

# ***The Marketing concept in the 21st century: A review of how Marketing has been defined since the 1960s***

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The concept of marketing has been debated and evaluated regularly since marketing was recognised as a distinctive discipline and domain. Many definitions of marketing have been put forward over the years as each generation tries to capture what marketing is and what it means to them. Over the past 50 years, marketing has been redefined to fit new contexts, for example in not-for-profit, political and social sectors. In more recent years, new technology, techniques and media have brought with them more opportunities for re-defining marketing. These definitions often appear to dilute the meaning of marketing in some way, with the words marketing, sales, advertising, customer service and interactions used interchangeably and adapted by marketers or salespeople to suit their own job focus. Many definitions describe different facets and related terms but they do not always convey the much broader ideology and process that is part of marketing.

Against this background this paper selects key definitions of marketing from the past 50 years and evaluates the differing perspectives offered by those definitions throughout the decades. Recurring themes used in definitions are presented decade by decade so that themes can be summarised and comparisons made. It then discusses the value and use of both traditional and more flexible definitions and interpretations of marketing for the 21st century.

**Keywords** Marketing, Marketing definitions, Marketing theory, Marketing concept

## **Introduction**

Numerous scholars have acknowledged that since its inception into the English language in 1561, marketing has met with much ignorance, misrepresentation and hostility (Baker, 1996; Bishop, 2002; Blythe, 2009, Boone & Kurtz, 2004; Brassington & Pettitt, 2006; Canton, 1973; Cheverton, 2004; Dibb, Simkin, Pride & Ferrell, 2006; Elvy, 1991; Fletcher, 1998; Frain, 1986; Hartley, 1983; Hill & O'Sullivan, 2004; Hutchings, 1995; Kerin, Hartley

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& Rudelius, 2004; Kotler, 1983; Kotler, Keller, Brady, Goodman & Hansen, 2009; Lynch, 1994; McDaniel, Lamb & Hair, 2008; Molloy, 1999; Wright, 1999). Despite some claiming that society's knowledge of marketing is improving (Brown, 2004; Cooke, Rayburn & Abercrombie, 1992) there are others who argue that marketing is not yet very well understood (Kyle, 2011; Randall, 1993, p. 1). Marketing's arbitrary nature stems from the constantly shifting perspectives in socio-cultural and technological contexts, with marketing today considered to be a dynamic rather than a static subject (Groucutt, 2005; Kyle, 2011).

Many scholars agree that the origins of modern marketing lie around the time of the eighteenth century industrial revolution (Elvy, 1991; Evans & Berman, 1994, Jefkins, 1985; Lancaster & Reynolds, 2002; Mercer, 1992), when technological developments and production increases resulted in the demise of companies' personal customer contact and issues with surplus goods. Adam Smith's (1776) (writings at the time stressed the importance of promoting customer interests - marketing connotations that current academics are still citing (Adcock, Bradfield, Halborg & Ross, 1995, p. 5; Butler, 1991, p. 2; Hill & O'Sullivan, 2004, p. 3; Lancaster & Massingham, 1993, p. 4, 2001, p. 3). Despite this, preference towards customer needs was largely overshadowed by production and selling orientations until the mid-twentieth century (Shaw & Jones, 2005). The aim of this paper is therefore to analyse various definitions from the 1960s to the present, discussing each in the context of the sociocultural, technological and organisational changes.

### **How the Marketing concept has been defined 1960-2009**

In critically evaluating how the concept of marketing has been defined in each decade, two definitions are examined with the key themes summarised in the figure in each section.

#### ***The Marketing concept in the 1960s***

The aftermath of World War II signified a boom in industry outputs and consumerism (Baker, 1991). This led to increased marketing opportunities by 1960 as the rise in mass production and automation led to what Elvy (1991, p. 3) calls "*the creation of a consumer, rather than the creation of a product*". At this time the AMA devised an official marketing definition (1960, p. 15) which many scholars criticised for its lack of scope and heavy emphasis on functionality (Anderson & Vincze, 2000; Cohen, 1991; Evans & Berman, 1994; Hartley, 1983; Hindersman, 1961; Hunt, 1976, 2002; Kotler & Levy, 1969; Lusch, 2007). Consequently, many definitions arose, challenging what Evans and Berman describe as "*classical*" marketing perceptions (1994, p. 11).

#### *Marketing definition 1*

*A social process by which any organism, individual, enterprise, or institution - be it an army, business, church government, hospital, industry, political*

*party, school or social club - relates itself to its external environment. In this relationship the organism provides services for and exchanges values with this environment and thereby justifies the right of its continued existence.*  
(Rogers, 1963, p. 184)

Roger's definition is important as it asserts a social/environmental theme and even lists all the non-business societal elements which can participate in marketing activities. This attempt to broaden the scope of marketing was significant in the 1960s in response to previous associations of marketing with mainly economics and distribution channels (Groucutt, 2005). As stated by Bartels (1968, p. 29), "*the practice of marketing has become more people-oriented*". Roger's mention of the relation between marketing and its external environment is also notable for serving both 'micro' and 'macro' purposes (Hindersman, 1961). This definition is perhaps too vague in describing whom the consumer is and too expressive on whom the marketer is, and also fails to acknowledge the managerial aspects of marketing, but would nonetheless have been considered a definition more representative of the "*expanding societal dimensions*" of the 1960s (Hunt, 1976, p. 18).

#### *Marketing definition 2*

*The analyzing, organizing, planning and control of the firm's customer-impinging resources, policies, and activities with a view to satisfying the needs and wants of chosen customer groups at a profit.*  
(Kotler, 1967, p. 12)

Unlike Roger's definition which is more concerned with identification of the parties and their relationships, Kotler begins by emphasising the individual activities of the firm. This is significant as it portrays a strong sense of the managerial themes of marketing. The reference to profit-making as well as customer satisfaction is an example of broadening the marketing concept (Butler, 1991; Kotler & Levy, 1969), which arose in the mid-1960s. Unlike the economic approach of the AMA definition (Groucutt, 2005), Kotler's management theme demonstrates clear linear business structuring and customer segmentation. Within two years of this definition Kotler expressed in the *Journal of Marketing* (1969) that the concept should expand to non-business organisation.

The key themes that have been identified for the 1960s are illustrated in Figure 1 (overleaf).

#### **The Marketing concept in the 1970s**

The 1970s was an unstable period of maturity and growth for marketing. Changes in the environment and competitive positioning resulted in rises in strategic planning and routinised functions (Mercer, 1992), whereas the energy crises and recessions resulted in changes in organisations regarding resource management (Baker, 1991).

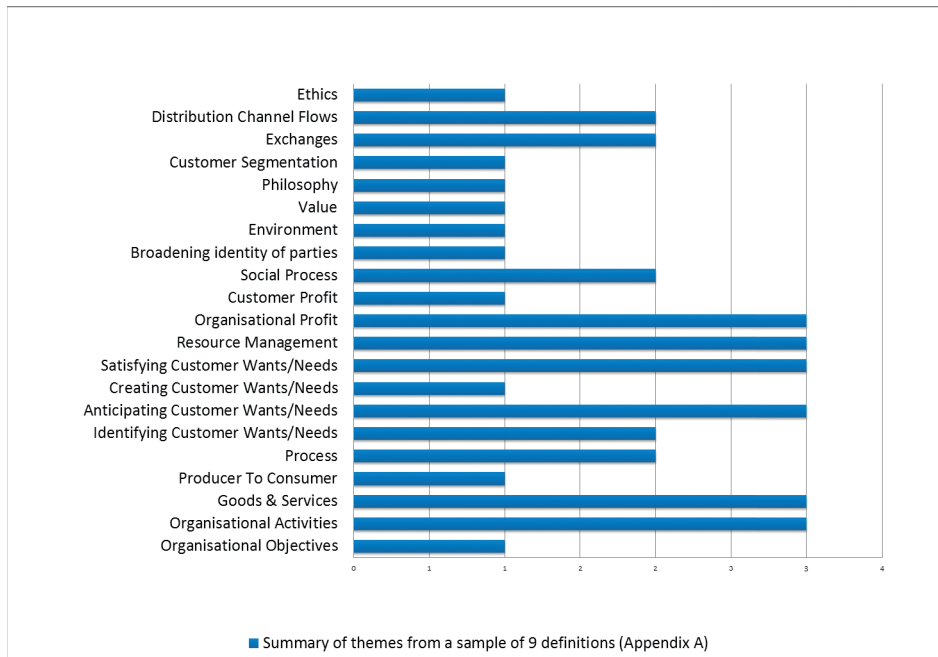
**Figure 1 The 1960s**

Figure 1 illustrates the key themes found in 9 influential definitions from the 1960s (shown in Appendix A). The horizontal bars indicate the number of papers in which a theme was mentioned.

### *Marketing definition 3*

*Marketing is a combination of activities designed to produce profit through ascertaining, creating, stimulating, and satisfying the needs/wants of a selected segment of the market.*

(Eldridge, 1970, p. 4)

Eldridge's definition is typical of a managerial or systems theme which was then adopted in other definitions (Canton, 1973, p. 4). It has even been referred to by Cooke et al. (1992, p. 15) as "a key definition for the managerial viewpoint". The emphasis lies on the individual organisation's actions and strategies, a view echoed by Groucutt (2005). Although reflective of the stagnant economic growth at the start of the decade, this definition is perhaps too focussed on a profit-producing design and not enough on other mounting issues such as competitive positioning.

### *Marketing definition 4*

*That process through which a business enterprise, institution or organization 1. selects target customers or constituents 2. assesses the needs or wants of such target customers and 3. manages its resources to satisfy those customer needs or wants.*

(Star, Davis, Lovelock & Shapiro, 1977, p. 2)

**Figure 2 The 1970s**

Figure 2 illustrates the key themes found in 9 influential definitions from the 1970s (shown in Appendix B). The horizontal bars indicate the number of papers in which a theme was mentioned.

The systems element of Star's definition is arguably more refined than that of Eldridge, with marketing portrayed as a "process" rather than a "combination of activities" and an emphasis on the order of actions. However, it is the broader, social overtones of the definition which appear to demonstrate a more mature insight into a post-recession 1970s culture. Of notable importance is the choice of customer selection as the first stage in the process, with assessment as the second and resource management as the third.

The key themes that have been identified for the 1970s are illustrated in Figure 2.

### ***The Marketing concept in the 1980s***

The 1980s heralded major changes in organisational structures, with new flexible business forms emerging as trade competitiveness expanded on a global scale (Webster, 1992). These environmental impacts led to further broadening of the marketing concept and an increased focus on customer segmentation, as acknowledged by Kotler (2004). Another significant influence during this period was the increasing social awareness of what Tadajewski and Brownlie (2008, p. 3) refer to as "green consumer movements", reflecting other current marketing writers (Brassington & Pettitt, 2006).

### Marketing definition 5

*Marketing is an exchange process between producers and consumers, in which the producer matches a marketing offering (the product or service, plus its promotion, distribution and price) to the wants and needs of the consumer*

(Mandall & Rosenberg, 1981, p. 6)

The principal assertion of this definition is to classify marketing as a process of exchanges, an important macro-marketing theme which was increasingly receiving prominent acknowledgement from scholars during this decade (Bonoma, 1985; Hartley, 1983; Kotler, 1982). It was even proclaimed by Cunningham, Cunningham & Swift, (1987, p. 5) that *"at the heart of any definition of marketing is the notion of exchange"*. Mandall and Rosenberg's (1981) definition also successfully implements the use of *"producer"* and *"consumer"*, creating identities sufficiently vague as to broaden the definition boundaries. The elaboration of what the market offering entails provides further insight; however the perception of *"matching"* as opposed to *"creating"* this offering could be interpreted as being production-orientated.

**Figure 3 The 1980s**

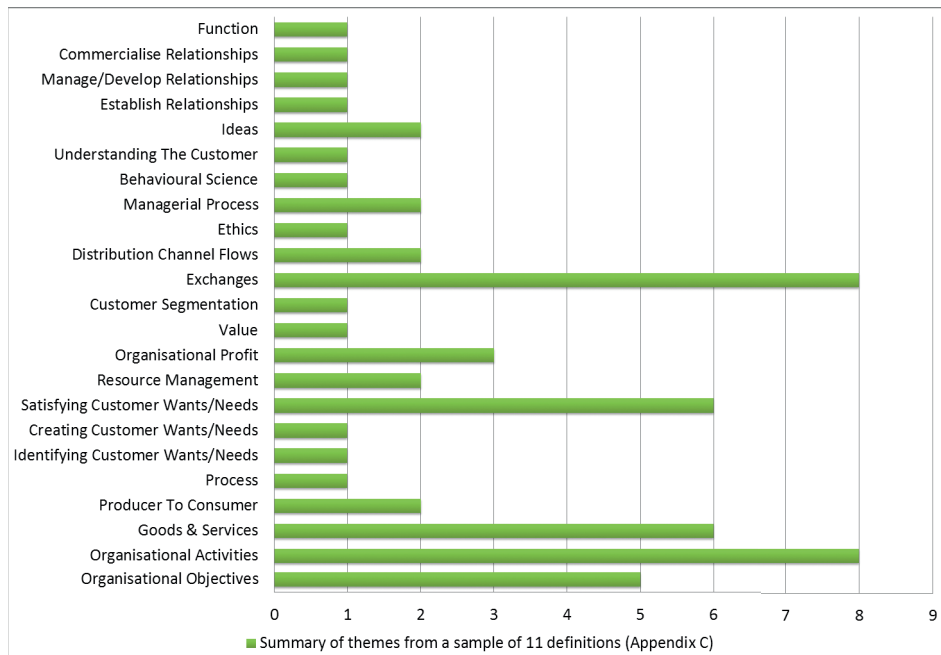


Figure 3 identifies the key themes that are found in 11 influential definitions from the 1980s (shown in Appendix C). The horizontal bars indicate the number of papers in which a theme was mentioned.

*Marketing definition 6*

*Marketing is to establish, develop and commercialise long-term customer relationships, so that the objectives of the parties involved are met. This is done by a mutual exchange and keeping of promises.*

(Gronroos, 1989, p. 57)

Gronroos formulated his marketing definition in response to the AMA's new definition (1985), which had received much criticism for its alleged lack of forward thinking and societal dimensions (Anderson & Vincze, 2000; Blythe, 2005; Brassington & Pettitt, 2006; Cooke et al., 1992; Gronroos, 1989; Groucutt, Leadley & Forsythe, 2004; Kurzbard & Soldow, 1987; Littler & Wilson, 1995; Lusch, 2007). Gronroos' definition, by contrast, demonstrates innovative concepts centred on managing the relationships and objectives of the parties to ensure long-lasting mutual value. His mention of promise keeping also signifies a directional move towards corporate social responsibility and integrity.

The key themes that have been identified for the 1980s are illustrated in Figure 3.

***The Marketing concept in the 1990s***

The concept of relationship marketing continued to develop during the 1990s, establishing what Lynch (1994, p. 529) referred to as "*continuous sensitivity and responsiveness to market needs and the creation of specific and defensible competitive advantage*". This exemplifies the spread of market globalisation as acknowledged by Adcock et al. (1995). Marketing was beginning to receive widespread recognition and acceptance - both as a business philosophy and a "*major academic discipline*" (Baker, 1996, p. 3) - influenced by advances in technology (Seelig, 1999) and accessibility (Smith, 1998).

*Marketing definition 7*

*A very simple philosophy which requires producers to start with the identification and specification of consumer needs, and then mobilise their companies' assets and resources to achieve a mutually satisfying exchange relationship from which both parties derive the benefits they are seeking.*

(Baker, 1991, pp. 6-7)

Baker provides a broad and balanced definition illustrating the extensive scope and importance of both parties' involvement in facilitating long-term mutual value. Marketing should incorporate "*a customer's every experience with a business*" (Dahle, cited in Seelig, 1999, p. 10). By highlighting where the process begins (identification), how it will proceed (resource/finance management) and its ultimate goals (achieving relationships), Baker demonstrates a succinct linear managerial thought process. However his depiction of the philosophical aspect as "*very simple*" somewhat undermines and contradicts the complexity of the remainder of the definition.

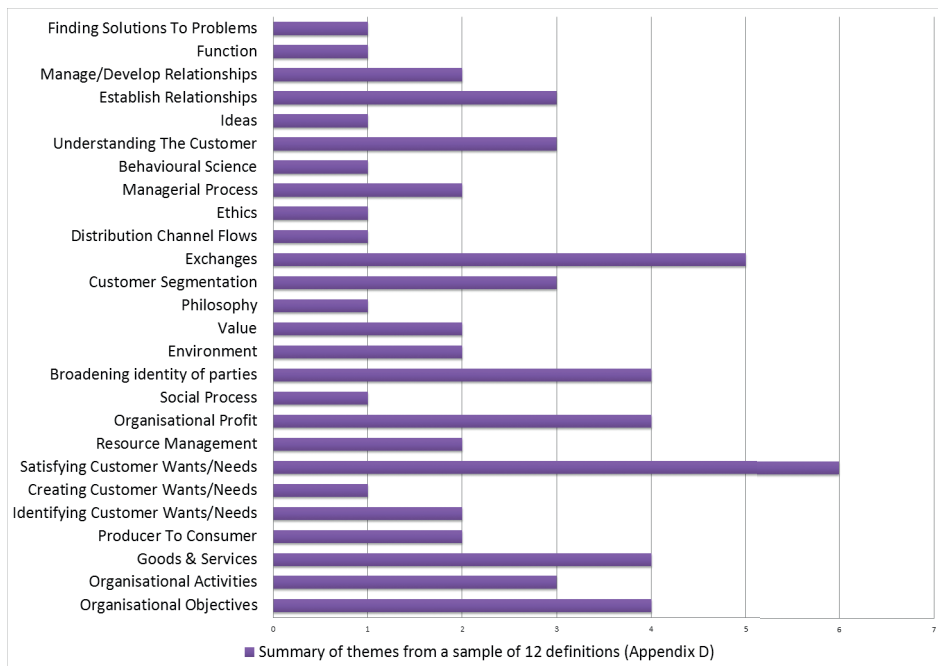
**Figure 4 The 1990s**

Figure 4 illustrates the key themes that are found in 12 influential definitions from the 1990s (shown in Appendix D). The horizontal bars indicate the number of papers in which a theme was mentioned.

### *Marketing definition 8*

*Marketing is the management function responsible for assuring that every aspect of the organization focuses on customer relationships by delivering superior value, recognizing that the organization's ongoing relationships with customers are its most important asset.*

(Webster, 1992, p. 14)

Webster, (1992) like Baker (1991), acknowledges both the managerial and philosophical aspects of marketing, as echoed recently by Blythe (2009), with his choice of terminology considerably more concise in portraying the organisation's holistic attributes. His reference to superior value reflects an awareness of market competitiveness comparable to that of Cheverton (2004). However the overall scope of this definition is less extensive as it does not contemplate the role of marketing in forming customer relationships.

The key themes that have been identified for the 1990s are illustrated in Figure 4.

### **The Marketing concept in the 2000s**

The 'noughties' denoted significant steps forward in terms of the internet and digital technologies, with e-commerce and innovation at the forefront of contemporary marketing research (Groucutt, 2005). Societal definitions became prevalent during this period, with Brassington and Pettitt (2006, p.



11) suggesting that contemporary definitions should “*embrace social and ethical concerns*”.

#### *Marketing definition 9*

*Marketing is a form of constructive engagement - a societal function and a systemic set of processes for creating, communicating, and delivering value to customers and for managing customer and societal relationships in ways that benefit local and global stakeholders of these processes.*

(Shultz, 2007, p. 293)

This definition by Shultz endeavours to broaden the scope of marketing beneficiaries to include all involved externally. This aspect echoes that of the new CIM definition (2007), for which Reynolds (2007, p. 199) comments that “*marketing is now in the business of having to market itself to its ‘shareholders and stakeholders’*”. Another prominent feature is the extensive focus on the value experience for the customer, a viewpoint expressed recently by other marketing scholars (Bishop, 2002; Hooley, Piercy & Nicoulaud, 2008; McDaniel et al., 2008) and is reflective of what Boone and Kurtz (2004, p. 11) refer to as “*customer-driven marketing*”.

#### *Marketing definition 10*

*Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others.*

(Kotler et al., 2009, p. 7)

Kotler et al (2009) provide another societal definition, however the central emphasis is the exchange, an outlook comparable to other recent literature (Lamb, Hair & McDaniel, 2000; Kerin et al., 2004). Of particular interest is the use of “*freely*” to describe the exchanges, and the omitting of “*producer*” and “*consumer*” roles, which could signify a dynamic move to break down the boundary of the parties and introduce a more interactive and integrative experience. This perception was actually envisioned by McKenna (1991) when he suggested that the role of marketing “*was to integrate the customer into the design of the product and to design a systematic process for interaction*” (Groucutt et al., 2004, p. 5).

The key themes that have been identified for the 2000s are illustrated in Figure 5 (overleaf).

### **Summary of themes**

The ten definitions analysed in this paper have revealed several important marketing themes over the last five decades. The figures in each section have been formulated to place these themes within the context of a larger sample of definitions, in order to enhance the perspective in each time period. When combined together (Figure 6), the holistic attributes of the fifty one definitions (Appendices A - E) begin to visualise the static core marketing themes such as satisfying customer wants/needs, organisation activities/

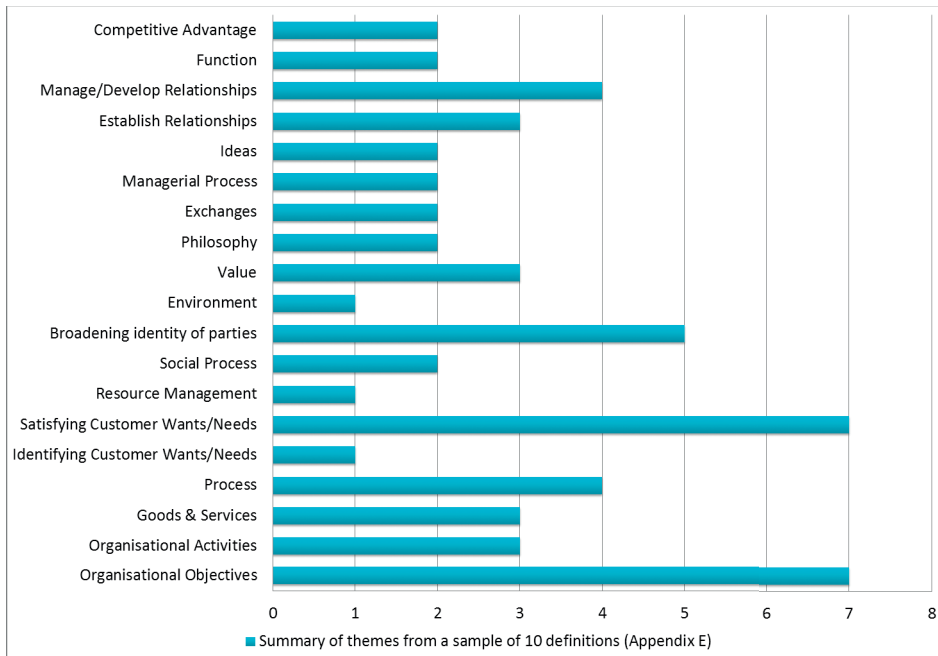
**Figure 5 The 2000s**

Figure 5 illustrates the key themes that are found in 10 influential definitions from the 2000s (shown in Appendix E). The horizontal bars indicate the number of papers in which a theme was mentioned.

objectives and exchanges, as well as contemporary and emerging themes such as competitive advantage, establishing/developing relationships, broadening identity of parties and value. The small scale of this study has produced some results which may not be truly reflective of their significance in future marketing definitions however it is anticipated that themes such as understanding the customer, segmentation, anticipating customer wants/needs will always be relevant to marketing and marketers.

## Discussion

Definitions are about stating the precise nature of a thing and the form of words used to make what is being defined distinct. A definition should illustrate the degree of distinctness. This means that any definition needs to be clear about what it is defining, inclusive to that phenomenon and at the same time make clear what it is not defining.

At the core of every new marketing definition is the inherent struggle to identify and present the one true definition of marketing. This has been evident in the work of a number of scholars over the years. Since the broadening debate of the 1960s, there has been an on-going search for a general theory of marketing. In particular, Kotler (1972; with Levy, 1969), Hunt (1976, 1991) and Sheth, Gardner & Garrett, (1988) have tried to

Figure 6 1960s - 2000s

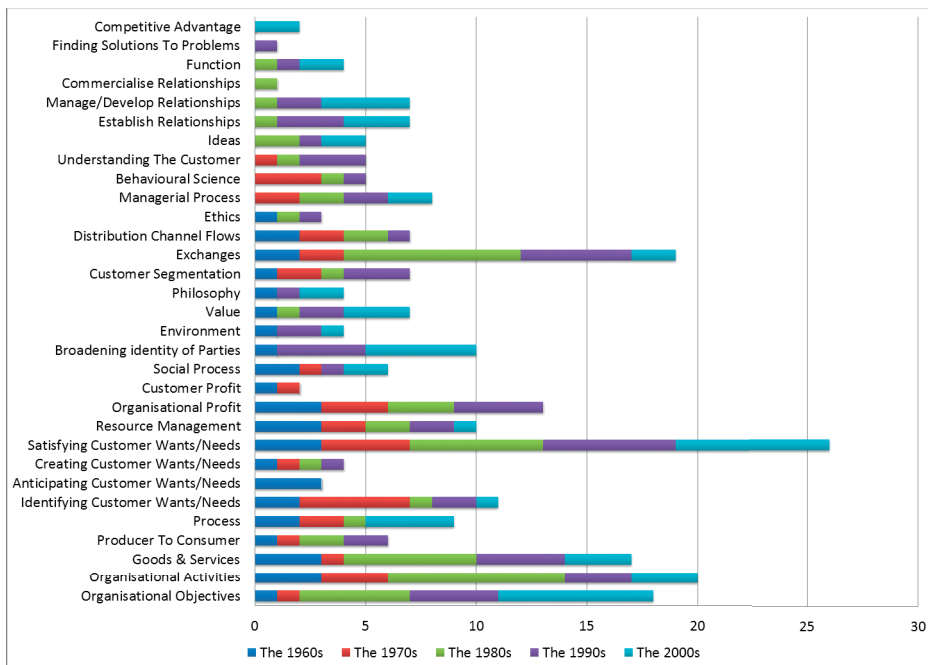


Figure 6 summarises the themes identified within the 1960s to 2000s time period. The horizontal bars indicate the number of papers in which a theme was mentioned.

provide definitions or explanations of the scope and range of marketing that can be widely accepted, ranging from the three dichotomies model (Hunt, 1976) to the schools of marketing thought (Sheth et al., 1988).

Within the past 10 years there is yet another new contender for the one true theory of marketing. The service dominant logic theory (SDL) is currently being expounded based on the argument that "...*organisations, markets and society are fundamentally concerned with exchange of service - the applications of competences (knowledge and skills) for the benefit of a party*" and that "*service is the fundamental basis of exchange*" (Vargo & Lusch, 2004). These new definitions are remarkable in that "*service*" is central where once "*marketing*" was defined as the basis of exchange and the key to facilitating activities between markets and society.

Generally speaking, there are at least two main opposing perspectives regarding finding agreement on a definition of marketing. One perspective is that it is possible to find and agree one general theory of marketing and this is based on the belief one theory is somewhere out there waiting to be found. The second broad perspective is that there is no one unifying theory of marketing. Instead it recognises that marketing occurs in different contexts and industries and so one definitive theory of marketing is not possible. This perspective allows that there are variations of definitions depending on the context or situation where marketing occurs and indeed is influenced by the different use of terminology and industry language in each context.

For example, many studies have illustrated that the textbook definitions and theories of marketing do not provide a useful template for the nature and type of marketing, particularly in the field of SME (small to medium sized enterprises) marketing (Carson & Gilmore, 1999; Carson & McCartan-Quinn, 1994). The practice of marketing by SMEs, is often different from that outlined in mainstream definitions and texts, because the marketing carried out depends on the context and within the constraints of limited resources. By their very nature, small firms are different and owner/managers cannot be separated from their environments (Bygrave, 1989). The marketing that is carried out by SMEs is strongly influenced by the personality of the owner/manager. He or she will often make a marketing or business decision following some trigger or signal from the market place or personal contact. This will stimulate a form of marketing, often appearing to be irrational as opposed to the rational and sequential processes that are presented in traditional marketing textbooks. Variances in the form of marketing will be evident because of the owner/managers individualistic application of marketing ideas and because all marketing is applied to a particular situation at any given time or place.

To add to this complexity, it is also recognised that marketing practitioners have their own language and vocabulary - depending upon which "*tribe*" they belong to (Enright, 2001). For example marketing managers do not always use marketing definitional language or the language of conventional marketing theory when performing business activities. Often they will use language which is based in their own vocabulary range or which has been learned from doing business in their own unique industry environment.

Given the different perspectives in relation to defining marketing: whether there can be one generic theory of marketing that will apply to all situations at all times or whether there can be different theories of marketing to fit different contexts and different sizes of companies at different times, it is evident that marketing theories and definitions will continue to be redefined and adapted to suit changing circumstances.

## **Conclusion**

Based on this study of marketing definitions and the analyses of the ten chosen definitions, some speculations on future themes for definitions are considered. The growth in global markets and competitiveness will continue to increase consumer choice and demand and this will impact on the nature of interactions and level of customisation required for companies to maintain a competitive advantage.

Notable themes in marketing definitions down the years include competitiveness, problem-solving and understanding the customer, based on an early notion of understanding buyer and seller systems discussed by Kotler in 1972. This aspect of marketing has not been used explicitly in marketing definitions over the years, but more recently has become central to other definitions such as in the Service Dominant Logic (SDL) debate.

Clearly marketing definitions need to be socially relevant and provide a contemporary and innovative perspective on modern societal awareness issues, how they can be adapted and developed for different economies, and

relate to corporate social responsibility and technological developments. In recent years the use of e-marketing and aspects of digital storytelling have contributed to the expansion of marketing definitions.

Future definitions of marketing may selectively omit some of the labels of the past such as, producers and consumers but they will surely continue to acknowledge and give emphasis to the underpinning role of marketing that is interactive and fundamental to creating a more balanced relationship between individual, companies and society.

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**Appendix A : Sample of 1960s marketing definitions**

*The performance of business activities that direct the flow of goods and services from producer to consumer or user.*

(AMA, 1960, p. 15)

*Marketing is the process of defining, anticipating, and creating customer needs and wants and of organizing all the resources of the company to satisfy them at greater total profit to the company and to the customer.*

(Miller, 1960)

*Creation and delivery of a standard of living.*

(McNair, 1961, p. 26)

*A social process by which any organism, individual, enterprise, or institution - be it an army, business, church government, hospital, industry, political party, school or social club - relates itself to its external environment. In this relationship the organism provides services for and exchanges values with this environment and thereby justifies the right of its continued existence. Products are valued in terms of functions or services derived from their use.*

(Rogers, 1963, p. 184)

*The marketing concept is a philosophy, not a system of marketing or an organizational structure. It is founded on the belief that profitable sales and satisfactory returns on investment can only be achieved by identifying, anticipating and satisfying customer needs and desires."*

(Barwell, 1965, p. 3)

*The process in a society by which the demand structure for economic goods and services is anticipated or enlarged and satisfied through the conception, promotion, exchange, and physical distribution of goods and services.*

(Marketing Staff of the Ohio State University, 1965, pp. 43-44)

*The management function which organises and directs all those business activities involved in assessing and converting customer purchasing power into effective demand for a specific product or service, and in moving the product or service to the final consumer or user so as to achieve the profit target or other objectives set by the company.*

(Institute of Marketing, 1966, p. 1285)

*The analyzing, organizing, planning and control of the firm's customer-impinging resources, policies, and activities with a view to satisfying the needs and wants of chosen customer groups at a profit.*

(Kotler, 1967)

*The process whereby society, to supply its consumption needs, evolves distributive systems composed of participants, who interacting under constraints - technical (economic) and ethical (social) - create the transactions or flows which resolve market separations and result in exchange and consumption.*

(Bartels, 1968, pp. 29-33)

**Appendix B : Sample of 1970s marketing definitions**

*Marketing is a combination of activities designed to produce profit through ascertaining, creating, stimulating, and satisfying the needs/wants of a selected segment of the market.*

(Eldridge, 1970)

*The function of management that identifies customer needs and wants and arranges for their satisfaction at a mutual profit.*

(Koch, 1971, p. 61)

*An applied behavioural science that is concerned with understanding buyer and seller systems involved in the marketing of goods and services.*

(Kotler, 1972, p. 46)

*Marketing is the process of : (1) identifying customer needs; (2) conceptualizing those needs in terms of an organization's capacity to produce; (3) communicating that conceptualization to the appropriate laws of power in the organisation; (4) conceptualizing the consequent output in terms of the customer needs earlier identified; and (5) communicating that conceptualization to the consumer.*

(Howards, 1973)

*The determination of what to sell to whom at a profit; via what terms, conditions, and channels of distribution; and the creation and management of programs to generate, service, and expand these sales.*

(Canton, 1973, p. 4)

*The discipline of exchange behaviour which deals with problems relating to this behaviour.*

(Bagozzi, 1975, p. 39)

*Marketing is human activity directed at satisfying needs and wants through exchange processes.*

(Kotler, Marketing Management, 1976)

*That process through which a business enterprise, institution, or organization 1. selects target customers or constituents, 2. assesses the needs or wants of such target customers, and 3. manages its resources to satisfy those customer needs or wants.*

(Star, 1977)

*Marketing starts out with the customers, their demographics, related needs and values. It does not ask 'What do we want to sell?' It asks, 'What does the customer want to buy?' It does not say, 'This is what our product or service does.' It says, 'These are the satisfactions the customer looks for.'*

(Drucker, 1979)

**Appendix C : Sample of 1980s marketing definitions**

*Marketing is the primary management function which organises and directs the aggregate of business activities involved in converting consumer purchasing power into effective demand for a specific product or service.*

(Christopher et al., 1980, p. 9)

*Marketing is an exchange process between producers and consumers, in which the producer matches a marketing offering (the product or service, plus its promotion, distribution and price) to the wants and needs of the consumer.*

(Mandall & Rosenberg, 1981, p. 6)

*The performance of activities involved in planning and facilitating exchanges that are aimed at satisfying human needs and wants.*

(Hartley, 1983, p. 5)

*Marketing is the analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives. Marketing involves the organization in studying the target market's needs, designing appropriate products and services, and using effective pricing, communication, and distribution to inform, motivate, and service the market.*

(Kotler, 1982, pp. 3-27)

*Marketing means finding out what people need or want and then, if this could be done profitably, producing, distributing and selling.*

(Jefkins, 1985, p. 5)

*Marketing is the way in which an organisation matches its own human, financial and physical resources with the wants of its customers.*

(Wills et al., 1985, p. 3)

*Marketing is the function through which the firm encourages exchanges of goods for money that are profitable to it and satisfying to its customers.*

(Bonoma, 1985, p. 5)

*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 objectives.*

(AMA, 1985, p. 1)

*Marketing is a mediated activity occurring within the economic sphere that employs strategies intentionally rendered and goal-directed towards the exchange of goods and services.*

(Kurstbard & Soldow, 1987, p. 37)

*Marketing is to establish, develop and commercialise long-term customer relationships, so that the objectives of the parties involved are met. This is done by a mutual exchange and keeping of promises.*

(Gronroos, 1989, p. 57)

*Marketing is a process by which satisfactory exchanges of ideas, goods and services are managed from conception to final consumption.*

(Cooke, 1989, pp. 249-252)

**Appendix D : Sample of 1990s marketing definitions**

*Marketing is the function by which a firm or other economic organisation designs, promotes or delivers goods and services for customers and clients...Marketing can be defined as knowing customers and their problems, innovating solutions to those problems, and communicating them to a carefully defined target market.*  
(Webster, 1991, p. 1)

*Marketing is getting the right goods (or services) in the right quantity to the right place at the right time, and making a profit out of the operation.*  
(Elvy, 1991, pp. 3-4)

*Marketing is a very simple philosophy which requires producers to start with the identification and specification of consumer needs, and then mobilise their companies' assets and resources to achieve a mutually satisfying exchange relationship from which both parties derive the benefits they are seeking.*  
(Baker, 1991, pp. 6-7)

*Marketing is a system of activities that facilitates the dissemination and acceptance or adoption of not only products and services, but also ideas. Furthermore, this system of activities is used by any organisation, business or nonbusiness, to satisfy or attain its objectives.*  
(Cohen, 1991, p. 4)

*Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.*  
(Kotler, 1991)

*The management function responsible for assuring that every aspect of the organization focuses on customer relationships by delivering superior value, recognizing that the organization's ongoing relationships with customers are its most important asset.*  
(Webster, 1992, p. 14)

*Marketing is an activity directed at satisfying customer needs and wants through exchange transactions in the market.*  
(Morden, Elements of Marketing, 1993, p. 2)

*Marketing concentrates on turning an organization's broad strategic purpose into realizable exchange relationships within the chosen field of concentration. It acts as both a receiver and transmitter of information which connects organizational strategic purpose to the realities of the external environment. Most crucially, it attempts to make organizations listen, adapt and adjust to the sensitivities and needs of the world outside.*  
(Lynch, 1994, p. 529)

*Marketing covers those activities that relate the organization to those parts of the outside world that use, buy, sell that influence the output it produces and the benefits and services it offers.*  
(O'Shaughnessy, 1995, p. 4)

*Marketing is the identification, stimulation and satisfaction of customer requirements, at a profit.*

(Page, 1995, p. 3)

*Marketing is to establish, maintain and enhance relationships with customers and other partners, at a profit, so that the objectives of the parties involved are met. This is achieved by mutual exchange and fulfilment of promises.*

(Gronroos, 1997, pp. 32-39)

*Marketing is understanding the needs and wants of clearly identified groups of people and producing products and services, at a profit, to satisfy these needs.*

(Wright, 1999, p. 2)

### **Appendix E : Sample of 2000s marketing definitions**

*Marketing has two facets. First, it is a philosophy, an attitude, a perspective, or a management orientation that stresses customer satisfaction. Second, marketing is a set of activities used to implement this philosophy.*

(Lamb, et al., 2000, p. 6)

*A societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others.*

(Kotler, 2000)

*The process of reaching out to the public to build brand awareness, attract customers, and provide them with an experience that will create customer loyalty.*

(Ewell, 2003, p. 21)

*Marketing is the process of achieving corporate goals through meeting and exceeding customer needs better than the competition.*

(Jobber, 2003, p. 4)

*Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services, organizations, and events to create and maintain relationships that will satisfy individual and organizational objectives.*

(Boone & Kurtz, 2004, p. 7)

*A business philosophy that regards customer satisfaction as the key to successful trading and advocates the use of management practices that help identify and respond to customer needs.*

(Hill & O'Sullivan, 2004, p. 2)

*Marketing is an organizational function and set of processes for creating, communicating and delivering value to customers and for managing customer relationships in a way that benefits both the organisation and the stakeholder.*

(AMA, 2004, p. 17)

*Marketing consists of individual and organisation activities that facilitate and expedite satisfying exchange relationships in a dynamic environment through the creation, distribution, promotion and pricing of goods, services and ideas.*

(Dibb et al., 2006, p. 1)

*Marketing is a form of constructive engagement - a societal function and a systemic set of processes for creating, communicating, and delivering value to customers and for managing customer and societal relationships in ways that benefit local and global stakeholders of these processes.*

(Shultz, 2007, p. 293)

*Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering and freely exchanging products and services of value with others.*

(Kotler et al., 2009, p. 7)

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