Advertising campaign      | 17    |
| Demand analysis         | 30    | Export                    | 22    | Sales manager             | 17    |
| Demographic             | 29    | Learning                  | 22    | Utility function          | 17    |
| 6100 (Human res. plan.) | 29    | Manycountries             | 22    | 8380 (Hotel & rest. ind.) | 16    |
| Prediction              | 29    | Federal court decision    | 22    | Commitments               | 16    |
| 6200 (Training & dev.)  | 29    | Game theory               | 22    | Customer retention        | 16    |
| Management              | 29    | 1110 (Econ. conditions)   | 21    | Profit institutions       | 16    |
| Consumer good           | 29    | 9520 (Small businesses)   | 21    | Response rate             | 16    |
| Success                 | 28    | Analysis                  | 21    | Product                   | 16    |
| Market positioning      | 28    | Buyers                    | 21    | Time series               | 16    |
| Bayesian analysis       | 28    | Monte Carlo simulation    | 21    | Algorithm                 | 16    |
| Polls & survey          | 28    | Validity                  | 21    | Discount                  | 16    |
| Brand equity            | 28    | Products                  | 21    | 4310 (Regulation)         | 16    |
| 8610 (Food processing)  | 28    | Difference                | 20    | Change                    | 16    |
| Pricing                 | 28    | Globalization             | 20    | Financial performance     | 16    |
| Cross cultural studies  | 27    | Product quality           | 20    | Classification            | 15    |
| Knowledge               | 27    | Consumer spending         | 20    | Distributor               | 15    |
| Product line            | 27    | Negotiation               | 20    | 8641 (Pharmaceuticals)    | 15    |
| Brand differentiation   | 27    | Selection                 | 20    | Attitude survey           | 15    |
| Response                | 27    | 5250 (Telecomm. ind.)     | 20    | Alliance                  | 15    |
| Trends                  | 27    | Social psychology         | 20    | Time                      | 15    |

Table 4 (continued)

| Word                     | Count | Word                     | Count | Word                      | Count |
|--------------------------|-------|--------------------------|-------|---------------------------|-------|
| Conflict                 | 15    | Recommendation           | 12    | Partnering                | 10    |
| 8680 (Trans.equip.ind.)  | 15    | Personality              | 12    | Information processing    | 10    |
| Advertising expenditure  | 15    | 8303 (Wholesale ind.)    | 12    | Information technology    | 10    |
| Magazine                 | 15    | Forecasting technique    | 12    | Business condition        | 10    |
| 6400 (Employ. benefits)  | 15    | Foreign investment       | 12    | Oligopoly                 | 10    |
| Interpersonal comm.      | 15    | 8301 (Adv. agencies)     | 12    | Health care policy        | 10    |
| Human resource mgmt      | 14    | Older people             | 12    | Costs                     | 10    |
| Multicultural/pluralism  | 14    | Franchisee               | 11    | Packaged good             | 10    |
| Market planning          | 14    | Language                 | 11    | Internet                  | 10    |
| Design                   | 14    | Shopping                 | 11    | Social impact             | 10    |
| Error                    | 14    | Journal                  | 11    | Regulation                | 10    |
| Loyalty                  | 14    | Integrated marketing     | 11    | Policy making             | 10    |
| 1120 (Econ.policy/plan.) | 14    | 1540 (Pollution control) | 11    | Uncertainty               | 10    |
| 8650 (Elect. ind.)       | 14    | Performance appraisal    | 11    | 8350 (Trans. ind.)        | 10    |
| Entrepreneur             | 14    | Structure                | 11    | Leadership                | 10    |
| 9120 (Product specific)  | 14    | Pharmaceutical industry  | 11    | 9178 (Middle East)        | 10    |
| Consumer advertising     | 14    | Exporter                 | 11    | LDC                       | 10    |
| Judgment                 | 14    | Power                    | 11    | Info. dissemination       | 10    |
| Image                    | 14    | Client relationship      | 11    | Complaint                 | 10    |
| Quality control          | 14    | Men                      | 11    | Joint venture             | 9     |
| Litigation               | 13    | Product differentiation  | 11    | 9550 (Public sector org.) | 9     |
| US                       | 13    | Employee turnover        | 11    | Age                       | 9     |
| 2420 (Image)             | 13    | Self image               | 11    | Business community        | 9     |
| Social life & customs    | 13    | Stress                   | 11    | Management decision       | 9     |
| Correlation              | 13    | Return on investment     | 11    | Vendor                    | 9     |
| Behavioral science       | 13    | 2330 (Acquisition/merg.) | 11    | Equilibrium               | 9     |
| Household                | 13    | Cost analysis            | 11    | Estimate                  | 9     |
| Organizational change    | 13    | Purchasing agent         | 11    | 4300 (Law)                | 9     |
| Product acceptance       | 13    | Public relations         | 11    | Comparative advertising   | 9     |
| Import                   | 13    | Profit                   | 11    | Technology                | 9     |
| Print advertising        | 13    | Resource allocation      | 10    | Supreme Court decision    | 9     |
| 2130 (Executives)        | 13    | Television programming   | 10    | Supervisor                | 9     |
| Sex role                 | 13    | Scaling                  | 10    | Music                     | 9     |
| Product life cycle       | 13    | Gift                     | 10    | Estimation bias           | 9     |
| R&D                      | 13    | Endorsement              | 10    | Product image             | 9     |
| Technological change     | 13    | Markets                  | 10    | Stereotype                | 9     |
| Rates of return          | 13    | Function                 | 10    | Software package          | 9     |
| Discount coupon          | 13    | Satisfaction             | 10    | 6500 (Employee prob.)     | 9     |
| Stock price              | 13    | High technology          | 10    | Cooperation               | 9     |
| Economics                | 13    | 4320 (Legislation)       | 10    | Public policy             | 9     |
| Tourism                  | 13    | Extension                | 10    | Critique                  | 9     |
| Recognition              | 12    | Incentive                | 10    | Motion picture            | 9     |
| Corporate image          | 12    | Industrial good          | 10    | Federal legislation       | 9     |
| 8120 (Retail banking)    | 12    | Decision support system  | 10    | Forecasting               | 9     |
| Management science       | 12    | Supermarket              | 10    | Franchising               | 9     |
| Product management       | 12    | Executive                | 10    | Grocery stores            | 9     |
| Operations research      | 12    |                          |       |                           |       |

**Table 5**  
**8D's Framework**

| <b>8D's</b>  | <b>Dictionary Definition<sup>1</sup></b>   | <b>Guiding Question</b>  | <b>Typical Textbook Topics<sup>2</sup></b>   |
|--------------|--|--|--|
| Design       | to plan or fashion the form and structure of an object, work of art, decorative scheme, etc.   | How can an/your organization translate consumers' needs and preferences into a product (i.e., good/service/idea mix) that consumers acquire willingly, use beneficially, and dispose of with minimal environmental stress? | <ul style="list-style-type: none"> <li>▶ Benefit segmentation/product differentiation</li> <li>▶ Branding</li> <li>▶ Packaging</li> <li>▶ Goods and services typologies</li> <li>▶ New product introduction</li> <li>▶ Product life cycle</li> <li>▶ Product line</li> </ul>   |
| Demand       | a. the desire to purchase, coupled with the ability to do so.<br>b. the quantity of goods that buyers will take at a particular price. | What makes customers consummate an exchange with an/your organization?   | <ul style="list-style-type: none"> <li>▶ Price determination methods (e.g., competitive, cost plus)</li> <li>▶ Pricing economics (e.g., supply and demand, price elasticity)</li> <li>▶ Consumer perceptions (e.g., price/quality relationship, perceived value, attitudes, satisfaction, dissonance)</li> <li>▶ Profile variables (e.g., social class, family, family life cycle, individual differences, situational factors)</li> <li>▶ Target markets/positioning</li> </ul> |
| Didactics    | the art or science of teaching   | How can an/your organization inform all stakeholders—but especially targeted customers—about your products and other activities?   | <ul style="list-style-type: none"> <li>▶ Integrated marketing communications: advertising, public relations, publicity, personal selling, direct marketing, permission marketing, internal marketing, et cetera</li> <li>▶ Advertising agencies</li> <li>▶ Developing ad campaigns</li> </ul>  |
| Distribution | the system of dispersing goods throughout a community  | How can an/your organization deliver its product to consumers?   | <ul style="list-style-type: none"> <li>▶ Types of channels/channel structures</li> <li>▶ Supply-chain management</li> <li>▶ Functions of channel members</li> <li>▶ Retailing</li> <li>▶ Wholesaling</li> <li>▶ Logistics management</li> </ul>  |
| Duty         | that which one is expected or required to do by moral or legal obligation  | What are the rights and obligations of all stakeholders to an/your organization's activities?  | <ul style="list-style-type: none"> <li>▶ Ethics and consumer behavior, business-to-business behavior, target marketing, promotion, pricing, retailing, et cetera</li> <li>▶ Political and legal environment</li> <li>▶ Consumerism and green marketing</li> <li>▶ Ethics audit</li> </ul>  |

**Table 5** (continued)

| <b>8D's</b> | <b>Dictionary Definition<sup>1</sup></b>  | <b>Guiding Question</b>  | <b>Typical Textbook Topics<sup>2</sup></b>  |
|-------------|---|--|---|
| Direction   | the course along which something moves  | What is the history of an/your organization and its products?                  | <ul style="list-style-type: none"> <li>▶ Role of marketing in society</li> <li>▶ History of marketing</li> <li>▶ Changing environment (e.g., cultural, economic, global, social, demographic, political, technological)</li> </ul>                                  |
| Diary       | a daily record  | What is an/your organization's current culture, vision, and mission statement? | <ul style="list-style-type: none"> <li>▶ Corporate vision</li> <li>▶ Corporate culture</li> <li>▶ Gap in stated versus real mission</li> </ul>  |
| Dialectic   | the art or practice of logical discussion as employed in investigating the truth of a theory or opinion | What marketing strategy should an/your organization follow?                    | <ul style="list-style-type: none"> <li>▶ Strategic plans; planning process and execution</li> <li>▶ Generic marketing strategies</li> <li>▶ Sustainable competitive advantage</li> <li>▶ Game theory</li> <li>▶ SWOT analysis</li> <li>▶ Marketing audit</li> </ul> |

Notes:

<sup>1</sup> *Webster's Encyclopedic Unabridged Dictionary of the English Language* (1989).

<sup>2</sup> Textbooks reviewed include Boyd, Walker, and Larréché (1998); Buell (1984); Cravens, Hills, and Woodruff (1987); Kotler (2000); Jain (1997); Lazer and Culley (1983); Peter and Donnelly (1998); and Shapiro, Dolan, and Quelch (1985).

**Table 6**  
**Course Objectives for Marketing Management Syllabi Posted on the World Wide Web**

| Instructor          | Level | Course Objectives Include Explicit Statement About . . . |                          |  |                           |                              |                               |                              |
|---------------------|-------|--|--------------------------|--|---------------------------|------------------------------|-------------------------------|------------------------------|
|                     |       | Introduction to basic concepts and tools                 | Marketing mix/ functions | Make/implement (strategic) marketing plans | Marketing decision making | Role of marketing in society | Ethics/ social responsibility | Link to other business areas |
| Abernethy           | Grad  | Yes  |                          |  |                           | Yes                          |                               |                              |
| Abshire             | Und   |  |                          | Yes  |                           |                              |                               |                              |
| Adaval              | Und   | Yes  |                          |  | Yes                       | Yes                          | Yes                           |                              |
| Adkins              | Und   | Yes  |                          |  |                           |                              |                               |                              |
| Augustine           | Grad  | Yes  | Yes                      | Yes  | Yes                       | Yes                          | Yes                           |                              |
| Balabanis/ Reynolds | Und   |  | Yes                      | Yes  | Yes                       |                              | Yes                           |                              |
| Bennett             | Und   | Yes  |                          | Yes  | Yes                       |                              |                               | Yes                          |
| Boyd                | Und   | Yes  |                          |  |                           | Yes                          | Yes                           |                              |
| Brown               | Und   | Yes  | Yes                      | Yes  |                           |                              |                               |                              |
| Campbell            | Und   |  | Yes                      |  |                           |                              |                               |                              |
| Chamberlin          | Grad  |  | Yes                      | Yes  |                           |                              |                               |                              |
| Duparcq             | NA    | Yes  | Yes                      |  | Yes                       |                              |                               |                              |
| Feldman/ Daubek     | Grad  | Yes  |                          | Yes  | Yes                       | Yes                          |                               |                              |
| Flood               | Grad  | Yes  |                          | Yes  | Yes                       |                              |                               | Yes                          |
| Fraedrich           | Und   | Yes  |                          |  | Yes                       | Yes                          |                               |                              |
| Grikscheit          | Und   | Yes  | Yes                      | Yes  |                           | Yes                          |                               |                              |
| Hawkins             | Und   | Yes  |                          | Yes  | Yes                       |                              |                               | Yes                          |
| Herrington          | Und   |  |                          | Yes  |                           |                              |                               | Yes                          |
| Johnson             | Grad  | Yes  |                          | Yes  |                           |                              |                               |                              |
| Kasouf              | Und   | Yes  | Yes                      | Yes  |                           | Yes                          | Yes                           | Yes                          |
| Kirchner            | Und   |  | Yes                      | Yes  | Yes                       |                              |                               | Yes                          |
| Kuehn               | Und   | Yes  |                          | Yes  |                           |                              |                               |                              |

Table 6 (continued)

| Instructor     | Level | Course Objectives Include Explicit Statement About . . . |                          |  |                           |                              |                               |                              |
|----------------|-------|--|--------------------------|--|---------------------------|------------------------------|-------------------------------|------------------------------|
|                |       | Introduction to basic concepts and tools                 | Marketing mix/ functions | Make/implement (strategic) marketing plans | Marketing decision making | Role of marketing in society | Ethics/ social responsibility | Link to other business areas |
| Kwon           | Grad  |  | Yes                      | Yes  |                           |                              |                               |                              |
| Lanis          | Und   |  |                          | Yes  | Yes                       |                              |                               |                              |
| Lassar         | Grad  | Yes  |                          |  | Yes                       |                              |                               | Yes                          |
| Mann           | Grad  | Yes  |                          |  | Yes                       | Yes                          |                               |                              |
| McArthur       | Grad  | Yes  | Yes                      |  |                           |                              |                               |                              |
| McKee          | Grad  | Yes  |                          |  |                           |                              |                               |                              |
| Mitchell       | Grad  | Yes  |                          |  | Yes                       |                              |                               |                              |
| Neill          | Und   |  | Yes                      | Yes  |                           |                              |                               |                              |
| O'Neill        | Und   |  |                          |  | Yes                       |                              |                               |                              |
| Predmore       | Und   | Yes  |                          | Yes  | Yes                       |                              | Yes                           |                              |
| Reibstein      | Grad  | Yes  | Yes                      | Yes  |                           |                              |                               |                              |
| Schorneck      | Und   |  |                          | Yes  |                           |                              |                               | Yes                          |
| Showers        | Und   | Yes  |                          |  | Yes                       |                              |                               | Yes                          |
| Siminitras     | Und   |  | Yes                      | Yes  |                           |                              | Yes                           |                              |
| Smith          | Und   |  | Yes                      |  |                           | Yes                          |                               |                              |
| Stewart        | Grad  | Yes  | Yes                      |  |                           |                              |                               |                              |
| Stockmyer      | Grad  |  | Yes                      | Yes  | Yes                       |                              |                               |                              |
| Suter          | Und   | Yes  |                          | Yes  | Yes                       | Yes                          | Yes                           |                              |
| Taran/Zhao     | Und   |  |                          | Yes  | Yes                       |                              |                               |                              |
| Taylor         | Und   | Yes  |                          |  | Yes                       |                              |                               |                              |
| Thelen         | Grad  | Yes  | Yes                      | Yes  | Yes                       |                              | Yes                           |                              |
| Thornton       | Und   | Yes  | Yes                      | Yes  |                           |                              |                               |                              |
| Vann           | Und   | Yes  |                          | Yes  |                           | Yes                          |                               |                              |
| <b>Count</b>   |       | 30   | 19                       | 28   | 22                        | 12                           | 9                             | 9                            |
| <b>Percent</b> |       | 66.7%  | 42.2%                    | 62.2%                                      | 48.9%                     | 26.7%                        | 20.0%                         | 20.0%                        |

**Figure 1**  
**Previous Criticisms of the 4Ps Schema**

|  |
|--|
| <p>Although initially grounded in microeconomic theory, this theoretical connection was quickly forgotten. Thus, “the marketing mix became just of list of Ps without [theoretical] roots” (Grönroos 1994, p.6).</p>   |
| <p>“There is no indication that the four P’s were ever formally integrated into the exchange conceptualization of marketing as elements of the exchange process” (Yudelson 1999, p.61).</p>  |
| <p>As a classification schema, “the properties or characteristics that are the basis for classification have not been identified” and “the categories are not mutually exclusive” (van Waterschoot and Van den Bulte 1992, p.85).</p>  |
| <p>Although it assumes a mass-produced, mass-consumed marketplace (Dobscha and Foxman 1998; Grönroos 1994; Gummesson 1999; Houston, Gassenheimer, and Maskulka 1992), “[t]he four Ps of the marketing mix are not well able to fulfill the requirements of the marketing concept. . . . [The] four Ps constitute a <i>production</i>-oriented definition of marketing, and not a market-oriented or customer-oriented one” (Grönroos 1994, p.6). Thus, contrary to the marketing concept, it is supplier oriented rather than customer oriented (Gummesson 1999); the seller is active and the buyer or consumer is passive (Grönroos 1994).</p> |
| <p>It (a) ignores many marketing-related phenomena and organizational activities (Grönroos 1994; Kent 1986), (b) does not pertain to all markets and marketing situations (Grönroos 1994), (c) fails to reflect alternative market structures such as second-hand markets, barter economies, and electronic shopping (Dobscha and Foxman 1998), and (d) does not account for whether or not the marketing manager has total or partial control of those activities (Kent 1986).</p>  |
| <p>“[T]he marketing mix paradigm has served as the basis for marketing management practice. Strategic marketing, on the other hand, has been largely viewed as an aid to marketing planning and decision making. Developments in the realm of strategic marketing have often been viewed in isolation of those in marketing management. One is left with the impression that the two areas have their own separate identities” (Jain and Punj 1987, p.34).</p>   |
| <p>It “does not allow for all three stages of consumption–acquisition, usage and disposal” (Dobscha and Foxman 1998, p.48).</p>  |
| <p>One of the Ps–promotion–has become “a catch-all subcategory that is continually growing in importance” (van Waterschoot and Van den Bulte 1992, p.85).</p>  |
| <p>The 4Ps neither “explicitly include any interactive elements. . . . [nor] indicate the nature and scope of such interactions” (Grönroos 1994, p.6), nor accounts for boundary spanning topics (e.g., online shopping) (Dobscha and Foxman 1998).</p>  |
| <p>“For a firm applying a relationship strategy the traditional marketing mix approach is too restrictive” (Grönroos 1994, p.10).</p>  |

**Figure 2**  
**Summary of ELMAR Thread on Definition of Marketing**

| <b>Definer</b>                 | <b>Definition</b>   |
|--------------------------------|---|
| <b>4Ps and Exchange</b>        |   |
| American Marketing Association | Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational goals.  |
| Laurel Delaney                 | [A]dd "on a global basis" to end of AMA definition  |
| Shelby Hunt                    | Insert the words "in organizations and society" after the word "process" into the AMA definition  |
| Peter Sinclair                 | Marketing is the process of conceiving, innovating, developing, evaluating and executing product, price, promotion and distribution ideas, to create goods and services to be exchanged in the marketplace, for the mutually successful achievement and satisfaction of individual, group, organizational or societal goals.  |
| <b>Exchange Only</b>           |   |
| Sami Berghall                  | Science that studies socio-economic exchanges of humans.  |
| Carlos Michelsen               | The science which studies exchanges, transactions and trade.  |
| Ted Mitchell                   | Marketing is the system of economic transactions and exchange relationships that are created between traders of value in mixed motive situations.   |
| Jill Sweeney                   | Marketing is the process of conceiving, innovating, developing, evaluating, executing, monitoring and maintaining products for the marketplace, to create exchanges that satisfy individual, group, organizational or societal goals.   |
| World Marketing Association    | Marketing is the core business philosophy which directs the processes of identifying and fulfilling the needs of individuals and organizations through exchanges which create superior value for all parties.   |
| <b>4Ps Only</b>                |   |
| Tim Ambler                     | <ul style="list-style-type: none"> <li>• Pan company marketing: what the whole company does, not just the 'marketers', to secure customer preference and thereby achieve higher returns for the shareholder.</li> <li>• Functional' marketing: what marketing professionals do. . . . It usually revolves around the 4Ps.</li> <li>• Budgetary expenditure marketing: refers largely to advertising and promotion.</li> </ul> |

**Figure 2 (continued)**

| <b>Definer</b>              | <b>Definition</b>  |
|-----------------------------|--|
| <b>4Ps Only (continued)</b> |  |
| Emer Baybar Tek             | By ascertaining, through listening and researching, material and spiritual needs and wants of the targeted customers, while not ignoring . . . the untargeted customers, making necessary preparations to create, through paying whatever the price (money, energy, and time), observing ethical and socially responsible behavior, either 4P marketing mix or 8P marketing mix of value to satisfy them and in return obtaining material and spiritual benefits for the firm. |
| <b>Other</b>                |  |
| Robert Aitken               | Marketing is the process whereby social value is given to human endeavour.   |
| Richard Buchanan            | Marketing is the encouragement of behavior economically beneficial to the encourager.  |
| Jaafar El-Murad             | Marketing is (the process of) matching an organisation's resources with marketplace opportunities.   |
| David Foard                 | Selling goods which do not come back to customers who do come back, for a profit.  |
| Andrew C. Gross             | Marketing delivers the standard of living (from Peter Drucker).  |
| Denise G. Jarratt           | Delivering promised value  |
| David Morris                | Business is a storytelling activity. Marketing is the story that you choose to tell.   |
| Hans Ouwersloot             | Marketing is the management of an organization's interactions with its customers that seek to fulfil the organization's objectives by satisfying customer's needs and wants.   |
| Lluis G. Renart             | Marketing is the process of identifying and establishing, maintaining, enhancing and, when necessary, terminating, relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met, where this is done by a mutual giving and fulfilling of promises (from Grönroos (1997), <i>Journal of Marketing Management</i> , 13, 407-420).  |
| Alexander Repiev            | Marketing is the satisfying of customer needs profitably [practitioner definition]   |

Based on ELMAR issues 747.6, 748.10, 749.5, 750.1, 751.4, 752.5, 753.4, 753.10, 754.6, 757.9, 759.3, 759.5, and 760.6.

## References

- AACSB. *Achieving Quality and Continuous Improvement Through Self-Evaluation and Peer Review: Standards for Accreditation Business Administration and Accounting*. St. Louis, MO: AACSB. 1994.
- AMA Task Force on the Development of Marketing Thought. Developing disseminating, and utilizing marketing knowledge. *J Mark* (October) 1988; 52: 1-25.
- Anderson, JV. Power marketing: Its past, present, and future. *J Cons Mark* 4 (Summer) 1987; 4: 5-13.
- Anderson, LM, Taylor, RL. McCarthy's 4Ps: Timeworn or time-tested? *J Mark Theory Practice* (Summer) 1995; 3: 1-9.
- Armstrong, JS, Schultz, RL. Principles involving marketing policies: An empirical assessment. *Mark Letters* (3) 1993; 4: 253-265.
- Bagozzi, RP. *Principles of Marketing Management*. Chicago, IL: Science Research Associates, Inc. 1986.
- \_\_\_\_\_. Toward a formal theory of marketing exchange. In: Ferrell, OC, Brown, SW, Lamb, CW, editors. *Conceptual and Theoretical Developments in Marketing*. Chicago: American Marketing Association, 1979, pp.431-447.
- \_\_\_\_\_. Marketing as exchange. *J Mark* (October) 1975; 39: 32-39.
- Bakir, A, Vitell, SJ, Rose, GM. 2000. Publications in major marketing journals: An analysis of scholars and marketing departments. *J Mark Edu* (August) 2000; 22: 99-107.
- Bauer, HH, Herrmann, A, Bayón-Eder, T. Euro-consumer: A new challenge for international companies. *J Intl Mark and Mark Res* (February) 1994; 19: 7-12.
- Berry, D. Marketing mix for the 90's adds an S and 2 Cs to 4Ps. *Mark News* (December 24) 1990; 24: 10.
- Booms, BH, Bitner, MJ. Marketing strategies and organizational structures for service firms. In: Donnelly, JH, George, WR, editors. *Marketing of Services*. Chicago, IL: American Marketing Association, 1981, pp.47-51.
- Borgeon, M. Linking the Internet to your marketing strategy. *Intl Trade Forum* (January) 1999: 17-18.
- Bowers, MR, Bowen, JT. The development of classificational schemata in marketing: A review and critique. In: Herrington, Taylor, editors. *Marketing Advances in Theory, Practice and Education (SMA Conference Proceedings)*. Radford, VA: Society for Marketing Advances, 1998, pp.237-242.
- Boyd, HW Jr., Walker, OC Jr., Larréché, J. *Marketing Management: A Strategic Approach with a Global Orientation*. Boston, MA: Irwin McGraw-Hill, 1998.
- Bright, AD. The role of social marketing in leisure and recreation management. *J Leisure Res* (First Quarter) 2000; 32: 12-17.
- Brown, S. *Postmodern Marketing Two: Telling Tales*. London, UK: International Thomson Business Press, 1997.
- \_\_\_\_\_. *Postmodern Marketing*. London, UK: Routledge, 1995.
- Bruner, GC II. The marketing mix: A retrospection and evaluation. *J Mark Edu* (Spring) 1988; 10: 29-33.
- \_\_\_\_\_. The marketing mix: Time for reconceptualization. *J Mark Edu* (Summer) 1989; 11: 72-77.
- Buckmaster, D, Jones S. From balance sheet to income statement: a study of a transition in accounting thought in the USA,

- 1926-1936. *Account, Audit Accountability J* (2) 1997; 10: 198-211.
- Buell, VP. *Marketing Management: A Strategic Planning Approach*. New York, NY: McGraw-Hill Book Company, 1984.
- Capon, N., Hulbert, JM. *Marketing Management in the 21<sup>st</sup> Century*. Upper Saddle River, NJ: Prentice Hall, 2001.
- Cohen, WA. *The Practice of Marketing Management: Analysis, Planning, and Implementation, 2<sup>nd</sup> ed.* New York, NY: Macmillan Publishing Company.
- \_\_\_\_\_. Rather than heed four Ps, direct marketers should follow four Ms. *Mark News* (December 21) 1984; 18: 14.
- Collier, DA. New marketing mix stresses service. *J Bus Strat* (March-April) 1991; 12: 42-45.
- Cornelissen, JP. Lock, AR. 2000. Theoretical concept or management fashion? Examining the significance of IMC. *J Advert Res* (September/October) 2000; 40: 7-15.
- Crane, D. 1972. *Invisible Colleges: Diffusion of Knowledge in Scientific Communities*. Chicago: The University of Chicago Press.
- Cravens, DW, Hills, GE, Woodruff, RB. *Marketing Management*. Homewood, IL: Irwin, 1987.
- Czinkota, MR, Kotabe, M. *Marketing Management, 2<sup>nd</sup> ed.* Cincinnati, OH: South-Western College Publishing, 2001.
- Dalrymple, DJ, Parsons, LJ. *Basic Marketing Management, 2<sup>nd</sup> ed.* New York, NY: John Wiley & Sons, Inc.
- Day, GS, Montgomery, DB. Charting new directions for marketing. *J Mark* (Special Issue) 1999; 47: 3-13.
- Deegan, C, Gordon, B. A study of the environmental disclosure practices of Australian corporations. *Account Bus Res* (Summer) 1996; 26: 187-199.
- \_\_\_\_\_, Rankin, M. Do Australian companies report environmental news objectively? An analysis of environmental disclosures by firms prosecuted successfully by the Environmental Protection Authority. *Account, Audit Accountability J* (2) 1996; 9: 50-67.
- Dixon, DF, Wilkinson, IF. An alternative paradigm for marketing theory. *Eur J Mark* (8) 1989; 23: 59-69.
- Dobscha, S, Foxman, ER. Rethinking the principles of marketing course: Focus on exchange. *Mark Edu Rev* (Spring) 1998; 8: 47-57.
- Elliott, GR. The marketing concept—Necessary, but sufficient? *Eur J Mark* (8) 1990; 24: 20-30.
- Ellis, B, Mosher, JS. 1993. Six Ps for four characteristics: A complete positioning strategy for the professional services firm—CPA's. *J Prof Serv Mark* (1) 1993; 9: 129-146.
- EndNote 4.0*. Niles and Associates, Inc, 2000.
- Ferrell, OC, Lucas, GH Jr. An evaluation of progress in the development of a definition of marketing. *J Acad Mark Sci* (Fall) 1987; 15: 158-170.
- Foxall, G. Marketing's domain. *Eur J Mark* (8) 1989; 23: 7-23.
- \_\_\_\_\_. *Strategic Marketing Management*. New York, NY: John Wiley & Sons, 1981.
- Gassenheimer, JB, Houston, FS, Davis, JC. The role of economic value, social value, and perceptions of fairness in interorganizational relationship retention decisions. *J Acad Mark Sci* (Fall) 1998; 26: 322-337.

- Gofton, K. So, how many Ps in marketing? *Mark* (July) 1997: 11-12.
- Gombeski, WR Jr. Better marketing through a principles-based model. *Mark Health Serv* (Fall) 1998; 18: 43-48.
- Grönroos, C. From marketing mix to relationship marketing: Towards a paradigm shift in marketing. *Manage Dec* (2) 1994; 32: 4-20.
- Goodrich, J, Gilden, RL, Cavanaugh, K. A place for public relations in the marketing mix. *MSU Bus Topics* (August) 1979; 27: 53-57.
- Grden-Ellson, N. The four new P's. *Bus Econ Rev* (January/February/March) 1987; 33: 25-29.
- Gummesson, E. Are current research approaches in marketing leading us astray? *Mark Theory* (1) 2001; 1: 27-48.
- \_\_\_\_\_. *Total Relationship Marketing*. Oxford, UK: Butterworth Heinemann, 1999.
- \_\_\_\_\_. Implementation requires a relationship marketing paradigm. *J Acad Mark Sci* (Summer) 1998; 26: 242-249.
- Haas, RW. *Business Marketing Management: An Organizational Approach, 5<sup>th</sup> ed.* Boston, MA: PWS-Kent Publishing Company, 1992.
- Harris, S. Are we teaching the 'science of transactions'? In: Stuart, Ortinau, Moore, editors. *Marketing: Moving Toward the 21<sup>st</sup> Century (SMA Conference Proceedings)*. Rock Hills, SC: Southern Marketing Association, 1996, pp.365-368.
- Harvey, MG, Lusch, RF, Cavarkapa, B. A marketing mix for the 21<sup>st</sup> century. *J Mark Theory Practice* (Fall) 1996; 4: 1-15.
- Haas, RW, Wotruba, TR. *Marketing Management: Concepts, Practice and Cases*. Plano, TX: Business Publications, Inc., 1983.
- Houston, FS, Gassenheimer, JB. Marketing and exchange. *J Mark* (October) 1987; 51: 3-18.
- \_\_\_\_\_, \_\_\_\_\_, Maskulka, JM. *Marketing Exchange Transactions and Relationships*. Westport, CT: Quorum Books, 1992.
- Hoverstad, R, Shipp, SH, Higgins, S. Productivity, collaboration, and diversity in major marketing journals: 1984-1993. *Mark Edu Rev* (Summer) 1995; 5: 57-65.
- Howard, DG, Savins, DM, Howell, W, Ryans, JK Jr. The evolution of marketing theory in the United States and Europe. *Eur J Mark* (2) 1991; 25: 7-16.
- Hult, GTM, Neese, WT, Bashaw, RE. Faculty perceptions of marketing journals. *J Mark Edu* (Spring) 1997; 19: 37-52.
- Hunt, S. Marketing is . . . *J Acad Mark Sci* (Fall) 1992; 20: 301-311.
- \_\_\_\_\_. *Modern Marketing Theory: Critical Issues in the Philosophy of Marketing Science*. Cincinnati, OH: South-Western Publishing Company, 1991.
- \_\_\_\_\_. General theories and the fundamental explananda of marketing. *J Mark* (Fall) 1983; 47: 9-17.
- \_\_\_\_\_. The nature and scope of marketing. *J Mark* (July) 1976; 40: 17-28.
- \_\_\_\_\_. The morphology of theory and the general theory of marketing. *J Mark* (April) 1971; 35: 65-68.
- Hyman, MR, Skipper, R., Tansey, R. Two challenges for the three dichotomies model. In: Childers, et al., editors. *AMA Winter Educators' Conference Proceedings*. Chicago, IL: American Marketing Association, 1991, pp.417-422.

- \_\_\_\_\_, Tansey, R. The evolution of applied marketing theory as evinced by textbook definitions. In: Allen, et al., editors. *AMA Winter Educators' Conference Proceedings*. Chicago, IL: American Marketing Association, 1992, pp.328-338.
- Jain, SC. *Marketing Planning & Strategy*. Cincinnati, OH: South-Western Publishing, 1997.
- \_\_\_\_\_, Punj, G. Developing marketing strategy: A framework. *Mark Intelligence Plan* (1) 1987; 5: 34-39.
- Johnson, AA. Adding more 'P's' to the pod or: 12 essential elements of marketing. *Mark News* (April 11) 1986; 20: 2.
- Judd, VC. Differentiate with the 5<sup>th</sup> P: People. *Indust Mark Manage* (November) 1987; 16: 241-247.
- Kent, RA. Faith in four Ps: An alternative. *J Mark Manage* (2) 1986; 2: 145-154.
- Koojaroenprasit, N, Weinstein, A, Johnson, WC, Remington, DO. Marketing journal rankings revisited: Research findings and academic implications. *Mark Edu Rev* (Spring) 1998; 8: 95-102.
- Kotler, P. *Marketing Management: The Millennium Edition*. Upper Saddle River, NJ: Prentice Hall, 2000.
- \_\_\_\_\_. Megamarketing. *Harv Bus Rev* (March-April) 1986; 64: 117-124.
- \_\_\_\_\_. A generic concept of marketing. *J Mark* (April) 1972; 36: 46-54.
- \_\_\_\_\_, Levy, SJ. Broadening the concept of marketing. *J Mark* (January) 1969; 33:10-15.
- \_\_\_\_\_ and \_\_\_\_\_. A new form of marketing myopia: Rejoinder to Professor Luck. *J Mark* (July) 1969; 33: 55-57.
- \_\_\_\_\_, Mindak, W. Marketing and public relations: Partners or rivals. *J Mark* (October) 1978; 42: 13-20.
- Krippendorff, K. *Content Analysis: An Introduction to its Methodology*. New York, NY: Sage, 1980.
- Kuhn, TS. *The Structure of Scientific Revolutions, 2<sup>nd</sup> ed*. Chicago, IL: The University of Chicago Press, 1970.
- Laczniak, GR. Marketing ethics: Onward toward greater expectations. *J Pub Pol Mark* (Spring) 1993; 12: 91-96.
- \_\_\_\_\_, Michie, DA. The social disorder of the broadened concept of marketing. *J Acad Mark Sci*(Summer) 1979; 7: 214-231.
- Langabeer, JR II. Achieving a strategic focus for competitive intelligence. *Comp Intelligence Rev* (January-March) 1998; 9: 55-59.
- Lazer, W, Culley, JD. *Marketing Management: Foundations and Practice*. Boston, MA: Houghton Mifflin Company, 1983.
- LeDoux, L. Is preservation the fifth 'P' or just another macroenvironmental factor? In: McKinnon, Kelley, editors. *Challenges of a New Decade in Marketing*. Western Marketing Association, 1991, pp.82-86.
- Leong, SM. Metatheory and methodology in marketing: A Lakatosian reconstruction. *J Mark* (Fall) 1985; 49: 23-40.
- Luck, DJ. Broadening the concept of marketing—Too far. *J Mark* (July) 1969; 33: 53-55.
- Magrath, AJ. When marketing services, 4 P's are not enough. *Bus Horiz* (May-June) 1986; 29: 44-50.
- Merriam-Webster's Collegiate Dictionary*. <http://www.britannica.com/dictionary?book=Dictionary&va=>. 2002.

- Mindak, WA, Fine, SH. A fifth P: Public relations. In: Donnelly, JH, George, WR, editors. *Marketing of Services*. Chicago, IL: American Marketing Association, 1981, pp.71-73.
- McArthur, DN, Griffin, T. A marketing management view of integrated marketing communications. *J Advert Res* (September/October) 1997; 37: 19-26.
- McCarthy, EJ. *Basic Marketing: A Managerial Approach*. Homewood, IL: Irwin, 1960.
- Mortensen, RA, Smith, JE, Cavanagh, GF. The importance of ethics to job performance: An empirical investigation of managers' perceptions. *J Bus Ethics* (April) 1989; 8: 253-260.
- Monye, SO. Research note: International marketing management: A separate academic discipline? *Intl Mark Rev* (3) 1995; 12: 5-14.
- Myers, JG, Greyser, SA, Massy, WF. The effectiveness of marketing's 'R&D' for marketing management: An assessment. *J Mark* (January) 1979; 43: 17-29.
- Nickels, WG, Jolson, MA. Packaging—The fifth P in the marketing mix. *Advanced Manage J* (Winter) 1976: 13-21.
- Noble, CH, Mokwa, MP. Implementing marketing strategies: Developing and testing a managerial theory. *J Mark* (October) 1999; 63: 57-73.
- O'Driscoll, A, Murray, JA. The academy-marketplace interface: Who is leading whom and does it really matter? *Irish Mark Rev* (1) 1998; 11: 5-18.
- Olson, EM, Slater, SF, Czaplowski, AJ. The Iridium story: A marketing disconnect? *Mark Manage* (Summer) 2000; 9: 54-57.
- Peattie, K, Prothero, A. The marketing message: Being broadcast loud and clear? *J Mark Manage* (1) 1992; 8: 21-34.
- Peter, JP, Donnelly, JH Jr. *Marketing Management: Knowledge and Skills, 5<sup>th</sup> ed.* Boston, MA: Irwin McGraw-Hill, 1998.
- Petty, RD. Teaching marketing law: A business law perspective on integrating marketing and law. *J Mark Edu* (August) 2000; 22: 129-136.
- Previts, G, Bricker, R, Robinson, T, Young, S. A content analysis of sell-side financial analyst company reports. *Account Horiz* (June)1994; 8: 55-70.
- Priddle, J. Marketing ethics, macromarketing, and the managerial perspective reconsidered. *J Macromark* (Fall) 1994; 14: 47-62.
- Rafiq, M, Ahmed, PK. Using the 7Ps as a generic marketing mix: An exploratory survey of UK and European marketing academics. *Mark Intelligence Plan* (9) 1995; 13: 4-15.
- Razzaque, MA. Scientific method, marketing theory development and academic vs practitioner orientation: A review. *J Mark Theory Practice* (Winter) 1998; 6: 1-15.
- Ries, A, Trout, J. *Positioning: The Battle for Your Mind*. New York, NY: McGraw-Hill, 1986.
- Rossiter, JR. What is marketing knowledge? Stage I: Forms of marketing knowledge. *Mark Theory* (1) 2001; 1: 9-26.
- Schultz, DE. Marketers: Bid farewell to strategy based on old 4Ps. *Mark News* (February 12) 2001; 35: 7.
- \_\_\_\_\_. Perhaps the 4Ps really should be the 4Rs. *Mark News* (May 24) 1999a; 33: 7.
- \_\_\_\_\_. We could be more efficient if we considered . . . *Mark News* (July 19) 1999b; 33: 8.
- \_\_\_\_\_, Kitchen, PJ. Integrated marketing communications in U.S. advertising

- agencies: An exploratory study. *J Advert Res* (September/October) 1997; 37: 7-18.
- Scott, JD., Warshaw, MR, Taylor, JR. *Introduction to Marketing Management: Text and Cases*. Homewood, IL: Richard D. Irwin, Inc., 1985.
- Shannon, JR, Berl, RL. Are we teaching ethics in marketing?: A survey of students' attitudes and perceptions. *J Bus Ethics* (July) 1997; 16: 1059-1075.
- Shapiro, BP, Dolan, RJ, Quelch, JA. *Marketing Management: Principles, Analysis, and Applications, Vol. 1*. Homewood, IL: Richard D. Irwin, Inc., 1985.
- Sheth, JN, Gardner, DM, Garrett, DE. *Marketing Theory: Evolution and Evaluation*. New York, NY: John Wiley and Sons, 1988.
- Simon, H. Marketing science and the ivory tower. *Bus Strat Rev* (Spring) 1994; 5: 29-46.
- Skipper, RB, Hyman, MR. On foundations research in the social sciences. *Intl J Applied Philo* (Summer/Fall) 1995; 10: 23-38.
- Stewart, K, Felicetti, L, Kuehn, S. The attitudes of business majors toward the teaching of business ethics. *J Bus Ethics* (August) 1996; 15: 913-918.
- Tahai, A, Kelley, W, Taylor, RD. Investigation into a citation based ranking procedure for marketing journals. In: Stuart, Moore, editors. *Enriching Marketing Practice and Education*. Rock Hill, SC: Southern Marketing Association, 1997, pp.186-188.
- Taylor, CA. *Defining Science: A Rhetoric of Demarcation*. Madison, WI: University of Wisconsin Press, 1996.
- Traynor, K. Research deserves status as marketing's fifth 'P'. *Mark News* (November 8) 1985; 19: 7, 12.
- van Waterschoot, W, Van den Bulte, C. The 4P classification of the marketing mix revisited. *J Mark* (October) 1992; 56: 83-93.
- Walle, AH. Will marketing be nibbled to death? *Mark News* (February) 1996; 30: 4.
- Wasson, CR. *Marketing Management: The Strategy, Tactics & Art of Competition*. Charlotte, NC: ECR Associates, 1983.
- Webster's Encyclopedic Unabridged Dictionary of the English Language*. New York, NY: Portland House, 1989.
- Varadarajan, PR, Jayachandran, S. Marketing strategy: An assessment of the state of the field and outlook. *J Acad Mark Sci* (Spring) 1999; 27: 120-143.
- Vignoli, C., Davies, BJ. The marketing mix redefined and mapped. *Manage Dec* (8) 1994; 32:11-16.
- Yudelson, J. Adapting McCarthy's four P's for the twenty-first century. *J Mark Edu* (April) 1999; 21: 60-67.