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ABSTRACT

THE ESSENCE OF MARKETING

A CROSS-CULTURAL INQUIRY INTO PREVAILING BELIEFS AND PRACTICES

Author: **LESTER CHARLES MASSINGHAM**

Degree: **PhD 1992**

This doctoral research constituted a cross-cultural inquiry into the contribution of professional marketing education to marketing practice. The essence of marketing, as a collective term, contains the essential ingredients to enable marketing to become a viable system for business; namely, marketing orientation, marketing planning and marketing training connected by the management of change. The Chartered Institute of Marketing Diploma programme was selected as the educational vehicle through which sample surveys were conducted at pre-course, pre-examination and post-qualified stages of respondents' career development. Cross-cultural distinctions and symmetries were examined and accounted for by national culture, experience base and by size of employing organisation in the countries of the United Kingdom, Nigeria, Malaysia, Singapore and Hong Kong, so that an insightful understanding could be achieved between belief and practice. Perceptual gaps were discovered and proposals through the research surveys made to help to bridge the gap between the ambitions of the individual for change and the adoption of integrated marketing by the respective employing organisations.

The research is distinguished by the use of innovative techniques for perceptual mapping to enable cross-cultural positions to be visualised and thereby to be more fully appreciated.



THE ESSENCE OF MARKETING
A CROSS-CULTURAL INQUIRY
INTO PREVAILING BELIEFS AND PRACTICES

VOLUME ONE OF TWO VOLUMES

Author: **LESTER CHARLES MASSINGHAM**

Thesis submitted for PhD degree
to University of Durham, 1992
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supervision of Professor Charles Baker
at Durham University Business School

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CHAPTER 1

INTRODUCTION

INTRODUCTION

This doctoral thesis is entitled 'The Essence of Marketing – a cross-cultural inquiry into prevailing beliefs and practices'. The term 'Essence of Marketing' has been selected to contain collectively the realities and ambitions of professionally qualified marketers who are engaged by employing organisations to practise marketing as a viable system for business.

The structure of this thesis follows the main components required by marketers to introduce, develop and maintain marketing philosophies within organisations internationally. These fundamental components are of the 'Essence of Marketing', considered by the author to be marketing orientation, marketing planning and marketing training, connected by the management of change, the component needed to convert knowledge acquired in the process of attaining a professional marketing qualification into professional 'know-how'.

Each section of the thesis uses sample surveys from an international universe of actual and aspiring professionally qualified marketers who have attained, or who are in the process of attaining, the Chartered Institute of Marketing Diploma. The samples are drawn from the national cultures of the UK, Nigeria, Malaysia, Singapore and Hong Kong thereby enabling a cross-cultural inquiry into prevailing beliefs and practices to be undertaken.

The core reasoning for the structure of this research is to establish the extent to which the essence of marketing imparted through programmes of 'western' professional marketing education have transferable professional marketing values, relevance and utility in all countries in which this education is received. Should clear evidence of a perceptual gap prevail between professionally held beliefs and practices then it is the purpose of the research to discover and establish the nature of such. Thereafter strategies are to be proposed first to discover and then to put into place a missing link to enable the status of the marketing profession to be thereby enhanced to the mutual benefit of individual marketers and their employing organisations universally.

This theoretical posture has been underpinned by the literature for the components of marketing orientation, marketing planning, marketing training and the management of change. In particular, the seminal work of Gilbert Ryle has offered a substantial contribution to enable greater insight into the tensions that exist between theory and practice to be obtained, but as yet no literature exists to embrace and contain the 'essence of marketing' as a complete entity.

The research design selected samples of respondents from each of the five countries at different stages of their professional marketing career development – pre-course, pre-examination and post-qualified – thereby to enable a perceptual comparison to be made at distinct intervals in time between actual and aspiring qualified marketers. In this way the impact and value of the course of professional marketing education could be both compared and established.

Conventional research instruments and data analysis techniques were used to ensure that research integrity and statistical rigour were upheld throughout the research programme. This was supplemented further by an innovative technique of perceptual mapping, designed and applied to interpret visually the cross-cultural data in a completely original way.

The approach taken for each section in the main body of the thesis is through the treatment of original marketing statements, selected from the international research questionnaire and then grouped as sets to collectively comprise marketing orientation, marketing planning and marketing training. The progress through each section then follows a common pattern for the reader to follow, commencing with a cross-cultural comparison of the independent dimensions of belief and perceived practice for each of the statements concerned so that the potential for perceptual gaps can be examined. The relative positioning of the statements through perceptual mapping is then considered in terms of relative optimism, pessimism, frustration and confusion, a process referred to as quadrant analysis. This in turn provides the basis for the subsequent selection of statements of special interest for further in-depth treatment across the five national cultures. Each country is then examined separately through five independent country

studies for the complete set of statements to enable a comprehensive review to be undertaken at country level.

By this stage a complex understanding of the nature of the prevailing gaps between belief and practice will have been obtained and accounted for through the experience base of the respondents, their national culture and the size of employing organisations. Each section then concludes to consider how the missing link between belief and practice can be potentially bridged by the individual marketer through the dynamics of managing internal organisational change.

At a time when marketing has gained acceptance as a management discipline and acknowledged as a business philosophy, the individual has to cope with the isolation of becoming professionally qualified and with the cognitive adjustments that this creates and then to reconcile this in the post-qualified world of marketing practice. The researcher, as a teacher, author, consultant and practitioner, is particularly interested in this tension between the individual and the organisation to obtain a closer and enduring understanding of the cultural distinction and symmetry in perception of prevailing beliefs and practices which have been originated in concept in a western culture for international consumption.

Arising from the absence of literature which assesses the cross-cultural impact upon individuals and their organisations arising from the desire to achieve integrated marketing, there is a justified need to pursue this inquiry into the very essence of marketing.

CHAPTER 2

LITERATURE SURVEY

LITERATURE SURVEY

From an extensive review of the literature relevant to the research programme and the lines of inquiry pursued, the following survey has enabled the researcher to discuss the following areas:

- The origin and development of marketing theory;
- Marketing theory and marketing practice;
- The practice of marketing;
- Marketing means change.

These areas underpin the research programme and concern the issues of theory v practice and the need for change. The central areas of the thesis have then been searched through the literature to provide an academic backcloth for the field work.

These areas are:

- Marketing orientation;
- Marketing planning;
- Marketing training.

The remit for the research has been the impact upon participants of the programme of professional education development provided through the Chartered Institute of Marketing Diploma. The literature survey explores:

- The history and development of professional marketing education, and then considers the implicit problems of managing change associated with the implementation of marketing systems. A section in the literature survey therefore explores:
 - the management of internal organisational change.

Collectively, the literature survey embraces the essence of marketing.

1. MARKETING THEORY

Theory may be considered as the general principles of art or science which provide a reasoned supposition to explain facts or events [1]. Theory is also known as myth, fantasy, proverb, prescription, personal constructs, schemata, concepts or frames of reference [2]. The word theory therefore covers a wide spectrum of meaning and at the most holistic perspective a theory would be derived for the universe.

Theories present an opportunity for debate; they are a mechanism used in the search for understanding [3]. Theories allow inquiry, research, orientation; they provide through their structure a potential path for the conduct of action in an informed way [4]. Yet some philosophies believe that theory can only be claimed as such if it is directly refutable [5]. The most informed theories, which relate to the field of science rather than the arts, are predictive, precise and quantified. From the literature and a broad array of theories which fit almost every dimension of life, a classification has been proposed for social science into theories that are theoretical, definitional, classificational and analytic-conceptual [6].

Proposed theoretical structures should be internally consistent and embody 'law-like generalisations' to enable predictions to be made about the phenomena being studied. This introduces the dimension of truth. Karl Popper [7] proposed four theories for truth based upon coherence, correspondence, evidence and pragmatism, each of which may have reference for marketing, but the dimension of marketing truth has yet to be featured in the literature, maybe because the work of Popper is capable of misconception. Coherence theory often mistakes consistency for truth; evidence theory mistakes 'known to be true' for truth, and pragmatic theory often mistakes usefulness for truth. Each of these types is therefore based upon subjectivity. It is only correspondence theory that is based upon fact and is therefore objective.

So where does this all lead to with reference to marketing? It seems to explain in outline the complexity associated with the term theory. Practitioners need theory in order to be more effective in practice. The more naive practitioners in marketing may be in search of truth when the reality is that they are in search of trust to enable marketing decisions to be taken under conditions of reduced risk.

However, contributions to the literature in the search for a marketing theory were pioneered in the 1940s by Converse [8] who surprisingly purported that marketing could be classified for theoretical purposes as a science. This offered an opportunity for debate and refutation. The early works of Wroe Alderson in his seminal paper 'Towards a theory of marketing' [9] together with Reavis Cox supported the views of Converse and proposed that marketing indeed should be a science and by implication not an art. Despite the eminence of the authors few believed that marketing could be treated seriously as a science. Yet the contribution made by Alderson has been invaluable because it is through his early writings that the developmental work on marketing theory commenced and in fact for the next 20 years he was the acknowledged guru for thought (as philosophy) of marketing. The forum for the sustained debate were through a series of annual seminars on marketing theory which first started in 1951. It was not until the early 1960s that Alderson's ideas were seriously challenged by Buzzell [10] who refuted the idea of marketing as science by proposing criteria to which science should conform and systematically reduced the propositions of Alderson to mere opinion.

The debate as to whether marketing was an art or a science was an important contribution to the development of the marketing discipline, and even though the debate has never been resolved, today it has been superseded.

A more pertinent and later contribution was through the work of Baumol [11] who recognised that marketing issues fall within the spheres of economics, sociology and psychology and because marketing bridges these three disciplines, then marketing should develop an independent set of theories apart from these three areas, but drawing from them. These notions, supported by Bursk [12] appreciated that the reality of marketing amounted to an intimate entanglement which would offer a real challenge to be tackled formally and consciously. It is from these emerging views that it has been difficult over the years even to agree upon one definition of marketing.

As late as 1968, no theory of marketing had been developed. The work of Bartels at that time made a substantial move forward in marketing thinking by attempting to propose a 'general theory'. Bartels defined marketing as:

"The process whereby society, to supply its consumption needs, evolves distributive systems composed of participants who, interacting under constraints both technical and ethical, create the transactions or flows which resolve market separations and result in exchange or consumption" [13].

Using this as a concept of marketing, Bartels proposed a general theory of marketing comprising seven sub-theories. As we now know, theories are established to be refuted, and Shelby Hunt [14] challenged the work of Bartels by concluding that his propositions could not be referred to as a general theory of marketing. In the early 1970s Philip Kotler [15] joined the academic arena for debate and as expected proposed a yet further set of dimensions which were known as the three consciousness levels which related market transactions, perceived value and people. Despite the claim by Kotler that these ideas were generic, they were left in limbo for a few years until Shelby Hunt [16] forwarded a proposition that the basic subject matter of marketing was in exchange relationships, a view supported by Alderson and Bagozzi [17, 18]. From complexity, refutation, to simplicity, this is true, but no general theory of marketing had been universally agreed.

The notion of exchange relationships between buyer and seller has provided a platform for theories of buyer behaviour to have been proposed. The works of Engel, Kollat and Blackwell [19], Howard P. Sheth [20], Webster and Wind [21] and Nicosia [22] are now legend. Subsequently attempts at theories relating to the elements of the marketing mix have been proposed by Bucklin [23], Baligh and Richartz [24], Beckman [25] and many others.

Today general theory of marketing still remains elusive. The inclination after 40 years of discussion may be to accept that it may be too wide a subject to contain, so when this thesis, and indeed other writings, refer to marketing theory it is reasoned supposition – something conjectured and is not a general theory of marketing. The core concept remains the marketing concept, which today has achieved universal currency. Arising from it are the central marketing practices which in part form the essence of

marketing, they are marketing orientation and marketing planning, areas upon which this research programme is focused.

2. MARKETING THEORY AND MARKETING PRACTICE

From the early difficulties with the development of general marketing theory, the current literature has left the debate for the achievers. The translation of theory into practice is one which has more recently emerged. An article in late 1990 in the Quarterly Review of Marketing by McDonald [26] proposed that there are a number of factors that make the transition from marketing theory to marketing practice particularly difficult. It is this area of difficulty in which this research is particularly interested. McDonald's cultural and political blockages within companies, methodological problems associated with the tools and techniques of marketing, and the complexity of the interrelationships between these techniques are the facts that present difficulties in the practice of marketing orientation and marketing planning. This research intends to probe yet further to discover the nature of the missing link between theory and practice.

Before the most recent contributions by Greenley [27] and McDonald [28] concurred about the difficulties associated with the use of analytical techniques to include on marketing courses. This is a dimension that will also be explored through this in-depth research within or between the five national cultures of the UK, Singapore, Malaysia, Hong Kong and Nigeria.

The gap between theory and practice is not limited to UK research. American companies would also like to make use of the theoretical side of marketing but few actually do, is the conclusion reached by the MSI Export System Project, ADCAD [29]. It would appear that the inability to utilise fully the theoretical constructs of marketing is a corporate phenomenon in western cultures. Evidence also from Australia confirms the European and American research [30].

Malcolm McDonald proposes the following possible explanations for this ignorance of the basic techniques and models of marketing planning:

- Companies have never heard of them;

- Companies have heard of them, but do not understand them;
- Companies have heard of them, have tried them and found that they are largely irrelevant [31].

But this does not really explain the reasons for non-adoption.

While each of these reasons could be valid, it is important to recognise that marketing is a political and dynamic process involving organisational, interpersonal, cultural and social issues, any one of which could impede implementation of marketing theory. It involves deep seated organisational change, and an ability to introduce, progress, monitor, evaluate and review it. In short real commitment to the need to change, another vital ingredient of the 'essence of marketing'.

Corporate culture often prevents companies from implementing the tools imparted on marketing or business courses [32]. There is still the unsolved question of why so many organisations wish to become marketing oriented, believe in the concepts contained, yet still rely on fiscal rather than marketing policies to direct and control the business [33]. Traditional values die hard. Organisations may be reluctant and resist adoption of new fashions which appear periodically, e.g. Drucker's 'Management by objectives' (1954), Northcote's 'Parkinson's law' (1957), Townsend's 'Up the organisation' (1969), 'The one minute manager' (1980), 'General Electric introduce portfolio management' (1960), Black and Moulton's 'The management grid' (1962), 'BCG portfolio management' (1968), 'General Electric McKinsey's SBOs' (1970), Porter's 'Competitive strategies' (1980), 'In search of excellence' followed by 'Passion for excellence' (1982), and most recently, 'Total Quality Management'.

McDonald concludes that the main problem is that no single marketing technique, structure, framework or concept can offer the benefits wanted by practising managers. Most of the tools and techniques are too complex on their own for managers to understand, making a combination virtually impossible. This must depend upon how these are presented for application and in fact McDonald agrees that organisations and academics alike concentrate on the tools and techniques rather than determining the needs of the individual company and then developing a specific package for them.

What is missing is a relationship between the company, the change agent, the theorist and the theory. If this can be brought together in a programme of internal marketing, recognising the company and its employees as customers with needs, then further progress will be made.

The marketing literature has just begun to emerge in this area and the 1991 text by Nigel Piercy [34] is to be applauded for the insight he reveals in making marketing happen in organisations. He rightly states:

"The trouble is that conventional training and development of marketing executives, quite reasonably, has focused upon the external environment of customers, competitors and markets and the matching of corporate resources to market place targets."

He takes a more pragmatic view than McDonald:

"The most common reason why marketing fails in practice is not because of the lack of sophisticated models and techniques – these are in plentiful supply – they are to do with muddled and confused management decisions about strategic marketing issues and a lack of real commitment where it counts most in making marketing work."

But both McDonald and Piercy, as prolific authors, have not referred to the works of Gilbert Ryle, who I believe has arrived at the very core of the reason why a gap prevails between marketing theory and marketing practice. The seminal work of Ryle dates back to 1949 in a book entitled 'The concept of mind' [35]. This eminent British philosopher devoted considerable attention to two distinct forms of knowledge – 'knowing that' and 'knowing how'. He claims a distinction must be drawn between the ability successfully to perform a given undertaking (knowing how) and a store of abstract knowledge (knowing that).

Ryle is right in claiming that theorists, academics (and professional marketing educators) are preoccupied with the recipient's knowledge of fact and largely ignore the issues of knowing how to perform. Everyday managerial life is concerned more with competences than with cognitive repertoire. Ryle ventures into the realms of explaining 'intelligence' and argues that an action can only be described as intelligent if it is

preceded by an intellectual awareness of the rules or criteria by which that action is governed. If there is a lack of 'know-how' because educators are preoccupied with 'know that' then there will be a lag in the level of intelligence applied to the task in hand.

"It is of the essence of merely habitual practices that one performance is a replica of its predecessors. It is of the essence of intelligent practices that one performance is modified by its predecessors. The agent is still learning."

In a marketing context, Ryle's thesis is at the centre of the need to understand dynamics of theory and their conversion to practice. Marketers and their companies, are short on 'know-how' and it is here that the marketing literature must develop for the future. The existing provision in the literature for marketing 'know that' is overcrowded; the future requirement must be for professional 'know-how'.

"We learn how by practice, schooled indeed by criticism and example, but often quite unaided by any lessons in the theory."

"Knowing how, then, is a disposition, but not a single-track disposition like a reflex or a habit. Its exercises are observances of rules or canons or the applications of criteria, but they are not tandem operations of theoretically avowing maxims and then putting them into practice" [35].

The internal market of the employing organisation needs to attain 'know-how' so that marketing orientation can be achieved in reality and marketing planning systems implemented, and not be the subject of corporate lip service.

3. THE PRACTICE OF MARKETING

"Yet, as practice is the essence of theory and theory finds expression in practice, their unity should be apparent" [36].

Bartels and MacNab have further proposed that although the theory and practice of marketing have developed at the same time they have developed apart. Their views are supported by Christian Grönroos:

"... Marketing as it is supposed to be implemented in practical business situations according to the standard marketing models of our textbooks may not always fit reality as perceived by top management" [37].

This may in fact be part of the missing link between theory and practice. Companies may be under an illusion that they are truly marketing orientated when, in actual fact, they merely pay lip service to the marketing concept.

"I thought we were doing marketing. We have a corporate vice president of marketing; a top-notch sales force; a skilled advertising department, and elaborate marketing planning procedures. These fooled us. When the crunch came, I realised that we weren't producing the cars that people wanted. We weren't responding to new needs. Our marketing operation was no more than a glorified sales department" [38].

The practice of marketing has a number of dimensions which need to be identified:

1. Belief held in it through the theoretical frameworks acquired through an educational process.
2. Perception of it in practice according to common belief and coinage of marketing jargon, which has become fashionable in recent decades.
3. The practice of marketing, which aims to match belief through theory with actual working practice.

It is the third area that marketing professionals aspire to to practise marketing and this requires organisational adaptation and change, a key element in the essence of marketing.

These changes to organisational culture are dramatic and cannot be implemented easily. Marketing orientation is not a quick fix. The marketing concept is a business philosophy that must be understood, believed in and practised by every member of an organisation. Misunderstanding and coincident malpractice will be certain not to succeed. According to Webster [39], a customer orientation is the pivotal point of a marketing orientation. It is the fundamental component for company survival and competitive effectiveness. This can be supported with numerous practical examples and empirical research. For example, a major study on the practice of marketing in the UK

[40] published in 1984 found genuine market orientation to be one of four key elements that characterise the best performing companies, the other three being heightened environmental sensitivity, increased organisational flexibility and improved marketing professionalism. The report also concluded that marketing orientation cannot be achieved without a real understanding of the market place derived from effective market research. Among the companies sampled, 60% claimed to be market orientated, but results may be misleading as some executives stated that their companies made no distinction between sales and marketing. The Hooley report demonstrated that there is a clear association between the orientation of the firm and their financial performance. There is a greater likelihood of product orientated companies being poor performers, selling orientated companies being average performers and those with a market orientation performing well financially. These findings aim to confirm the fact that the route to success in today's competitive environment is via marketing orientation.

Marketing approach of the company	All companies
Product orientation: 'Sell what we make to whoever we can'	13.1%
Selling orientation: 'Place major emphasis on advertising and selling'	25.8%
Marketing orientation: 'Place major emphasis on prior market analysis'	61.1%
Number of companies	1,632
No reply	143

McKinsey has rightly taken a broader perspective on that which is needed to acquire an effective marketing oriented enterprise [41]. The requirements for marketing orientation to be practised are an interactive matrix known as the 7 'S' framework, which comprises shared values, management style, structure, skills/staffing, systems and strategy. This takes the perspective to enhance the entire culture of the organisation. Kotler [42] outlines several steps management can take to build a company-wide marketing orientation:

1. Presidential leadership

2. Marketing task force
3. Outside marketing consultants
4. A corporate marketing department
5. Internal marketing seminars
6. Hiring marketing talent
7. Promoting executives who are marketing orientated
8. Installing a modern marketing planning system

Theoretically, the path Kotler outlines to marketing orientation appears smooth and trouble free, but this is what Ryle identifies as the central problem. In the Harvard Business Review, Lear [43] highlights the problems faced by companies experiencing the transition to marketing orientation.

It is nevertheless fact that many of the world's top performing companies are marketing oriented; for example, the General Electric Company [44], General Foods [45], IBM [46], Sears [47] and Coca-Cola [48] have long been practitioners of marketing and it is to this they owe their success. Marketing success is not all American. More recently, British Tyre & Rubber with subsidiaries which include Dunlop, Slazenger and Pretty Polly, emphasised a simple approach to the practice of marketing:

"BTR finds gaps in markets, niches which it can fill by applying a superior quality of service BTR is marketing reliability. Its marketing stresses the reliability, availability and consistency of BTR products" [49].

Within the sphere of industrial marketing, European chemical companies are now converting laboratories into marketing outlets to ensure that their products are exactly what the customer needs and wants. Research and marketing teams are working together and in some firms are switching roles [50]. Shell encourages scientists to take marketing jobs temporarily and for marketers to spend time in research positions. Du Pont International recently created a computer aided design laboratory, which is electronically linked with research units throughout Europe. Stuart Daykin, head of the new operation, claims:

"You can no longer in this business come up with a new product, tell the customer how fantastic it is and ask him to buy it You have to ask the customer first what he wants, and then try to develop a material to suit his needs."

ICI have set up 'business teams' with a marketing executive and research scientist as co-leaders. These teams develop materials for a specific industrial sector, draft marketing plans and set their own budgets. Procter & Gamble, with product horizons for detergents, personal care products, foodstuffs and many other consumer products, have maintained success by following a basic marketing philosophy, a policy of adaptability and flexibility in the face of change, without losing the ideology of customer focus that helped to create the company in the first place [51]. At the end of the 1980s the Dutch multinational, Philips, had been striving toward achieving a marketing orientation. The transition was not easy. Robert Martijense, managing director of the UK subsidiary, describes it as "teaching an elephant how to dance" [52]. The pressure to become more marketing led came not from the West but from the East. Philips UK marketing director, Ray Harris, states:

"We were too concerned with matching prices with Ferguson and Rank to watch Hitachi and Sony" [53].

Martijense claims that Philips has now made the turnaround and is marketing led rather than technology driven. The proof of this lies in its remarkable success in the audio market after poor performances in the past. The position at Jaguar was much improved in the 1980s by using market research and focusing upon customer needs. After four years the new programme worked with increased sales, raised morale and wage boosts as the result of an improved car and the meeting of customer requirements [54]. Sony UK announced in 1990 that it had reorganised and expanded its marketing department in order to build on the record sales [55].

As 'greenness' becomes an increasingly fashionable trend for companies, Varta, Europe's largest battery manufacturer, introduced environment friendlier products in 1989 by being the first to introduce the mercury-free zinc chloride battery in the UK. To demonstrate their continued commitment to the environment, they conducted an

exclusive promotion in association with the Rainforest Foundation. During Spring 1990 Varta made a donation to the Foundation for each special pack of Varta batteries purchased. The company has also introduced a scheme to recycle spent rechargeable batteries. This is a further example of the practice of marketing, getting close to customer needs [56].

The potential contribution of effective marketing is not confined only to business organisations; in recent years marketing has had significance also for non-profit organisations.

The practice of marketing in non-profit sectors does not require new marketing principles but rather new applications of existing principles. The practice of marketing concerns professionalism. This professionalism through educational programmes and codes of conduct has been established by the new Chartered Institute of Marketing (CIM). The CIM, a professional body, has been the leading protagonist in the movement to improve the status and practical application of marketing in the United Kingdom. In recognition of the contribution made by the Institute towards this goal was the granting of a Royal Charter in 1989. At that time a select number of the United Kingdom's leading industrialists welcomed this development and were invited to make comment [57].

"The granting of the Royal Charter is a significant acknowledgement of the enhanced status of the Institute of Marketing, and of the key role played today by marketing as a vital discipline within any successful business. It also acknowledges the professional skills now used within marketing. At British Airways, marketing plays a key role in our financial and commercial success in an increasingly competitive environment."

Sir Colin Marshall, Chief Executive, British Airways plc.

"Marketing has always been vital to Britain's economic success. It will be even more important in the future. Marketing professionalism distinguishes successful companies from the 'also rans'. It is the only

source of sustainable competitive advantage. So the granting of a Royal Charter to the Institute symbolises two major shifts in the way British business is run. The era of the gifted amateur is past; and, at long last, marketing is receiving long overdue recognition."

John Banham, Director General, CBI.

"The grant of a Royal Charter to the Institute is a high honour endorsing the prime role of the Institute as the authoritative professional organisation for the establishment, development and training of marketing knowledge and standards throughout the United Kingdom. The response from all of us must be one of gratitude but also awareness that the Royal Charter brings professional obligations and disciplines to all Institute members to achieve and maintain high standards of knowledge, application and excellence in marketing practice and performance."

Sir Patrick Meaney, President, Chartered Institute of Marketing.

4. MARKETING MEANS CHANGE

The Chartered Institute of Marketing's adopted slogan states that 'marketing means business'. To stay in business marketing means change. The role of marketing is to anticipate, control and profitably exploit change within business environments. This is implicit in the definition of marketing, which the CIM has long adhered to:

"Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably."

The key word is 'anticipating', which requires a systematic scanning of the environment to predict the future [58] and thereby to create change. The position applies cross-culturally as well as within national cultures, a view supported by Wheeler and Paliwoda [59]. Organisations cannot stay the same for ever; they must adapt to survive. This is a recurrent theme through the literature propounded by Colin McIver [60], Valerie Stewart [61], Benne and Birnbaum [62] and Drucker [63]. Drucker however links marketing to innovation, an inextricable link that is so often overlooked

in the marketing literature. It is indisputable that organisations are subject to immense change to which they must adapt in order to be successful. Prediction is vital; this is a marketing responsibility which leads to change. Either a marketing oriented chief executive officer or a senior marketing executive, or the two combined, are ultimately involved in the change process [64].

To achieve effective change, the performance standards of marketing should be set to enable a sustained meaningful contribution to be made to corporate futures. Marketing has emerged into an area of strategic concern to assist in the management of dynamic market environments; marketing therefore means change. In order for change to be effective it must be controlled within a strategic planning framework. The work of Igor Ansoff must be acknowledged in the substantial contribution that has been made in the recognition of fundamental strategic choice options for business development [65]. It is through these dimensions of market development, product development, market penetration and diversification that change plans can be instigated and directed. The work of Ansoff to accomplish change in strategic positions has been supplemented by other analytical models and frameworks for thinking. Acknowledgement must be given in particular to the Boston Consulting Group and their work on product portfolio analysis, which has created change to occur in strategic marketing planning. The work of Arthur D. Little, Pims and McKinsey have all contributed to the power of marketing to create change because these developments have contributed to the increased acceptance of marketing through increased levels of analytical rigour that now can be introduced to business. Through this process, strategic management and strategic marketing have now become inextricably linked.

Marketing means change, marketing makes change and marketing must respond to change. The literature from John Argenti [66] recognises that these changes arise from the 'PEST' factors in the external macro-environment. Yet Argenti, like others, focuses upon the external market influences of politics-economics, social and technological factors and ignores the internal market of the company where change must be planned, organised, controlled and co-ordinated. It is part of the essence of marketing to introduce, implement and influence change at organisational level to respond to the

mega trends, trends which according to Jan-Peter Paul, will characterise the business world of the future [67].

The opinion that the essence of marketing is so very closely aligned to the identification and subsequent management of change is not the sole reserve of marketing authors. Alfred P. Sloan at General Motors stated:

"The ever changing market and ever changing product could break any business unless it was prepared for change" [68].

In many companies the imperative for change has been imposed by the onslaught of competition, yet ironically competition is a word that does not appear in the Chartered Institute of Marketing definition of 'what marketing is'. The key words for which marketing must take responsibility in the future are flexibility and adaptability [69]. This is neatly summarised by Jan McDonald:

"In the 50s and 60s consumers bought more or less whatever we made. Now in the 1980s, increasing competition, fragmenting market place and customer expectations help to shorten product life cycles. We must understand what is happening in our markets and learn to respond to change if we are to continue to be successful. If one considers the logical extension of all that is happening in our external environment, we can argue that rather than responding to change, we must begin to anticipate it" [70].

Indeed marketing to mean change must identify the opportunities and threats in the market place and assess the internal strengths and weaknesses of the corporation to enable an appropriate response to be planned and implemented. But the reality, Kotler claims, is that most (US) organisations are not operating at the necessarily efficient levels of marketing because there is resistance from within the company to make changes to marketing programmes and/or the role of marketing in the organisation [71]. This insight is pertinent to this research programme, through which it is intended to discover why. For the future, according to the CIM [72]:

- Companies will demand the same expertise and professionalism in their marketing as they expect in the technical and financial areas of their business;

- An international marketing culture will spread in response to increasing global competitiveness;
- In the competitive international environment, market share and brand strength will increasingly be seen as indicators of financial profitability;
- The approach to marketing education will have to reflect the market itself, in that it will need to be dynamic and creative;
- Personal selling skills will become even more important to employers;
- The concept of quality standards in marketing will be introduced and developed.

There remains no doubt whatsoever that marketing means change. Companies throughout the world must monitor trends and be prepared to adapt to change [73]. To accomplish these changes companies require:

1. an effective marketing orientation;
2. a well conceived marketing planning system;
3. integrated training of marketing personnel;
4. an adaptive organisational culture that is receptive to the internal changes that are necessary to accomplish the three items above;

so that marketing can be practised professionally. It is these vital areas that are the focus of this research programme, the very essence of marketing.

THE ORIGIN AND DEVELOPMENT OF MARKETING ORIENTATION

"Every man lives by exchanging, or becomes in some measure a merchant, and the society itself grows to be what is properly a commercial society."

Adam Smith

An attempt to pinpoint the exact origins of marketing as a business function is virtually impossible as there is no single, universally agreed definition of the word. From the most fundamental form, that is, people exchanging goods or services in a reciprocal manner, marketing has existed for many centuries. Even though this basic exchange process is commonly understood, some of the more recent theories of marketing which have evolved, for example, the marketing concept, are yet to be fully understood and

implemented by many business organisations today. Modern marketing in the United States of America began after World War I when 'overproduction' and 'surplus' became words of everyday usage. Since the late 1920s (with the exception of war and immediate post-war periods) a strong buyer's market developed. There apparently was little difficulty in achieving production output; the problem focused upon marketing it.

By tracing the development of marketing within the framework of business practice there are three distinct evolutionary stages that can be identified:

1. Production orientation;
2. Sales orientation;
3. Marketing orientation.

Rachman and Romano [74] outline the basic assumption for each of these forms of business orientation.

1. Production orientation

- (a) Anything that can be produced can be sold;
- (b) The most important task of management is to keep the cost of production down;
- (c) A company should produce only certain basic products.

This era occurred in the US from 1865 to the 1920s [75] and was characterised by the focus of company efforts on producing goods or services. Management energy was devoted to the achievement of high production efficiency through mass production of standard items, thus denying the consumer any real choice. At this time, the production department was at the core of the entire business enterprise with other functions such as finance, personnel and sales being of secondary importance. The main philosophy by which production orientated firms operated was that customers would buy whatever goods were available if the price was low enough. This era is best epitomised by Henry Ford's immortal statement that customers could have "any colour car they wanted as long as it was black." The objective was to change consumer needs rather than to make what customers required. Absurd though it may seem, at the time (1920s USA) Henry Ford was correct; there was a demand for cheap private transport and his

products were successful. A production orientation to business was suited to an economic climate where the potential demand was greater than the supply.

2. Sales orientation

- (a) Finding buyers for products is the chief concern.
- (b) Management's main task is to convince buyers, through high pressure tactics if necessary, to purchase a firm's output [76].

With the emergence of mass production techniques on a large scale in the USA and in Western Europe, the late 1920s and 1930s witnessed a shortage of customers rather than of products. A reduction in demand led to increased competition and to a progression towards organisations becoming sales orientated; that is:

"orientation towards the selling function as the key organisational activity" [77].

The most important issue in this orientation of management energy was how to sell high levels of output. The underlying philosophy was that customers were reluctant and need to be coerced into buying, albeit under conditions of fierce competition. This situation prevailed in many developed economies in the 1930s; overcapacity accompanied by a fall in demand due to the depression. It was at this time that 'hard selling' techniques emerged and were practised, of which some were both dishonest and unethical and may have contributed to the somewhat residual tainted image of sales personnel which exists in certain markets even today. Although companies worldwide still practise sales orientation, the consumer is more protected today from the more dubious selling techniques; this is largely due to the advent and power gained by the consumerism movement, which forced companies to become more aware of the needs and wants of their customers. Consumerism, then and today, involves the efforts of the public, government and organisational bodies to try to protect the consumer from unscrupulous business practices. The consumer movement first took effect in the late 1950s in the USA fuelled by publications such as 'The Hidden Persuaders' by Vance Packard, challenging the advertising industry; Rachel Carson's 'Silent Spring', which criticised the business community for their pollution of the environment; and, the most notable, 'Unsafe at any Speed', Ralph Nader's attack on General Motors, which shocked

the American public at large. The role of the US government in consumerism was first set forth by President John F. Kennedy's famous 'Rights' speech:

"Additional legislative and administrative action is required, however, if the federal government is to meet its responsibility to consumers in the exercise of their rights. These rights include:

1. the right to safety;
2. the right to be informed;
3. the right to choose; and
4. the right to be heard" [78].

The lead for marketing had been from the US and as such the consumer movement gained popularity more slowly in the United Kingdom than it had in America. The publication of 'Which?' magazine first brought consumerism to the general public's attention; now the consumer did not necessarily have to accept whatever manufacturers produced without question or argument; a new form of power had emerged.

In the past 25 years the British government has shown an increasing concern for consumer affairs, which has been reflected in the number of statutes now introduced. It is therefore not a coincidence that of necessity a growing number of UK companies began to attempt to adopt the marketing concept as a serious business orientation.

3. Marketing orientation and the marketing concept

In western cultures, it was through increasing consumerist pressures, dissatisfaction with former business orientations, changing environmental conditions and fundamental business sense that led to the emergence of a move towards marketing orientation.

Marketing orientation has been described as:

"The viewpoint that tries to carry out the marketing concept" [79] and therefore the marketing concept is the means by which the philosophy of marketing orientation is put into practice; the specific techniques used to do so [80].

It is generally acknowledged that marketing oriented organisations first appeared in 1950s America. However, the rudiments of contemporary marketing were discussed as

far back as the 18th century. Adam Smith, father of modern economics, claimed in his seminal work 'The Wealth of Nations':

"Consumption is the sole end and purpose of all production and the interests of the product ought to be attended to only so far as it may be necessary for promoting that of the consumer" [81].

In this statement, Smith outlined the basis for a marketing orientation, the fundamental prerequisites of which are:

"a customer orientation – studying and understanding of customer needs, wants and behaviour, including 'simulated' needs and wants;
an integrated effort – a systems approach co-ordinating the elements of the marketing mix;
a profit orientation – attention is focused on profit rather than sales volume" [82].

The vision of Adam Smith and others such as Torrens, McCullough, Malthus and James Mill, which purported the philosophy of placing the consumer as sovereign, was not accepted in their era; at that time Adam Smith knew that the interests of the consumer were not paramount [83].

The marketing concept was first embraced at a commercial level by the General Electric Company, who coined the phrase 'marketing concept' in 1952 when the then president made the following statement to stockholders in the annual report:

"In 1952 your company's operating managers were presented with an advanced concept of marketing, formulated by the Marketing Services Division. This, in simple terms, would introduce the marketing man at the beginning rather than the end of the production cycle and would integrate marketing into each phase of the business. Thus, marketing through its studies and research, would establish for the engineer, the designer and the manufacturing man what the consumer wants in a given product, what price he is willing to pay, and where and when it will be wanted. Marketing would have an authority in product planning, production scheduling and inventory control, as well as the sales,

distribution and servicing of the product. This concept, it is believed, will tighten control over business operations and will fix responsibility, while making possible greater flexibility and closer teamwork in the marketing of the company's products" [84].

When any company moves from a sales to a marketing approach it requires a change in how the company practises business. In order for a business to be successful through marketing orientation, consumer needs must be placed at the very centre of business planning. This, the first and most basic requirement of a marketing orientation, is supported widely in the marketing literature. The contributions of Robert Keith, Peter Drucker, Christian Grönroos, Philip Kotler, Franklin S. Houston, Frederick Burch and of course Theodore Levitt are well known, and many others are of one accord [85–96]. In the US, Sears is dedicated to satisfying customer needs. During staff meetings, there sits a chair always empty with the words 'The Customer' painted on it. This is there to remind all Sears' managers who they are finally accountable to, who their true boss is [97]. Peters and Waterman, co-authors of 'In search of excellence', reach the conclusion, based upon extensive research, that:

".... the excellent companies really are close to their customers Other companies talk about it; the excellent companies do it" [98].

Furthermore and most pertinent to this research programme, according to the Chartered Institute of Marketing, marketing has made the transition in the United Kingdom from the realm of company concern to that of national interest [99]. The government's interest in marketing is seen in the establishment of a parliamentary marketing group of peers and MPs and the introduction of the government support for 'marketing initiative' by the Department of Trade and Industry in 1986 to provide subsidised marketing consultancy to small and medium sized companies. The research will comment upon the value of this initiative as a result of the findings of the field work conducted in the UK.

The marketing concept relies upon three pillars of wisdom. The customer focus is first followed by an integrated marketing function and a profit orientation. These views are well supported by Peter Chisnall, Bell and Emory, Hugh Davidson and Michael Baker

[100–103]. Unless marketing is an integrated philosophy which permeates the whole organisation, it cannot hope to succeed. As Levitt has observed, marketing consolidates the entire business process (104).

Subscribing to a philosophy of marketing orientation through belief in it is an essential first step but belief itself is not synonymous with the implementation of that philosophy. For marketing orientation to be adopted as a meaningful business philosophy it must also be implemented in practice. This is where the literature falls down. The literature reflects remarkably little effort to develop a framework for understanding the implementation of the marketing concept [105]. The literature features 'know that' but not 'know how'. There is very little empirically based theory and therefore there is little contribution to the contextual factors that make marketing orientation appropriate within particular business sectors. Furthermore the domain of marketing orientation has not been featured across the national cultures which prepare for the marketing profession through the process of acquiring a professional marketing qualification.

MARKETING PLANNING

A survey of the literature reveals a plethora of definitions and terms for the planning process. According to Shiner, it is this abundance of jargon that is the cause of problems encountered by many companies seeking to implement a marketing planning system [106]. It is appropriate therefore to attempt to simplify the apparent confusion. It is pertinent to commence with the meaning of strategy which, in a business scenario, is provided by Day [107] and concurred by Hofer and Schendel [108]:

"A strategy describes the direction the organisation will pursue within its chosen environment, and guides the allocation of resources. A strategy also provides the logic that integrates the parochial perspectives of functional departments and operating units and points them in the same direction."

The planning and strategy literature agrees that strategy formulation occurs at different levels [109]. Vancil and Lorange propose a strategic hierarchy of corporate, business and functional levels [110, 111]. To accept the idea of a hierarchy is relevant provided

that a coherent and cohesive fit between the various levels of strategy is achieved. From a marketing perspective, this ensures that there is an understanding of how marketing strategies are constrained by and operate within the organisational system as a whole. Therefore it is essential that the boundaries of marketing strategy are clearly established. In this way the understanding and practice of strategic marketing becomes improved across the organisations within which it is being applied. Academic debate will inevitably thrive in an academic community. Gardner and Thomas [112] ponder the real meaning of marketing strategy and inquire if current interest suggests new substantive trends in marketing or if it is merely a passing fad. The issue raised is, are strategic marketing and marketing strategy interchangeable? The former has become fashionable arising from the level of involvement it now has in business organisations. The latter is by no means new and the term 'marketing strategy' has been in common use for decades. In fact it is generally agreed that Leverett S. Lyon first used the term as far back as 1926 [113].

Since Lyon's first attempt at a definition of marketing strategy there have been many others proposed by the academic fraternity; but when a comparison is made between Lyon's views and those held by more contemporary authors, the similarities are remarkable. From the multitude of definitions for marketing strategy and strategic marketing proposed in the literature the following have been elected to demonstrate the commonality of beliefs held:

Cravens defines strategic marketing as a process of:

".... strategically analysing environmental, competitive, and business factors affecting business units and forecasting future trends in business areas of interest to the enterprise. Participating in setting objectives and formulating corporate and business unit strategy. Selecting target market strategies for the product–markets in each business unit, establishing marketing objectives, and developing, implementing, and managing program positioning strategies for meeting target market need" [114].

These elements are supported throughout the marketing literature [115–119].

The critical link between marketing strategy and marketing planning must therefore be explained; the two are not one and the same. Marketing planning, as defined by Shiner, is the managing of all activities related to the planning of every aspect of the company's relationship with its target markets at each level of the corporate hierarchy [120]. It is a process closely connected to corporate planning, with the marketing plan carrying out the broad strategies of the corporate plan on a year to year basis [121]. Kelley also recognises the link between corporate aims and marketing planning, which are defined as an integrative process that blends corporate goals and resources with information on external opportunities [122].

Marketing planning can usually be divided into three categories – the short range, six months to a year; the intermediate range, two to four years; and the long range, five years or more [123]. Regardless of the planning time horizon, it is concerned with what to do in the future reconciling resources with objectives and the alternative actions available [124].

According to Steward, Scott and Warshaw, the role of marketing planning is to guide the firm to interpret and meet customer needs [125].

Michael J. Thomas also stresses the importance of planning:

1. Planning should be included in the marketing mix;
2. Planning skills are the first requirement for the marketing manager;
3. Planning should be a cornerstone course of any sequence of marketing courses [126]

but this enthusiasm does not go far enough in explaining 'how'.

Enthusiasm for marketing planning is shared by eminent academics and practitioners alike. Through marketing planning, organisations can prepare for the future and reduce the level of risk of an unknown future by mapping out potential courses of action that are bounded by time and resource constraints. Planning makes it imperative for a professional marketer to be proactive, and through this forward thinking enables an anticipation of problems before they arrive. The very nature of planning builds a

climate for control. If a marketing manager has a structure from which to work it makes it easier to delegate from within the framework of a plan [127, 128].

The ubiquitous Peter Drucker [129] has also been an advocate of marketing planning. He so rightly claims that in a changing business environment if management has not looked at tomorrow they will always be surprised at what tomorrow brings. This is a risk which no business manager can afford to take. Drucker presents marketing planning as 'natural' and the only possible course to be undertaken by a business. This introduces the notion of 'pay-off' – the idea that strategic planning can have a beneficial impact upon an organisation's performance. Pearce and Robinson [130] conducted research to examine the impact of intended strategies and planning processes on business-unit performance and concluded that high performance depended upon established planning systems [131].

Another study conducted at this time examined the relationship between planning process sophistication and the financial performance of a group of small firms in a growth industry [132]. The results of the survey revealed a significant relationship between the financial performance of companies and their planning. A series of empirical studies have confirmed that formal strategic planning improves business success [133–140], but these views have been refuted by studies that show no correlation between formal strategic planning and financial performance [141–146]. So that leaves some residual ambiguity to be addressed in this research programme.

Lawrence Rhyne addressed the issue through the literature of whether firms conforming to strategic management theory outperformed firms which did not. The conclusion was that it contributed to superior long term financial performance [147].

Michaelson strongly believes in the power of marketing strategy and states that it is the key to successful marketing [148]. This view is echoed by Weller [149].

On studying new product failures Crawford cites poor planning as one of the five major reasons for new product failures [150], but not all planning is a panacea of success. Greenley's small scale survey regarding managers' perceptions of planning, its

improvements, weaknesses and their criticisms [151] provided a profile of the pitfalls some companies encounter.

1. Weak support from chief executive and top management;
2. Lack of a plan for planning;
3. Lack of line management support:
 - hostility;
 - lack of skills;
 - lack of information;
 - lack of resources;
 - inadequate organisation structure;
4. Confusion over planning terms;
5. Numbers in lieu of written objectives and strategies;
6. Too much detail, too far ahead;
7. Once-a-year ritual;
8. Separation of operational planning from strategic planning;
9. Future to integrate marketing planning into a total corporate planning system;
10. Delegation of planning to a planner.

Despite the potential pitfalls which accompany the marketing planning process and the ambivalent research evidence of the efficacy of marketing planning, the trend that has emerged is for an increased level of ambition by companies to attempt to introduce and implement marketing planning systems.

Research at Cranfield also recognises the problems encountered by companies [152] and debates the real relationship between marketing planning and commercial success [153]. McDonald's doctoral thesis on the marketing planning practices of British industrial firms [154] found that those companies who appeared to have a sophisticated marketing planning system had just as many associated problems as those companies that only had budgeting and forecasting systems. McDonald therefore has some residual scepticism about the planning procedures used by British companies [155]. This produced an opportunity in 1984 for McDonald to make an impact by producing systems that would work and today this remains his mission. Frederick Webster [156] also believes that too formalised a marketing planning system can have a detrimental effect on the firms

that employ them. Adopting a similar stance, Hayes proposes that strategic planning can in fact stifle innovation [157]. This supports the contention of Ryle that a stereotyped approach to marketing does not allow for further learning and adaptation.

Not all authors are so cynical, cautious and pessimistic about the long term effectiveness of formal marketing planning and Payne [158] cites the installation of an effective marketing planning system as one of the 10 key tasks a firm must carry out to ensure that they are truly marketing orientated. Leigh [159] is also an avid supporter of formal planning systems and their coincident benefits and his views are further supported by Richard Hamermesh [160] in the Harvard Business Review.

So there now emerges two schools of thought, the planning companies and the no-planning companies, and in this research programme we can put these views to the test. It would appear that McDonald is either modifying his earlier views from his thesis or is hoping to remain poised on the fence in this debate for, whilst acknowledging that firms can be successful over a number of years without complete marketing planning systems, he considers in the long run they will tend to be less profitable. On the other hand, a company with a complete marketing planning system is likely to have:

"widely understood objectives; highly motivated employees; high levels of actionable market information; greater interfunctional co-ordination; minimum waste and duplication of resources; acceptance of the need for continuous change and a clear understanding of priorities and greater control over the business and less vulnerability from the unexpected" [161].

After an extensive search of the literature strongly opposed views are apparent regarding the real contribution of marketing planning to corporate success. It is intended to explore this debate further, but to select a cross-cultural arena in which professional marketing is practised, an area which hitherto has not been explored.

ORIGINS AND DEVELOPMENT OF PROFESSIONAL MARKETING EDUCATION

".... marketing belongs to that category of human endeavour in which both theory and practice are indispensable to each other, and it admirably illustrates Lenin's famous dictum – that 'theory without practice is sterile; practice without theory is blind'" [162].

Theory needs to be imparted through an educational process so that it can be learned and then applied. Management education in the UK began to emerge after World War II when British industry needed trained personnel in order to remain competitive in the commercial world. In an attempt to make a positive move to improve the situation the Minister of Education in 1944 appointed a committee, chaired by Lord Percy. It was as a result of recommendations made in the Percy report [163] that colleges of advanced technology and, eventually, the polytechnics of England and Wales, were founded. In time these institutions were to make important contributors to marketing education nationally. An important contribution towards marketing education occurred in 1949 when the London School of Economics opened a Division of Research Technique. Although at the time this division was intended for behaviouralists it did provide a foundation for research into marketing problems. This was an important step, although at that time not considered as marketing education. However it was really the first occasion on which a British university had evinced much interest in the new methods in management science [164].

This initiative was not to be emulated by other universities. To cite Gordon Wills:

"The universities' unwillingness to be contaminated with business studies in any form at all" [165]

was the main reason behind the late adoption of marketing education in the United Kingdom.

For these reasons, the establishment and growth of marketing education through the higher education sector did not occur until the late 1950s and the 1960s. However professional education provided by professional bodies had commenced much earlier – in fact well before World War II – and had long preceded the initiatives of the Percy report. The Incorporated Sales Managers Association (ISMA), the pioneering

professional body of the UK marketing profession, was formed in 1911 and provided professional examinations since 1928. Some years later the name was changed to reflect a modified constitution and market needs to the Institute of Marketing and Sales Management, a title which was subsequently shortened to the Institute of Marketing. In 1989 the Institute was granted a Royal Charter and, consequently, is now the Chartered Institute of Marketing.

The former ISMA focused upon the executive aspects of selling and was the first professional body to develop examinations and to award professional qualifications to those who were either practising managers or had ambitions to become managers. Today the same philosophy of providing professional education continues. The Chartered Institute of Marketing (CIM) has over 18,000 students registered to progress to achieve the Diploma in Marketing (DipM) and in excess of 25,000 qualified members internationally. Today the CIM Diploma is an internationally recognised professional marketing qualification. During the past decade the major national country markets for this qualification are maintained by the UK, Singapore, Malaysia, Hong Kong and Nigeria, the countries selected for this research programme.

The status of the Diploma has been recognised by the Department of Education and Science as a first degree equivalent qualification now used by many as a stepping stone to post-graduate studies. It is this professional qualification that is the vehicle by which the development of professional marketing is to be assessed cross-culturally.

The strategic objectives of the CIM as redefined in 1984 were:

1. To extend the awareness of effective marketing as the vital factor in business success and economic performance and to improve its diffusion in UK companies;
2. To improve the calibre of the individuals involved in marketing through professional education;
3. To develop the Institute as the professional body in marketing in the UK and abroad.

Many initiatives were pursued to achieve these objectives. For example [166]:

- Establishing a parliamentary marketing group of peers and MPs from all parties to increase understanding of marketing and its critical influence on employment, economic prosperity and company profitability;
- Managing the Government Support for Marketing initiative introduced by the Department of Trade and Industry in 1986 to provide subsidised marketing consultancy to small and medium sized companies. In 1988 this became a major part of the DTI Enterprise initiative;
- Linking with the Confederation of British Industry to run intensive briefings for chief executives on strategic marketing;
- Co-operating with Yorkshire Television on a series of marketing programmes shown on Channel 4 aimed at stimulating public interest in the reality and importance of marketing;
- Developing and presenting, in association with the Department of Employment and the Manpower Services Commission (now the Training Agency), a national series of marketing workshops for small firms;
- Creating the Registers of Marketing Consultants and Marketing Lecturers to provide sources of checked-out expertise;
- Honouring marketing success and excellence through national awards to companies and individuals;
- Stimulating the development of a GCE 'AS' level school certificate in marketing;
- Providing guidance, consultancy and training programmes to help UK companies exploit the opportunities and counter the threats of the 1992 single European market.

In February 1989 the status of professional marketing education in the United Kingdom was given a major boost when the grant of a Royal Charter was approved by Her Majesty the Queen and the Chartered Institute of Marketing was created.

As a result of these, and many other developments in the UK and internationally, British professional marketing education has now earned a respected place in the UK educational system. The importance of qualified, trained marketing personnel for British industry cannot be overemphasised, for without them our chances of economic success, in a trading world of increasingly fierce competition, are drastically reduced.

Close links between education and industry must be fostered if professionally qualified marketers are to satisfy the needs of industry both in the UK and overseas. A quote from Spence summarised the importance of this two-way information flow between the academic and commercial sectors:

"The practice of marketing must be guided by sound theory, while theory itself must be shaped by careful study of its practice" [167].

THE MANAGEMENT OF INTERNAL ORGANISATIONAL CHANGE

Technological advancements, increasing domestic and global competition, the increase in available information, the rise of consumerism, the questioning of traditional values and the advent of marketing are challenges which organisations in all countries of the developed and developing world must face. It is no longer sufficient for company management merely to tolerate or acknowledge these events; they must learn to manage change effectively to survive. Organisations either change or cease to exist [168, 169].

According to Easterby-Smith [170]:

"There are two types of organisational change that affect companies: exogenous change, which takes place outside the control of the firm; and endogenous change, which is internal and effected by the company itself. The former is also known as reactive change and it emphasises the need for management to understand the nature and origins of change, and the latter as anticipatory change where the focus is on achieving change through the efforts of the organisation."

It is endogenous change that is the main focus of concern in this research programme. Valerie Stewart [171] describes three types of endogenous change – changes in the technical system, changes in the people system, and changes in the economic system within an organisation. In this research, the people system is the main area of concern within endogenous change.

Andrew Leigh [172] considers that planned change can be classified into strategic change and operational change. Operational change involves making short term

changes based on rapid response and adaptation. This type of change occurs on a daily basis and chance plays a major role in deciding which changes should occur, and when. Strategic change contains large scale strategic alternatives. It includes major upheavals to the technical system, the political system and the organisation's culture.

The introduction of marketing orientation and marketing planning could therefore be conceived as strategic level change. By comparison, Bennis [173] takes a process approach to classifying change and identifies a typology of change effected by various parties and combinations of parties, which is initiated from the power bases of the change agent. Process level, power based change is appropriate for the introduction of strategic marketing changes. The work of Bennis is supported by Greiner [174] again based upon power distribution, where power is either exerted unilaterally or is progressively shared through group decision making processes. The work of O'Connell [175] complements Bennis and Greiner in that the value of training, learning by doing and structural alterations to the company are discussed for intended strategic and operational change. The work of Lippitt et al [176] embodies the thoughts of the above mentioned authors. The view taken is that change affects the power structure and the communications structure in a business and changes the way in which the organisation mobilises energy.

Yet another set of classifications is offered by Raymond Cadwell [177]: coercive change; that is, power based, normative change which is participative; and utilisation change based upon the change of the control of material reward. By contrast the work of Leavitt is more pragmatic. Change is considered as a set of interacting variables, the task, the people included, the technology and the structure.

These authors have attempted simply to provide a basis upon which the types of change can be classified. It provides a sound base from which to build, and most authors in the subject find different typologies of classifying similar dimensions of change. The contributions of Richard Beckhard [178] appear to be a succinct but practical assimilation of the contributions of the above mentioned authors and offer insight through simplicity. Beckhard considers how organisational systems can be varied before launching into change typologies. The view taken is that organisations as

systems can be viewed as social, political/power, and as input/output systems. This more systemic approach enables key variables to be identified to explain how organisations function. These variables consider the work, the communications problems and needs, the power structure, the authority structure, the decision making structure and the reward system. Once these are understood the dilemma facing organisations and individuals in attempting to achieve change can be better understood and effected because change has to be managed within a culture of maintained stability.

Yet some authors would argue that this dynamic is difficult to manage because the business of change is that of cultural transformation [179, 180]. In fact change threatens a culture and hence resistance to change is a normal reaction, at least initially [181]. The insight of Beckhard claims that there cannot be any real change without resistance from the members of the culture that is affected [182]. It is the transition from the present to a future state that has to be managed by the organisation and the change agent, so the reasons for resistance must be understood.

Reasons for resistance

"The new way is always strange, threatening, and laden with uncertainties – even if it is an improvement over the old."

The underlying resistance to change has been neatly expressed by Strauss and Sayles [183]. A report by Silverzweig and Allen [184] has deeper ramifications; they claim that:

"When you really get down to it you can't really change things."

This sceptical approach is based on the view that the efforts of organisations have tended to be half hearted due to the lack of faith in the change. But Beckhard explains that there is a need to find answers to fundamental diagnostic questions about the 'present state' and if this is accomplished the approach to be taken during the transition can be more carefully planned to achieve the future desired state.

The negativity that surrounds the change process is undoubtedly a function of the social interaction within the company. The informal structure can assist change but if it is unbalanced as a result of the change process then the changed group relations perceived

will again cause resistance [185]. Change may breed perceived economic insecurity, perceived change to job status, uncertainty, it may increase complexity in the work place and often is perceived to disrupt superior/subordinate relationships.

The work of Kotter and Schlesinger [186] is concise in the explanation of reasons for resistance. They claim that parochial self-interest, misunderstanding, lack of trust and low tolerance levels are the main cause of resistance. Andrew Leigh [187] takes a broader view and considers that the main reasons for resistance can be classified simply as cultural, social, organisational and psychological. Again the pragmatic approach of Beckhard [188] is useful; for the model cited, originally developed by Daniel Gleicher, summarises the theory of resistance as:

$$C = [ABD] > X$$

Where the change (C) equals the level of dissatisfaction with the status quo (A) multiplied by the desirability for the proposed change, an end state (B) times the practicality of the change (D) is greater than the cost of the change (X) then there will be low levels of resistance. The converse is true; where the cost of changing is too high then the change will be resisted.

The views of the authors have been expansive and it has been necessary to reduce these to manageable proportions for the research programme to enable the content analysis of survey four to be completed. Working across the literature the reasons for resistance have been reclassified. The classification adopted is as follows:

1. Individual self-interest

This arises when the self-interest of those perceived to be included in the change process is not shared with the intention of the change agent. This has been discussed thoroughly by Bennis, Benne and Chin [189], Johnston, Kast and Rosenweig [190], Kotler and Schlesinger [191], Andrew Leigh [192], Taylor and Singer [193] and Leonard-Barton and Kraus [194].

2. Lack of faith

Lack of faith arises frequently by those involved in accomplishing the change. This classification was derived from the contributions of Johnston, Kast and Rosenweig [195], Benne, Bennis, and Chin [196] and Andrew Leigh [197], who treat lack of faith as uncertainty and fear, which leads to mistrust and insecurity,

and from Silverzweig and Allen [198], who use the term 'lack of faith' in the possibility of change. A lack of faith leads directly to an inappropriate level of expectation for the end remit to be achieved.

3. Lack of top management support

This classification is self-evident, but to achieve strategic marketing changes without top management support would be an impossibility, views held by West and Hughes [199] and Tom Lupton [200], Silverzweig and Allen [201] and many others who have contributed to the thinking through force field analysis.

4. Finance/time/resource constraints

These fundamental elements of business have an important bearing on understanding the real cost of the change. This section cannot be ignored because it represents a very real reason for resistance perceived by the change agent. The work of Beckhard in the recognition of the contributions of Daniel Gleicher [202] considers 'the cost' of the change as being of prime concern as a real cause of resistance.

5. Conflict with corporate culture

The business of change is cultural transformation and prevailing cultures are resistant to change. This area is well documented in the literature with notable contributions from Deal and Kennedy [203], Benne, Bennis and Chin [204], Schein [205], Silverzweig and Allen [206] and Mayon-White [207].

6. Lack of understanding

A lack of understanding arises from an inability to comprehend the nature of the changes involved among people included in the decision to adopt the change. This again is a natural classification which is acknowledged in the literature by authors previously mentioned in the above section.

To turn to the areas in which the resistance may arise, the work of Richard Beckhard has made a valuable contribution. Beckhard rightly states that any formal organisation is surrounded by an environment, but moreover within the internal environment of an organisation are a series of 'domains' which are pockets of resistance which restrict the accomplishment of the change process. In the case of strategic marketing changes to introduce marketing orientation or marketing planning systems, these 'domains' have been identified through the research, apart from the staff included in the change as the

top and senior management and the other functional departments that interface with marketing.

Having understood the source of resistance and the reasons for it, the literature survey then pursued the means to overcome resistance.

Beckhard [208] devised three methods of changing resistance to acceptance and commitment, role modelling, changing the reward system and forced collaboration. The views of Mark Easterby-Smith [209] reside in the area of socialisation and cultural reinforcement through training. A human relations approach has been proposed in the writings of Watson [210]. Kotter and Schlesinger [211] in the Harvard Business Review proposed a six point system which contained strategies for education and communication; participation and involvement, facilitation and support, negotiation and agreement, manipulation and conjection and explicit/implicit coercion. These would be applied according to Taylor and Singer [212] to free people from entrenched ideas and beliefs and are no longer appropriate. Schein [213] also offers a series of propositions for introducing planned and deliberate change and treats both the individual as well as the organisation in his approach, but agrees that no single technique is optimal for all organisations' processes and objectives.

The approach proposed by Beckhard and Harris [214] is well rounded; it takes a more systemic view. They propose that the route to effective change is through a diagnosis of the present conditions and the need for change to setting goals and defining the new state after the change, defining the transition state, developing strategies to manage the transition, then setting up a stage for evaluation and establishing conditions for stabilisation after the change. This again is highly pragmatic, but a total view is invaluable, but often not adopted by organisations because they fail to see the whole to which the parts relate. By working across the literature a new classification was developed to discover more about the means of overcoming perceived resistance among marketers who are attempting to introduce strategic change. The classification which has been abstracted for the purpose is as follows:

1. Training and education

The introduction of appropriate training and education is well supported through the literature and the contributions of Mark Easterby-Smith [215], Larry Alexander [216], Kotler and Schlesinger [217], Andrew Leigh [218], D. McGregor [219], Sofer [220], Tannenbaum [221], Jones [222] and Nanton [223] have been a clear confirmation of the need for this form of interaction strategy.

2. Through personal participation, motivation, negotiation and influence

Personal involvement in the change process is vital on behalf of the change agent otherwise nothing will happen. Organisational change is best accomplished by those who are likely to be affected by it and are absorbed into the process as soon as possible as this can be effectively achieved by direct personal participation by the person intending the change. The works of Schein, Bennis, Benne and Chin [224], Alexander [225], Kotler [226], Leigh [227] and Fulmer [228] are all fully supportive.

3. Information and communication

Providing information and communication with those involved will help to smooth the process of change. Successful programmes of change will depend upon informed people, otherwise effective results will not be achieved. This view is confirmed by Schein [229], Alexander [230], Leigh [231], Taylor and Singer [232], Jones [233], Kotler and Schlesinger [234] and Chin and Benne [235].

4. Top management support

Naturally organisational change is best accomplished when top management initiate and support the change process. The literature support is substantial for this classification, but the authoritative authors in the field of the management of change also agree. Again the work of Schein [236], West and Hughes [237], Allen and Silverzweig [238], Leigh [239], Quinn [240] and Bennis, Benne and Chin [241] is to be noted.

5. Using one's position

Position power is well understood and this classification has been claimed to express the dynamics of unilateral power and related authority. This can only occur where the seniority of the change agent will permit this style of intervention strategy, which borders on coercion to introduce change. By using

one's position, those involved in the change will be 'pushed' toward the desired state. This is recognised in the literature by Bennis, Benne and Chin [242], Cadwell [243], Greiner [244], Kotler and Schlesinger [245], Ansoff, Bosman and Storm [246] and by Richard Beckhard [247].

6. Planning, monitoring and evaluating the change

The implementation of a change strategy is more likely to be successful if it is planned, monitored and evaluated. This classification is self-evident, but again the work of Beckhard adopts this approach in the systemic approach taken to the management of transition. Through this approach the influence needed can be accomplished to carry the change through. It involves a more participatory style of management to effect change. Noted contributions to the literature are again from Watson in Bennis, Benne and Chin [248], Arthur Owen [249], Fulmer [250], Schein [251], Leigh [252] and Alexander [253].

7. Showing the need for change

If participants involved in the change are not aware of the need for it, then resistance is likely to be high. Showing the need is vital to win commitment. In fact enhancing the understanding of the need for the change is often necessary. Marketers professionally trade upon need satisfaction; it is quite a natural process therefore that there is also a requirement to demonstrate the need for change internally. Beckhard treats this issue very early on in his work on the management of change by using the term 'transformation needs' [254]. They must be understood, expressed and communicated so that there is clear rationale for the change. Again this may appear self-evident, but both Igor Ansoff, Bosman and Storm [255] and Kotler and Schlesinger [256] have featured this dimension which is so clearly expressed by Beckhard.

This seven point classification is a means by which planning can be undertaken to secure commitment to the intended change. Beckhard suggests that in the management of change process commitment planning is an important step to assess individuals involved in the change process. For planned and deliberate change to be effective there must be a means for ensuring that change occurs otherwise ambition for change will be thwarted.

THE ESSENCE OF MARKETING

The literature fails to integrate the components of marketing orientation, marketing planning, marketing training and the management of change into a manageable entity to enable the accomplishment of marketing to be achieved effectively. Each of the above elements is treated independently and rarely is there an effective connection made even between marketing orientation and marketing planning.

It is by combining the separate contributions from the literature with the field work from this doctoral research programme that a deeper understanding can be attained, thereby to reshape the current disparate contentions into a new collective perspective for the future; that is, 'the essence of marketing'.

CHAPTER 3

RESEARCH METHODS

DEVELOPMENT OF THE RESEARCH

From a position of substantial experience as a lecturer, author and consultant in providing professional marketing education to actual and aspiring marketers drawn from an international arena, and a concurrent senior, but largely voluntary, position at the Institute of Marketing to contribute to the determination of educational policy course content and examinations, the researcher sought to combine his past, present and future experiences with further academic research at doctorate level.

These combined positions presented an opportunity to take a unique posture to contribute to original thought on professional marketing education and its utility in practice so that the personal and career development and value of those employed in the marketing profession could be better understood internationally.

Valuable discussions were held with Professor Charles Baker and Professor Geoffrey Lancaster to enable a sense of focus to be achieved for a research proposal, which by its nature presented an opportunity and challenge for a unique exploration.

The research proposal was confirmed as a cross-cultural inquiry into the contribution of professional marketing education to marketing practice. It was proposed to discover how marketing education set in a western culture affects marketing behaviour in different non western cultures. Thereby the research would examine the relationships between professional marketing education provided by the UK and its subsequent utility by qualified marketing personnel in the fulfilment of their role as professional marketers in different countries. It was decided that the educational process would be measured at different stages of exposure along a conceptual incremental learning curve; prior to the commencement of a course, during the course at the pre-examination period and then during the post-qualified period.

Knowledge, understanding of and attitudes towards core areas of marketing would be measured in the pre-qualification periods and then compared to the status attached to them in the post-qualified world of marketing practice.

It was agreed that the research should explore the differences between national cultures in the use of marketing ideas within cultures and that a pilot study would be needed to discover key marketing concepts and the levels of understanding of them to provide the basis for the main research instrument to be administered at the different stages of the research programme. In so doing, the research could establish the modifying effects of professional marketing education upon the initial ideas held by those aspiring to achieve professionally qualified status. From this position it was agreed that, subsequently, the implementation of marketing ideas in different national cultures could also be investigated.

Collectively, the insights achieved through the research programme and the contribution to knowledge and to marketing literature could be translated into tangible benefits for the professional institute, for marketing education and for marketing practitioners, who all seek to achieve a professional marketing edge.

STRUCTURE OF THE RESEARCH

From the early, more diffuse engagement with the subject, subsequent experience with initial data collection and analysis, and discussions with Professor Charles Baker, enabled a progressive sharpening to take place to establish a coherent structure for the research.

The research programme has now currently examined three major components of marketing:

1. Marketing orientation;
2. Marketing planning;
3. Marketing training.

Within each of these areas, a cross-cultural comparison between beliefs held and the application in practice in employing organisations has been conducted among the five following countries:

1. The United Kingdom;
2. Nigeria;

3. Malaysia;
4. Singapore;
5. Hong Kong.

These countries together constitute the domestic and main international markets for professional marketing qualifications as designed, developed and delivered by the UK Chartered Institute of Marketing (CIM).

The cross-cultural inquiry has been conducted through three surveys:

Survey 1 This was conducted among pre-course participants embarking upon the CIM professional marketing education programme that leads to the award of the CIM Diploma in Marketing.

Survey 2 This was conducted among survey one respondents at the pre-examination stage, having then completed the course of study for the Diploma in Marketing.

Surveys one and two were thus conducted among a longitudinal sample of respondents who aspired to become professional qualified marketers.

Survey 3 This was conducted among post-qualified marketing professionals who have acquired the CIM Diploma and are currently employed in the 'real world' of marketing practice in the five countries previously identified.

The cross-cultural inquiry of these comprises:

1. a comparison between national cultures at each survey stage;
2. an analysis of the perceptual movements that occur for beliefs held and the perceived application in practice between the pre-course and pre-examination stages from surveys one and two;
3. a comparison between those aspiring to achieve qualified status from surveys one and two with those who have already achieved this ambition from survey three.

The main theme of this research programme is a cross-cultural inquiry into marketing beliefs and practices. From an initial pilot survey it was clear that a gap prevailed between that which constituted marketing belief and the perception of marketing as

practised. A fourth survey was conducted within each of the five countries to explore this early discovery.

Survey 4 This survey was conducted among respondents to survey two who had completed their course of study and were then at the pre-examination stage.

The purpose of this survey is to explore the missing link between belief and practice by identifying the areas in which change was considered to be necessary and the dynamics associated with achieving such changes in respondents' employing organisations.

The means by which the major components of marketing have been researched is through sets of original statements, each of which pertains to marketing orientation, marketing planning and marketing training. These statements have been selected from the research questionnaire and classified into the above respective classifications. It is through these sets of statements that the research has determined the aggregate levels of belief held and respective application in practice within and between national cultures.

Using an innovative method of data analysis it has been possible to segregate responses received into relative perceptual positions of optimism, pessimism, frustration and confusion. This has permitted a further stage of refinement.

Statements identified as of special interest have then been selected, arising from the nature of the responses received, for in-depth consideration to account for the discordance between belief and practice. In particular, respondents' working experience in marketing and sales as well as the size of their employing organisations have been considered as potential discriminatory factors, apart from the differences that exist between national cultures.

The above research design and content has enabled a sequence to be determined within the main body of the thesis.

For each of the three sections on marketing orientation, marketing planning and marketing training, a cross-cultural comparison is made for belief and practice, selected statements are analysed in depth, independent counting structures have been completed and the missing link between what is known about marketing and what is put into practice has been investigated.

SURVEY METHODS

Surveys one and two, the longitudinal surveys, comprised respondents at the pre-course and pre-examination stages in their professional career development. Over a three year period the samples were built to achieve a scale large enough to enable a detailed cross-cultural programme of analysis to be achieved. Surveys one and two were conducted both in the UK and in respondents' home countries using self completion questionnaires administered by the researcher in a class situation at the commencement of and at the completion of the CIM Diploma programme.

The sample sizes attained were as follows:

	Survey 1 Pre-course	Survey 2 Pre-exam
UK	178	164
Nigeria	102	88
Malaysia	166	144
Singapore	93	84
Hong Kong	79	73
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Total	550	523
	===	===

Survey three was conducted among an independent sample of post-qualified marketers. It was achieved by the use of a postal survey and self completion questionnaire in each of the five countries. The sampling frames were provided by the Chartered Institute of Marketing and encouraging results were obtained to provide a sound basis for comparative analysis with surveys one and two. Responses from the survey across the five countries produced the following sample sizes:

	Survey 3 Post-qualified marketers
UK	173
Nigeria	128
Malaysia	113
Singapore	93
Hong Kong	55

Total	562
	===

Survey four was conducted among a sub sample of survey two respondents from each national culture. It was administered by the course tutor, the author of this thesis, at the end of the CIM Diploma programme. Survey four samples comprised senior managers with substantial working knowledge of sales and marketing who had the ambition to complete the programme of professional marketing education, thereby receiving a recognised international qualification in marketing. As a result of their working knowledge they were considered to be in a good position to have sufficient insight to know what changes would be needed and how they may be accomplished to help to bridge the gap between ambition and ability to make marketing work in practice.

The sample sizes for survey four among the five countries were as follows:

	Survey 4
UK	46
Nigeria	52
Malaysia	62
Singapore	38
Hong Kong	52

	250
	===

RESEARCH INSTRUMENTS

Two different self completion questionnaires were used in this research programme:

1. The International Marketing Questionnaire, designed to measure responses to belief in and practice of the fundamental aspects of marketing. This was used throughout surveys one, two and three. (Appendix RM1).
2. The Management of Change Questionnaire, designed to obtain free responses to discover the marketing changes needed and the dynamics perceived to be associated with the achievement of such changes. This questionnaire was used in survey four. (Appendix RM2).

To treat the international marketing questionnaire first. The final questionnaire, unique in structure, contains 40 statements, each of which placed in random areas of marketing that would contribute to the 'mind set' of the qualified marketer and hence would receive cognitive recognition from among those seeking a professional status in this central business discipline. Each statement is constructed to enable the respondent to signify the extent to which it is agreed with and also to indicate if it also applies in practice. A series of steps were taken to devise the 40 statements used on the questionnaire.

1. At a UK national conference at Blackwood Hodge Management Centre of 30 college tutors who provided tuition for the CIM Diploma, a simple open ended questionnaire was distributed, completed and returned by all participants (Appendix RM3). It contained three questions:

"As a marketing educator, which do you consider to be:

- (1) the three areas that students understand best upon completion of a marketing course;
- (2) the three areas that students understand least upon the completion of a marketing course;
- (3) the three areas of greatest value to the marketing practitioner?"

From question one the core areas of understanding were determined; from question two the areas of misconception; and from question three the areas of potential utility to the practitioner. The responses provided a data bank from which statements could later be determined.

2. Following the UK national conference and the analysis of results, a sample of 75 students preparing for the CIM Diploma examinations was surveyed. They were asked to complete a simple questionnaire which reflected the questions in the survey to UK tutors (Appendix RM4). The three questions were:

"As a student of marketing, what areas of your current marketing course:

- (1) do you understand best;
- (2) do you understand least;
- (3) will be of greatest benefit when you are employed in a marketing capacity?"

From question one the core areas of marketing understanding were attained and compared with the perceptions of tutors. From question two the central areas of misconception were attained and compared with those of tutors. From question three the real utility of marketing education could be determined. It is from the areas of conception, misconception and utility cited by tutors and students that a set of statements was developed to form the basis for a pilot research instrument.

A sample of 56 Diploma students was asked to complete a simple free response questionnaire which initially contained just four questions:

1. Marketing is _____
2. Marketing orientation is _____
3. Marketing planning is _____
4. The marketing concept is _____

This seemed to reinforce conceptions and misconceptions and became a rich source upon which statements could be built to reflect the views of tutors and students. To ensure that industry views were not overlooked, the timely CIM survey of training needs among 2,000 marketers (April 1987) was consulted to confirm the key areas for attention. This UK survey was supplemented by the US survey of 236 experiences (1981) drawn from consumer and industrial product manufacturers which specified areas in which companies set marketing objectives and strategies. It is therefore from the views of educators, students, industry and other researchers that a battery of 85 statements was drawn up for a pilot questionnaire (Appendix RM5).

From the outset, it was realised that 85 statements were too many for respondents to attempt comfortably. The initial intention was to reduce the pool of statements to a more manageable number by selecting those to be most effective discriminators. The pilot survey indicated that 40 statements could be answered before respondent fatigue set in. To reduce 85 statements to 40, statistical tests for internal consistency (TIC) were applied and those with the highest scores were accepted for the final questionnaire. 20 positive statements and 20 negative statements were selected for inclusion in the final battery of statements.

Having evaluated the degree of internal consistency of the items in the initial item pool, allowing 40 to be finally selected, the questionnaire was then tested for reliability. The split half method was used where, for analysis purposes, an equal number of positive and negative statements appear in each half. The statements are randomly assigned to avoid positional bias. The test correlates the aggregate scores from the two matched halves. The Spearman–Brown stepped–up reliability coefficient was determined and the statements selected confirmed as reliable in excess of 0.83.

The questionnaire in its final form had been subjected to the statistical rigours of consistency and reliability and was finalised for surveys one, two and three across five national cultures (Appendix RM1).

The management of change questionnaire, being open ended, did not need to be exposed to the statistical processes previously related. It was piloted among a sample of 32 course participants at the pre–examination stage and found to be effective for the purpose for which it was designed. It encouraged free response and was completed with enthusiasm and determination. Respondents were not inhibited by the need for free response and this has enabled detailed content analysis to be undertaken that has practical real insights into the inhibitions associated with making marketing changes and the way in which these may be overcome within employing organisations cross–culturally. (For questionnaire see Appendix RM2).

DATA ANALYSIS

From the 40 statements which appeared on the final questionnaire it was decided to achieve a clear sense of focus for the thesis, and rather than treat each statement as a separate line for inquiry, statements were clustered into three groups. A total of 21 statements were selected and grouped into the main marketing components of:

1. Marketing orientation;
2. Marketing planning;
3. Marketing training.

These areas were then treated across all four surveys. The reinforcement for this selection arose from the emergent themes from survey four.

- Component 1 Marketing orientation is central to all marketing theory and practice.
- Component 2 Marketing planning is an important area for the Diploma course and has high potential utility.
- Component 3 Marketing training is the means by which the marketing profession can continue to develop to achieve marketing orientation and marketing planning in organisations.

Within each of these three areas all four surveys have contributed to achieve a cross-cultural understanding of belief and practice. In accordance with these surveys the approach to data analysis used to achieve the required measurements for data interpretation was as follows:

Surveys one, two and three:

Data was extracted from the international marketing questionnaire using traditional coding methods. The codes and total counts for each questionnaire were transferred to Fortran sheets for computerised statistical analysis using SPSS software, widely accepted by social science researchers.

Survey four:

Content analysis of the five responses enabled post-coding to be undertaken to classify the qualitative responses and again the procedures outlined above were adopted.

For the purpose of clarity the analysis techniques used will be outlined in relation to the structure of the main body of the thesis. Within the main components of marketing orientation, marketing planning and marketing training, a similar approach was taken. To explain the data analysis programme for marketing orientation will therefore serve as a model for the other two sections, i.e. marketing planning and marketing training.

1. Cross-cultural comparison of belief and practice

Aggregate mean scores for the cluster of statements which comprised marketing orientation were determined for belief as an independent variable. Initial cross-cultural comparison was made by ranking the responses received to determine the order of the level of acceptance for the five national cultures. This was achieved for all three surveys for respondents at different stages of career development, i.e. pre-course, pre-examination and post-qualified. A comparison of rankings was then achieved across the three surveys for the five countries selected.

An initial understanding of the respective positioning of countries in rank order was easily determined and an established pattern achieved. Application in practice was also, at this stage, treated independently, a ranking of aggregate mean scores achieved, and a respective positioning between the five national cultures achieved for each of the three surveys. At this stage 'the gap' between belief and application in practice was discovered. For each country the net gap between the respective mean scores for belief and practice was assessed and again ranked. The respective positioning for both belief held in marketing orientation and the claimed application of it in practice could now be discovered for each of the five countries.

The gap perceived among survey one pre-course respondents was then compared using the same procedures with survey two pre-examination respondents so that an understanding about the potential changes in perception, as a result of the course of marketing education as an intervening variable, could be attained. The impact of the course among respondents from each national culture could thereby be assessed independently and then cross-culturally.

To attest the gap as 'real' and not just perceived by aspiring marketers in surveys one and two, survey three respondents were subjected to the same process of measurement. In this way 'real world' qualified marketing practitioners could be considered against the perceptions held of their aspiring counterparts who have yet to achieve qualified status.

Within the aggregate position attained by combining the mean scores achieved for belief and application in practice, the independent positions for each statement were then considered in relation to the set in which each had been classified. Individual statement scores could then be compared to the aggregate mean for the set of statements across the two dimensions of belief and practice. It was at this stage that it was considered possible to obtain a perceptual map of the relative positions of each statement in relation to the aggregate mean of all statements in the set. It was at this point that a new technique to convey visually the relationship of the parts (i.e. the individual statements) in relation to the whole (the aggregate mean scores for the set of statements) was developed and entitled 'quadrant analysis'.

From map MO1 it can be seen that four sectors have been derived from the extension of the x and y axes. The point of intersection represents the aggregate mean scores for the set of statements for each of the two dimensions of belief and practice. The individual statements are plotted in relation to the aggregate mean and are then placed into respective quadrants. These quadrants have been classified as:

Relative optimism, a state which exists when the independent statement mean scores for belief and practice exceed the aggregate means;

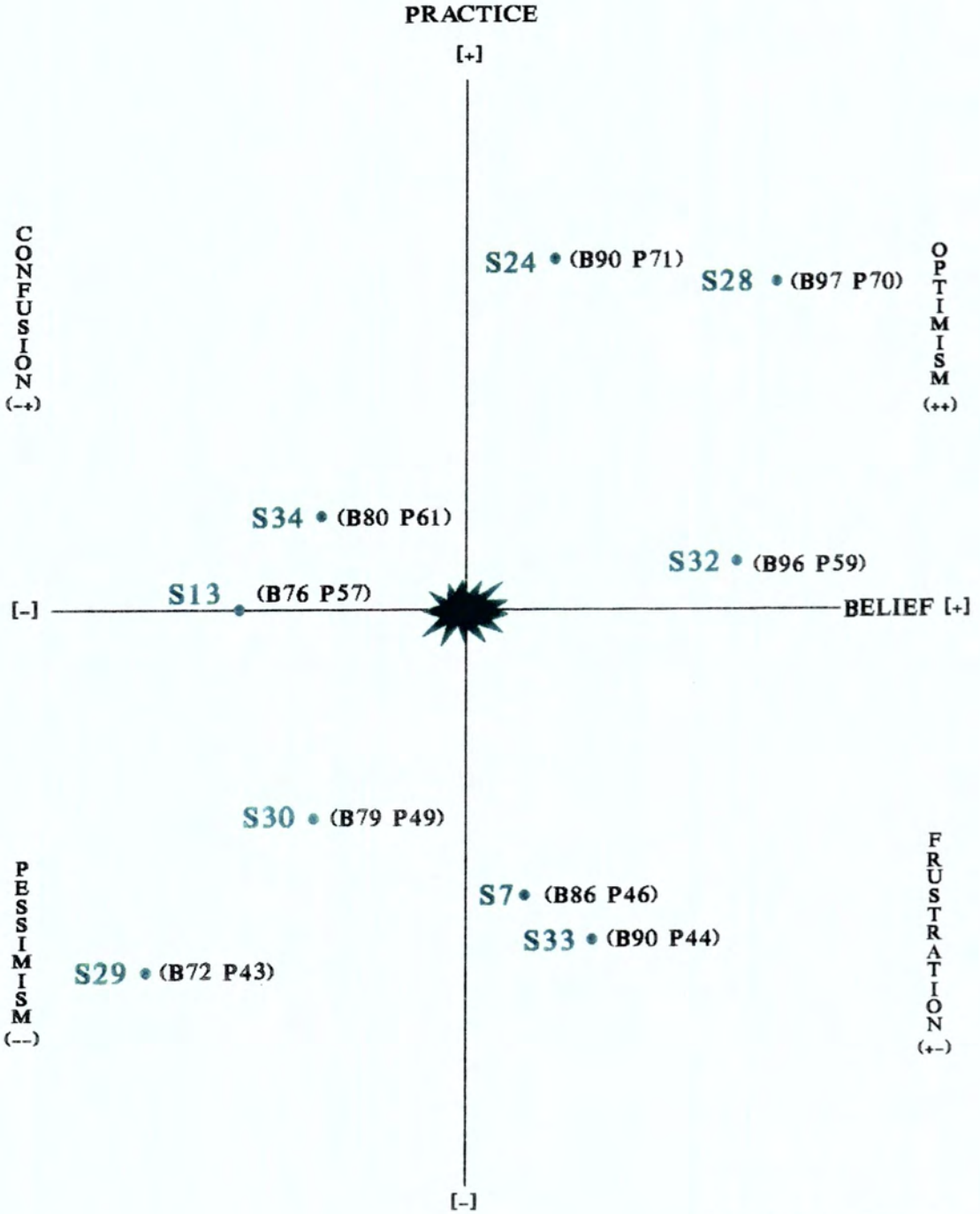
Relative pessimism, a state which prevails when the independent statement mean scores for both belief and practice do not achieve the aggregate mean scores;

Relative frustration, a state which is conveyed when the independent statement mean score in belief exceeds the aggregate belief mean but when the independent statement mean score for practice is less than the aggregate mean for practice;

Relative confusion, a rare state when the independent statement mean score exceeds the aggregate mean for practice but when the independent statement score for belief is less than the aggregate mean for belief.

MARKETING ORIENTATION

UNITED KINGDOM
SURVEY ONE
ALL STATEMENTS



 BELIEF 85%
PRACTICE 57%
MAP M.O. 1

Quadrant analysis achieves a spatial relative positioning of statements and thereby enables lines of inquiry to be pursued with the respective quadrant. This innovative analysis technique was applied to respondents for surveys one, two and three and from the assessment of the results obtained across the surveys clear patterns of response to selected statements were obtained. Arising from this quadrant analysis, individual statements were selected for in-depth analysis as statements of special cross-cultural interest.

2. Statements of special cross-cultural interest

Within the main components of marketing orientation and similarly for marketing planning, three statements of special cross-cultural interest were selected for further analysis. For surveys one, two and three Chi square (χ^2) testing was applied to assess the association between the five national cultures and the application in practice of the selected statements in which they believed. In association with the Chi square values derived, significance testing was conducted at the .05 level to determine the similarities and differences between the five national cultures and the perceptions of the statement's application in practice.

The McNemar test was applied to the independent dimensions of belief and practice to discover the nature and significance of changes that had occurred between survey one and survey two. This enabled an assessment to be made of the impact of the programme of professional marketing among the longitudinal samples for each national culture.

It was considered necessary to attempt to account for the prevailing gap between belief and practice other than by cultural difference. The impact of company size by number of employees was considered. Using the Bolton report classification of less than 200 for small companies and greater than 1,000 for large companies, Chi square (χ^2) testing was applied to determine the significance of the association, if any, between small and large companies and their propensity to adopt these statements of special interest. Significance testing was retained, to be consistent, at the .05 level. Then within small companies and large companies treated as independent groups, further Chi square tests were conducted to discover the difference, if any, between the five national cultures and the propensity to apply in practice the dimensions contained within the statements of

special interest. This through assessment of the impact of company size upon the propensity for application in practice of fundamental marketing ideas provided a basis from which individual respondents could be assessed. Company size as a potential discriminator was selected to examine potential differences in response because the prevailing literature focuses upon large company scenarios and rarely considers the smaller business.

An inquiry into the effect of working experience upon the responses received from the three surveys was conducted to determine whether such experience could be considered as a potential discriminator for the propensity to perceive or apply fundamental marketing beliefs in practice. Years of experience in direct selling and years of experience in planning and controlling marketing operations were used to explore a potential cause and effect relationship. The sample data was extensive and permitted four experience bands to be determined for a frequency distribution. The classes used were up to two years; two and up to five years; five and up to 10 years; and over 10 years. These classes reflected those at the outset of their careers in sales and in marketing, then at the career development stage, then later at a stage of personal growth in the sales and marketing profession, and finally at a stage of mature experience.

Chi square testing was applied to examine the effect of working experience in sales and in marketing upon the propensity to claim that the statements of special interest, which are believed, apply or do not apply in practice. By treating marketing experience and sales experience separately it was considered that different patterns of response may be discovered.

Arriving from the complexity and multi-faceted nature of the research, it was decided to explore a visual medium for displaying the relationships between the three surveys. The development of quadrant analysis has presented the opportunity to be more creative in the innovative use of graphics to convey a perceptual mapping of responses. Map one achieves a summary of the dimensions of belief and practice for one selected statement of special interest. The mean responses for each survey are indexed to a base of 100 for the two dimensions for belief and practice. From this base, the intersection

of the x and y axes, the respective positions of the individual country responses, can now be plotted.

The responses to surveys one, two and three have been colour coded to assist in the interpretation of the map. Green has been used for survey one, red for survey two and blue for survey three. By joining the plottings for each of the five countries, a polygon is created. The configuration of each five sided figure displays the discordance between national culture in relation to the beliefs held and the respective application in practice.

The configurations change for each of the three surveys, which enables a comparison to be made between the responses received from those at the outset of their marketing studies with those at the pre-examination stage and with those who are post-qualified marketing practitioners. The visual impact is immediate because it is possible to achieve a global understanding of perception across five countries for marketers at different stages of course development. This 'world view' can then be separated between national cultures by joining the plottings for each of the three surveys for each country. In this way a series of triangles are obtained which convey between cultures the dynamics of movement and perceptual distances. Map two has therefore been derived from map one and the respective position of each national culture can be visualised and compared.

It is felt that these graphic techniques originated for this thesis have made a significant contribution to the understanding of the discoveries achieved.

3. Country studies

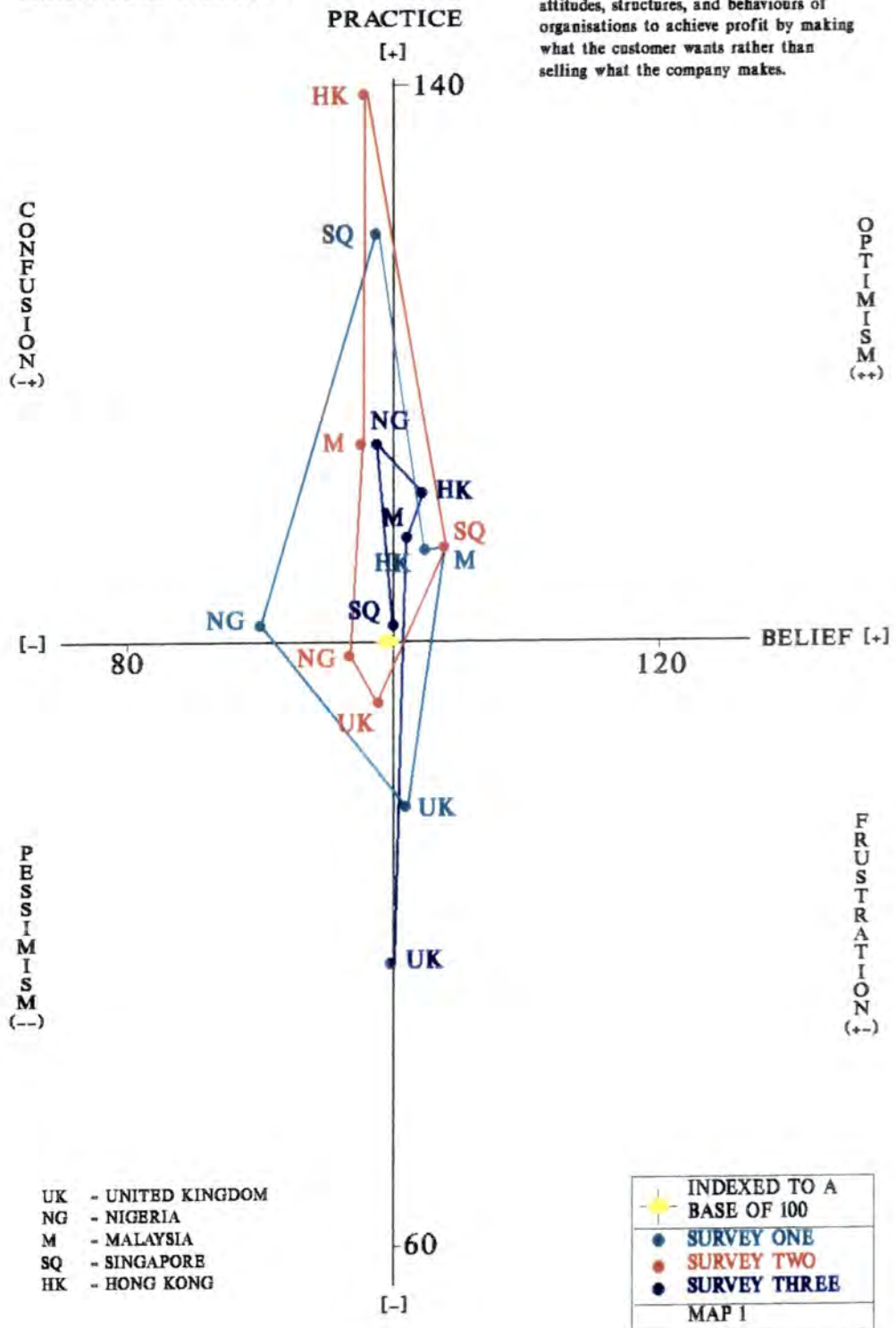
From an understanding of the respective positions of the national culture to the statements of special interest and from the cross-cultural comparison of belief and practice, it was deemed pertinent to explore the main components of the thesis, i.e. marketing orientation, marketing planning and marketing training, by each individual country. The data analysis for each country study – for the UK, Nigeria, Malaysia, Singapore and Hong Kong – was as follows:

MARKETING ORIENTATION STATEMENT 32

ALL COUNTRIES SURVEYS ONE, TWO AND THREE

PERCEPTUAL DISTANCE

Marketing Orientation is the adapted attitudes, structures, and behaviours of organisations to achieve profit by making what the customer wants rather than selling what the company makes.

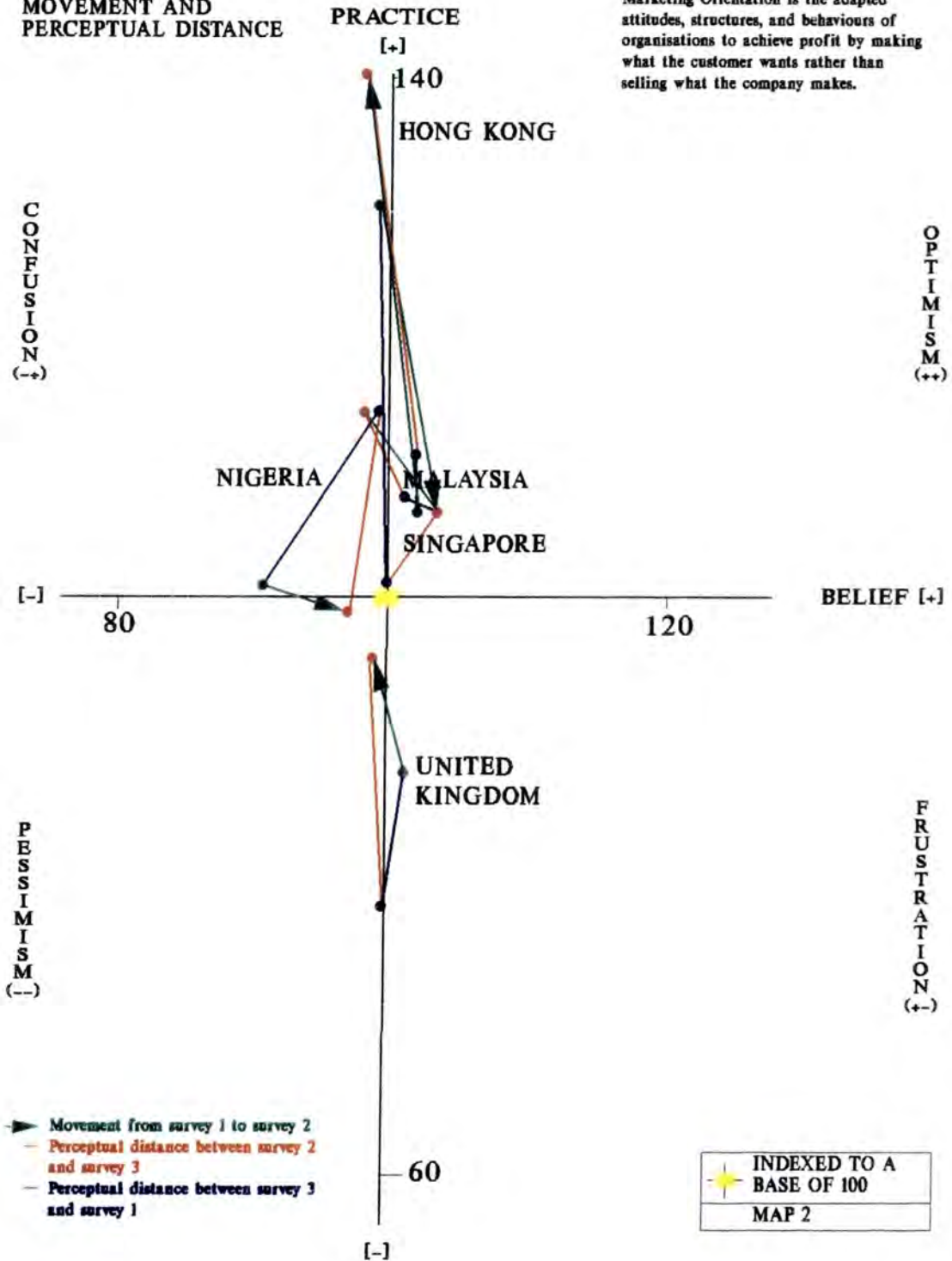


MARKETING ORIENTATION STATEMENT 32

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

DYNAMICS OF
MOVEMENT AND
PERCEPTUAL DISTANCE

Marketing Orientation is the adapted attitudes, structures, and behaviours of organisations to achieve profit by making what the customer wants rather than selling what the company makes.



The quadrant analysis was developed to convey visually the movements that had taken place in belief and practice between survey one and survey two. Map MO3 provides an example. From the map the revised spatial proximity and direction of statements can be reviewed both within and across quadrants. This displays the impact created by the course of study among the longitudinal sample. The statements of special interest can now also be viewed in the context of the set of statements from which they were drawn. A reinforcement of the spatial proximity between statements across all three surveys was also accomplished in map MO6 and is similar in construction and form to map two.

Within each country a profile for both belief and application in practice was determined using the mean score for each statement and displayed these visually (Appendix MO7, MO8).

The country studies support the earlier sectors of the thesis; a detailed examination and analysis of movement, perceptual distance and analysis of the quadrants for the belief held in and application in practice of the sets of statements are contained within the country study questionnaires.

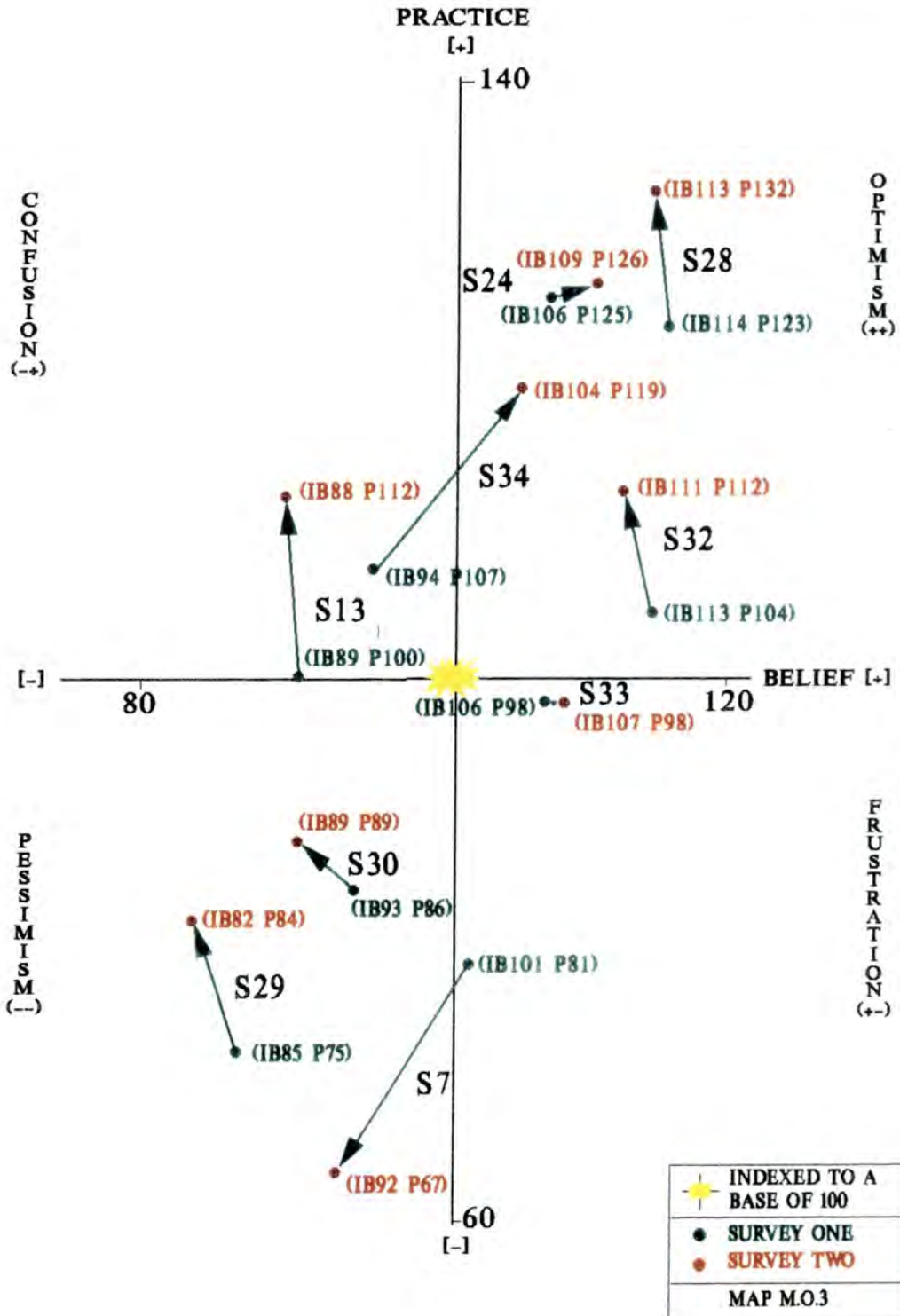
4. The ambition for and management of change

By comparison with the international marketing questionnaire which enabled detailed quantitative research to be undertaken, survey four was more qualitative in nature. The questionnaire used in survey four was open-ended to encourage a free flow of response.

It is from the content analysis of these responses that a pattern of response could be established. A smaller sample size did not permit full statistical analysis, and hence the insights obtained produced an initial analysis into the missing link between belief and practice. Total counts and proportional relationships, through the use of percentages, were established within and between national cultures. Comparisons were also made between the responses received by large and small companies and by years of working experience to be consistent with the lines of inquiry followed in surveys one, two and three. The impact upon response to these variables was assessed in relation to their frequency distributions in the samples selected. The impact upon the responses received

MARKETING ORIENTATION MOVEMENTS

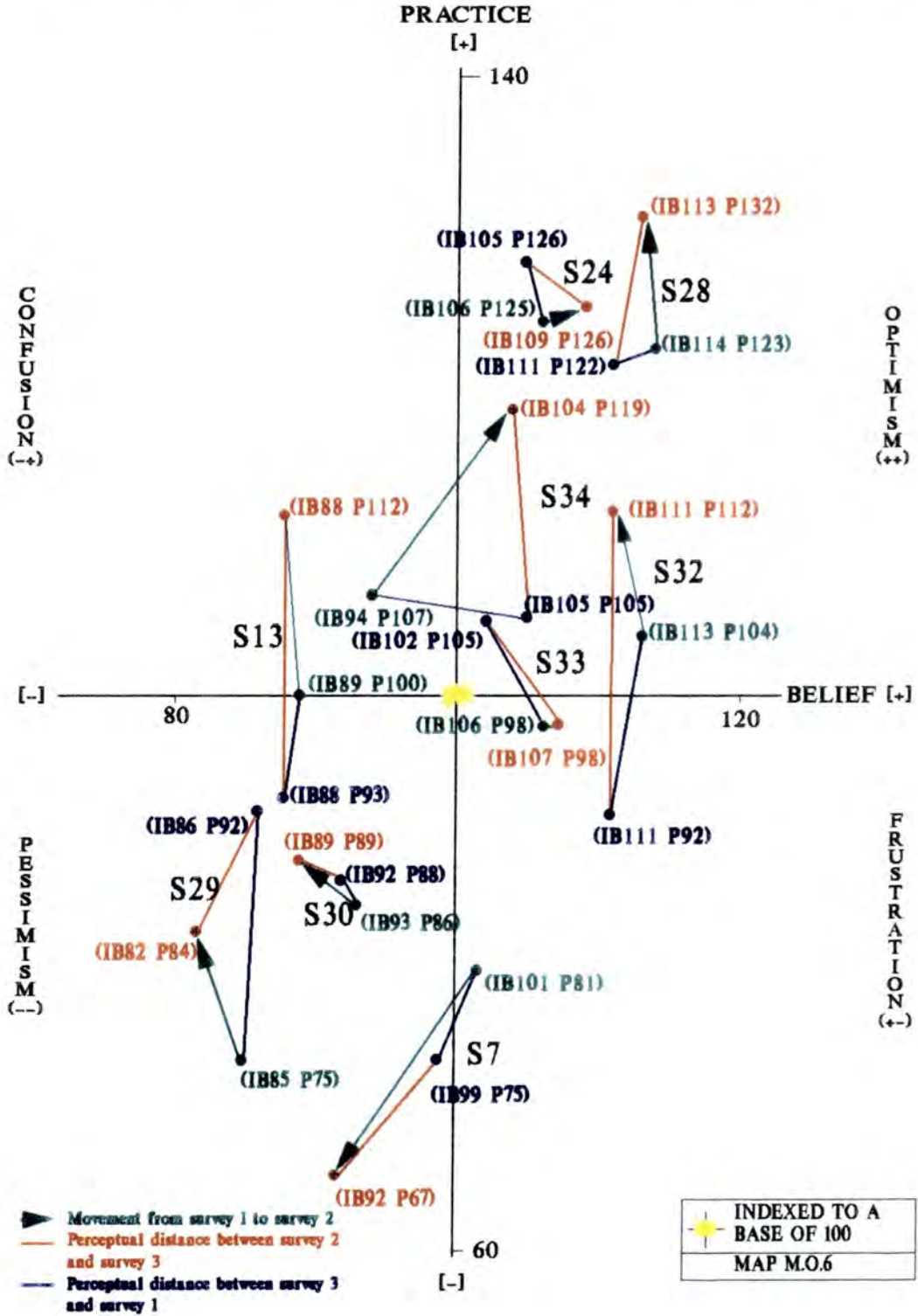
UNITED KINGDOM
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



MARKETING ORIENTATION

DYNAMICS OF MOVEMENT
AND PERCEPTUAL DISTANCE

UNITED KINGDOM
BETWEEN SURVEYS
ONE, TWO AND THREE
ALL STATEMENTS



attributed to these variables were tested against the respective frequency distributions of the samples. In this way response could be compared with the proportional relationship in the structure of the sample.

Arising from the fact that most responses received when cross-tabulated by company size and years of working experience in sales and marketing concurred with the sample structure, no further quantitative analysis was deemed appropriate.

COMPUTER USE

The computation to determine the consistency and reliability of the main research instrument, the international marketing questionnaire was completed using an ICL2960 mainframe computer and the SPSSX data analysis package. Data analysis for surveys one, two three and four was completed using SPSS/PC base package plus DOS version 4.0. The data for the surveys were stored in two different formats – Lotus 123 and ASCII. Two units of PC hardware were used – NEC Powermate 386/25 and NEC 386 7C/20. The quadrant analysis graphics were originated by hand, computer digitalised to scale, traced on to a PC, and laser printed using a Canon colour laser printer.

PROPOSITIONS TO BE RESEARCHED

Pre-course, pre-examination and post-qualified respondents to the four surveys conducted during the research programme have either ambitions to become professionally qualified marketers or have achieved that status.

It is proposed to inquire among these groups across the five national cultures of the UK, Nigeria, Malaysia, Singapore and Hong Kong, for the selected sets of statements contained within the research components of marketing orientation, marketing planning and marketing training:

1. the magnitude of the perceptual and actual differences between national cultures with respect to belief held and the application in practice of the selected marketing components prevail.

2. that the gap which exists between belief and practice can be accounted for not only by differences between national cultures but also by:
 - 2.1 size of respondents' employing organisations;
 - 2.2 the experience base held by respondents in direct selling and in planning and controlling marketing operations.
3. that the anticipated tensions between the desire for marketing changes and the ability to achieve them can be better understood from an examination of the dynamics of managing the change process in employing organisations.

INTENTION TO CONTRIBUTE TO ORIGINAL THINKING

This research design is to discover the reality of marketing beliefs held against the utility of those beliefs in practice. It is original and compares a longitudinal sample of aspiring marketers who seek a professional qualification with those who have achieved it.

The research will contribute towards a cross-cultural understanding of how marketing is valued both through belief held and the extent to which fundamental notions of marketing are used in employing organisations. The respective positioning of the countries in relation to each other will be of particular interest, especially for the United Kingdom, for which professional marketing education was developed. A modified set of cognitions, or a confirmation of existing knowledge of the respective position of the UK and other countries in professionally qualified marketing would be exposed and then established as fact.

It is intended to establish clear evidence of the perceptual and global gaps that prevail between the knowledge about marketing orientation, marketing planning and marketing training and the extent to which this knowledge is converted to know-how in the real world of marketing practice.

An attempt will be made to account for the differential levels of utility of selected marketing ideas through cultural differences between the countries of the UK, Nigeria, Malaysia, Singapore and Hong Kong, and account for these also by size of employing

organisations and the experience base of those working in the sales and marketing professions.

It is the first time in the history of professional marketing education as designed, developed and tested by the Chartered Institute of Marketing, that an attempt has been made to establish the cognitive impact upon those embarking upon a course of professional marketing education.

It is well established that all institutions worldwide are victims of the organisational dynamics that surround the desire to make internal change to structure, process and business philosophy, yet until now there has not been a study conducted to examine the effect of professional marketing education upon the thinking and intention to instigate and manage the changes necessary to bridge the gap between belief and practice.

The literature is relatively rich in the fundamental components of marketing, it provides a knowledge base of 'what' marketing is, it is weak on know-how and it is non-existent in the arena of the cross-cultural impact of professional marketing education upon the markets it serves. This thesis will open, through research design, content and innovative techniques, a new avenue of inquiry, along which others may wish to venture in the future. Collectively, the research programme intends to make a substantial contribution to original thinking.

CHAPTER 4

THE ESSENCE OF MARKETING

- 4.1 MARKETING ORIENTATION
- 4.2 MARKETING PLANNING
- 4.3 MARKETING TRAINING

4.1 **MARKETING ORIENTATION**

SECTION A A CROSS-CULTURAL COMPARISON OF BELIEF AND PRACTICE

SECTION B COUNTRY STUDIES

SECTION C THE MISSING LINK BETWEEN BELIEF AND PRACTICE

SECTION A

A CROSS-CULTURAL COMPARISON OF BELIEF AND PRACTICE



MARKETING ORIENTATION

SECTION A

A CROSS CULTURAL COMPARISON OF BELIEF AND PRACTICE

From the questionnaire, there were nine statements which collectively reflected the theme of marketing orientation. These same statements were presented to all respondents at each of the three surveys for the five countries selected for the research programme.

The research programme examines belief and application in practice as separate entities and then combines them to discover the nature of the perceptual gaps which prevail within each national culture. From this examination it is then possible to discover the relative positioning between the five national cultures and thereby achieve an initial cross-cultural appraisal.

First, to compare the mean scores for 'belief' in the nine statements presented for marketing orientation across all countries surveyed, the following position has been discovered for survey one, pre-course participants.

Respondents' home country	Survey 1	
	Mean scores for belief in statements of marketing orientation	
	%	Rank
UK	85	5
Nigeria	87	3
Malaysia	92	1
Singapore	89	2
Hong Kong	86	4

Globally, at the outset of the programme of professional marketing education, there appears to be a very high level of support for marketing orientation among those seeking to acquire a professional qualification in marketing. This ambition reflects the motivation of course participants; it exemplifies the fact that a frame of reference for marketing orientation is already implanted across national cultures at the outset of professional marketing education.

Survey one and survey two respondents are drawn from a set of longitudinal samples for each national culture. Survey two was undertaken to review the position among the same respondents later in their studies at a time when the diploma course had been completed and prior to their examinations; the following position has been recorded.

Respondents' home country	Mean scores for belief in statements of marketing orientation			
	Survey 1 %	Survey 2 %	Survey 1 Rank	Survey 2 Rank
UK	85	85	5	5
Nigeria	87	89	3	2=
Malaysia	92	94	1	1
Singapore	89	89	2	2=
Hong Kong	86	86	4	4

The impact of the course of professional marketing education has produced a positive shift of just 2% each for Nigerian and Malaysian respondents. Otherwise the mean scores have remained the same. The level of conviction in marketing orientation has therefore not been deterred by exposure to a professional course of marketing education; it has been just marginally enhanced. Course participants at the outset of the course, either through other educational programmes, from personal experiences or wider reading, have a positive preconception of marketing orientation and are determined that this shall not be altered. They appear 'pre-sold', which globally is a good position for the professional marketing educators to realise.

The results of the third survey in this research programme are now shown to enable a comparison to be made between aspiring and practising professionally qualified marketers.

Respondents' home country	Mean scores for belief in statements of marketing orientation					
	Survey 1	Survey 2	Survey 3	Survey 1	Survey 2	Survey 3
	%	%	%	Rank	Rank	Rank
UK	85	85	85	5	5	5
Nigeria	87	89	90	3	2=	4
Malaysia	92	94	93	1	1	1
Singapore	89	89	92	2	2=	2
Hong Kong	86	86	91	4	4	3

The position across all national cultures reveals further support for marketing orientation among post qualified marketing practitioners. This confirms a very high level of support indeed among the marketing profession to 'belief' in the dimensions of marketing orientation. Faith in marketing orientation has received high levels of support, which have been maintained throughout the career development programmes of all respondents. This finding presents support to the marketing profession.

The rankings for the three surveys across the five countries show that the United Kingdom has maintained a consistent ranking of five, meaning that in relative terms the support for marketing orientation is consistently lower than for other countries among those studying to be qualified in marketing and those who have achieved this status. The position recorded for Malaysia is outstanding where a rank of one has been maintained worldwide followed by Singapore, a neighbouring country, in second place. The interest in marketing in the Asia-Pacific region has been noted and will be developed as a theme later in the thesis.

The consistency recorded for belief must now be compared to the application of marketing orientation perceived to be practised in companies in respondents' home countries.

The following table examines the position for the longitudinal samples in survey one and survey two.

Respondents' home country	Mean scores for perceived practice of marketing orientation in home country companies				
	Survey 1 %	Survey 2 %	Movement %	Survey 1 Rank	Survey 2 Rank
The UK	57	60	+3	5	5
Nigeria	76	75	-1	2=	4
Malaysia	80	84	+4	1	1
Singapore	76	76	0	2=	3
Hong Kong	70	83	+13	4	2

Across national cultures there now appears to be less support perceived for marketing orientation 'in practice', as revealed by the lower mean scores. The high levels of belief held are not matched by practice. It is here that the intervention culture can begin to be appreciated. While the statements can be claimed to be culture-free in relation to beliefs held, this is not the case for the perceived adoption of marketing orientation in practice in employing organisations. Furthermore, the position revealed demonstrates differences not only within national cultures but also between them.

The relative positioning of the national cultures is interesting. Malaysia have maintained an enthusiastic position; the UK have remained less enthusiastic; and Hong Kong have had the perception of marketing orientation practice heightened as a result of the programme of professional marketing education undertaken. The results highlight the differences between national cultures, a theme central to this research programme.

The results achieved for survey three can now be introduced to provide the basis for comparison between the longitudinal sample and the 'real world' of qualified marketing practitioners.

Respondents' home country	Mean scores for perceived practice of marketing orientation in home country companies						
	Survey 1 %	Survey 2 %	Survey 3 %	Survey 2 to 3 Gap %	Survey 1 Rank	Survey 2 Rank	Survey 3 Rank
UK	57	60	59	-1	5	5	5
Nigeria	76	75	75	0	2=	4	1
Malaysia	80	84	74	-10	1	1	2=
Singapore	76	76	69	-7	2=	3	4
Hong Kong	70	83	74	-9	4	2	2=

Across national cultures, by comparing the real world application of marketing orientation in practice with that perceived by course participants at the pre-examination stage, there is an interesting discovery to be reported. In general terms, it appears that the real world position is less optimistic than the respondents to survey two had perceived. This is most noticeable in Malaysia and Hong Kong, where the impact of the educational programme has created a 'halo effect' for the perceived practice of marketing in their respective countries' employing organisations. By contrast, a realistic perspective has been retained in the UK and in Nigeria, where the levels of perceived practice have conformed across all surveys; a marked contrast is now revealed between the findings for Malaysia and Hong Kong.

Having now treated the subjects of belief and application in practice as separate dimensions, it is pertinent to combine them to determine the tensions that exist between belief and practice in the countries surveyed.

Respondents' home country	Mean scores for belief in marketing orientation	Mean scores for perceived application in practice of marketing orientation	The gap between belief and practice	
	Survey 1 %	Survey 1 %	Net %	Rank
UK	85	57	-28	5
Nigeria	87	76	-11	2
Malaysia	92	80	-8	1
Singapore	89	76	-15	3
Hong Kong	86	70	-16	4

Within each national culture there is a net percentage gap between belief held by survey one participants and their perception of marketing orientation in practice. The gap is narrow in the case of Malaysia but is substantially wider among UK respondents. The position of the UK has remained less optimistic than for the other countries in general, but also in absolute terms. This position at the outset of a career path in qualified marketing a matter of concern for a developed western economy. If the perception is maintained, then an assumption could be offered that there could be an intention among aspiring marketers to bridge the gap. This is a separate line of inquiry that will be taken up in survey four.

It has been demonstrated that the course has altered among certain national cultures perception of marketing orientation in practice, so it is appropriate now to see how perceptions of belief and practice have moved as a result of exposure to the course of professional marketing education.

Respondents' home country	Mean scores for belief in marketing orientation	Mean scores for perceived application in practice of marketing orientation	The gap between belief and practice	Rank
	Survey 2 %	Survey 2 %		
UK	85	60	-25	5
Nigeria	89	75	-14	3
Malaysia	94	84	-10	2
Singapore	89	76	-15	4
Hong Kong	86	83	-3	1

Across all national cultures, the perceptual distance that exists between belief and perceived application in practice has been maintained despite the course of marketing education. The course has served to reinforce the preconceived views among respondents in all countries surveyed except Hong Kong. A significant finding that has emerged is the recurrent positioning of the UK, which lags behind the other countries in perceived practice of marketing orientation which is the fundamental element of the value system of the marketing profession. This is clear evidence that the levels of adoption perceived for marketing orientation are lower in the UK as a western culture, in comparison with developing and emerging nations.

To complete the assessment it is relevant to turn to 'real world' marketing practitioners for clarification to discover if these perceptions held are actually supported by empirical evidence. This is the acid test to measure the belief held about marketing orientation against the actual practice of marketing orientation in respondents' employing organisations.

Respondents' home country	Mean scores for belief in marketing orientation	Mean scores for application in practice in respondents' employing organisations	The gap between belief and practice	Rank
	Survey 3 %	Survey 3 %		
UK	85	59	-26	5
Nigeria	90	75	-15	1
Malaysia	93	74	-19	3
Singapore	92	69	-23	4
Hong Kong	91	74	-17	2

Across and within all national cultures, the position has been confirmed. There is a very real gap in actual working marketing practice between belief in marketing orientation and the adoption of the concept as a working business philosophy in employing organisations.

Among the five countries, the case of the UK is again distinct; not only have the mean scores for belief and practice as separate variables been consistently lower than the rest of the qualified world of marketers; the gap between belief and practice is also larger.

QUADRANT ANALYSIS

The discovery of the cross-cultural reality of the gap between belief and practice encouraged the researcher to find a way to explore the gap both creatively and logically so that the statements selected to represent marketing orientation could be clustered and compared perceptually between the three surveys and across the five national cultures. Quadrant analysis is the researcher's innovation, which achieves the aforementioned ambition quite simply.

To embrace the dynamics which connect or disassociate belief from practice it is possible to locate statements in relative positions to each other. These positions have been termed 'relative optimism' 'relative pessimism', 'relative frustration' and 'relative confusion'.

The conditions which render an independent statement eligible for entry into one of the four quadrants are as follows:

Relative optimism

A relatively optimistic viewpoint is maintained when the mean scores for belief in a specified statement and its perceived application in practice exceed the mean scores for all nine statements considered collectively.

Relative pessimism

A relatively pessimistic position is achieved when belief and practice scores achieved are less than the collective mean scores for all statements.

Relative frustration

A position of relative frustration arises when the mean score for belief exceeds the collective mean scores for all statements, yet application in practice is less than the collective mean score for all statements.

Relative confusion

A position of relative confusion arises when respondents' scores for application in practice exceed the scores achieved for belief.

Marketing orientation as a theme constituted nine statements from the forty used in the research programme. The statements and their respective numbers are as follows:

- S7 Policies for customer service should be drawn up by the marketing department.
- S13 Marketing orientation is the path an organisation takes to reach its target markets.
- S24 Understanding market forces is the basis for successful marketing action.
- S28 Marketers who understand the marketing concept can adopt marketing strategy to meet market and environmental changes.
- S29 Companies must be marketing oriented to achieve profits.
- S30 Marketing orientation is the process which enables an organisation to achieve profit maximisation.

- S33 Knowledge of how to apply the marketing concept is essential for effective marketing practice.
- S32 Marketing orientation is the adopted attitudes, structures and behaviours of organisations to achieve profit by making what the customer wants rather than selling what the company makes.
- S34 Marketing is an integrated system to direct the organisation towards the profitable use of resources.

Table 1 records the relative positioning of each of the nine statements into the four quadrants of relative optimism, pessimism, frustration and confusion. The supporting evidence of these classifications is shown in Appendix MOQA.

Table 1

Relative quadrant positions for statements of marketing orientation by country and survey conducted

	Relative optimism	Relative pessimism	Relative frustration	Relative confusion
UK				
Survey 1	24 28 32	29 30	33 7	34
Survey 2	24 28 32 34	29 30 7	33	13
Survey 3	24 28 33 34	29 30 7 13	32	
Nigeria				
Survey 1	13 28 34	29 30 32	33	7 24
Survey 2	13 24 28 32 7	29 30 33 34	-	-
Survey 3	24 28 32 29	13 7 30 34	33	-
Malaysia				
Survey 1	13 24 28	29 30 34	32 33	7
Survey 2	28 30 32 34	29	24 7	33 13
Survey 3	24 28 29	30 7 33	32 34	13
Singapore				
Survey 1	13 24 28 32	29 30 7	33	34
Survey 2	7 24 28 32	29	30 33 13	34
Survey 3	24 28 32 33	29 30 7	-	34 13
Hong Kong				
Survey 1	13 32 28 24	29 30	33 34	7
Survey 2	13 32 28 24	29 30	7 33	34
Survey 3	13 32 28 24	29 7 33	30	-

Relative optimism

Table 1 demonstrates that just one of the nine statements carries universal relative optimism for all countries across all three surveys; that is, statement 28.

Clearly, there is a universal consensus in both belief and practice of the claim that:

'Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental needs' (S28).

This then emerges as a universal truth among marketers in terms of both belief in the statement and practice of it.

The location of other statements within the quadrant of relative optimism is also interesting. Statements 28, 32 and 24 have frequent recurrence within this quadrant. Upon close reference to the content of these statements it can be seen that they are mutually supportive. In order for statement 28 to be applied, statement 24 is needed for support, and together they feed the achievement of statement 32.

This explains the clustering that has occurred in Hong Kong, Singapore and the UK across all surveys. It is not quite complete in Nigeria and Malaysia. In the case of Nigeria, survey one pre-course respondents have confirmed statement 24 and statement 32 in quadrants of relative confusion and relative pessimism respectively. However these views have been realised after the completion of marketing studies; hence the value of the programme.

The position of Malaysia is potentially interesting with reference to statement 32. Statement 32 contains the essence of marketing orientation and could be argued to be definitive by content. It describes the process of marketing orientation which features the organisational response that is necessary to make it happen. Survey one participants perceive statement 32 as relative frustration and this is confirmed by post-qualified practising Malaysia marketers working in Malaysia. The perception of survey two participants at the pre-examination stage does not concur with reality.

The current ambition for professionalism among managers is evident in Malaysia as the economy grows, remains buoyant and objectives are set at national level to achieve full

developed status by the year 2020. There is an acknowledged difference between what should happen and what is happening in Malaysian companies. Professional marketing as mentioned in statement 32 has yet to achieve recognition and support by Malaysian companies; hence the position of relative frustration where belief is held back by the inability to practise marketing orientation.

The growth of professional marketing education in Malaysia is substantial and it is only a matter of time before the views held by practitioners are brought in line with the other national cultures who have together responded optimistically.

Relative pessimism

The general pattern is that statements 29 and 30 recur as entries in the quadrant of relative pessimism, and therefore hold distinct positions of relative disbelief and non application in practice in comparison to the other statements.

Both statements relate to profit determination and it is interesting to note that aspiring and qualified groups of marketers recognise that marketing orientation is not the only way in which companies achieve profits.

The link between marketing orientation and profit determination has yet to be shown and hence the responses to statements 29 and 30 remain relatively pessimistic. If marketing orientation was a sure and certain path to profit then the gap which prevails between belief and practice may be much narrower than has now been determined.

Relative frustration

Fewer recordings were made in this quadrant than for relative pessimism and relative optimism, but each country cited statement 33 at least at the pre-course stage. Statement 33 was an inverse statement which has been statistically corrected to conform with other statements, thereby enabling comparison between statements to be made. The issue is important because the findings convey an underlying anxiety about 'know-how'.

The statement features the need for know-how to make the marketing concept work in practice, yet respondents demonstrate a relative frustration. This is clear evidence of the difference between 'know that' and know-how, as debated in the literature section, which supports the seminal work of the late Gilbert Ryle. Knowledge of how to apply the marketing concept is essential for effective marketing practice, yet in this quadrant we confirm a real gap between belief and practice.

It may be argued that professional marketing education, which by way of illustration and the use of case histories and case studies, does not go far enough in the provision of 'know-how'.

Relative confusion

The recordings in this quadrant are mainly random, which is reassuring that the world of professional marketers and those aspiring to the profession do not display consistent relative confusion. It also attests the integrity of the statements selected to represent marketing orientation.

Rather strangely however Singaporean nationals have regarded statement 34 in this quadrant. The implication is that marketing orientation as described in statement 34 works in practice despite the belief held in it not being to the same level. The argument may be that in Singapore organisations work towards the integrated use of profitable resources, but that this has not been understood as marketing. This suggests that potential misconceptions may have arisen, which has presented a state of relative confusion.

A statement of particular interest was statement 7, which claims that 'policies for customer service should be drawn up by the marketing department' (S7).

This statement has a variety of recordings which span the quadrants of pessimism, frustration and confusion. Clearly this is a contentious issue and hence worthy of special attention.

Arising from the patterns of response in the quadrant analysis, three statements have been selected for in-depth analysis. These are:

1. Statement 32, which is a fundamental definition of marketing orientation which has spanned positions from relative optimism to relative frustration and it is intended to discover why.
2. Statement 28, the statement of universal optimism.
3. Statement 7, the contentious issue of customer service policy determination.

MARKETING ORIENTATION

STATEMENTS OF SPECIAL CROSS-CULTURAL INTEREST

Statement 32

'Marketing orientation is the adapted attitudes, structures and behaviours of organisations to achieve profit by making what the consumer wants rather than selling what the company makes' (S32).

The statement is precise, definitive and actionable. It has the elements of business philosophy and strategy in place in that the route to profit is prescribed through customer satisfaction. Marketing orientation as outlined in statement 32 replaces the selling concept, that until the advent of marketing, dominated business thinking. Marketing orientation is thus synonymous with achieving customer orientation. This demands that the customer is at the hub of business decisions. It requires adjustment from an orientation which is company centred to one focused on the external market place. Selling focuses on the needs of the seller, marketing on the needs of the buyer. This is the essence of marketing orientation. To accomplish it, it requires adapted attitudes, structures and organisational behaviours. It is of this complexity that statement 32 seeks to inquire among the five countries and their aspiring and qualified marketers.

The position between surveys one and two will be examined first, followed by a review of survey three, and then collectively an assessment can be made of belief and practice cross-culturally.

The effect of the course of professional marketing education between the pre-course and pre-examination stages has achieved an increase in the belief in and perception of statement 32 in practice within all national cultures. The tables below confirm that 69.8% of survey one respondents believed in statement 32 and claimed that they perceived that it also applied in practice compared to 78.5% for survey two, showing that the impact of the course has produced a heightened awareness of the dimensions of statement 32 and of its application in practice. This shift globally is modest and reveals a substantial level of pre-course awareness of the fundamental dimensions of marketing orientation. It may be that this level of awareness has been a motivator to

inspire actual and aspiring managers to formalise their knowledge and frames of reference for marketing orientation through a programme of professional marketing education.

Table 2
Marketing orientation – statement 32
Survey 1

Agreement with statement 32 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	90	64	80	27	44	305
		Col %	60.0	76.2	72.1	84.4	73.3	69.8
	NO	Count	60	20	31	5	16	132
		Col %	40.0	23.8	27.9	15.6	26.7	30.2
	Totals		150	84	111	32	60	437
			34.3	19.2	25.4	7.3	13.7	100

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
12.31207	4	0.0152	9.666	None

Table 3
Marketing orientation – statement 32
Survey 2

Agreement with statement 32 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	82	42	95	49	38	306
		Col %	64.1	77.8	89.6	81.7	90.5	78.5
	NO	Count	46	12	11	11	4	84
		Col %	35.9	22.2	10.4	18.3	9.5	
	Totals		128	54	106	60	42	390
			32.8	13.8	27.2	15.4	10.8	100

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
27.48462	4	.00000	9.046	None

The Chi-square values for both tables 2 and 3 and the significance tests conducted confirm a difference between the perceived application in practice and the respondents' home countries. Within this global position the UK again remained less optimistic than all other countries in both surveys about the application of statement 32 in practice. By contrast, the impact on certain other countries has been much greater than the aggregate shift. In particular, the impact upon Malaysia and Hong Kong respondents has contributed to the Chi-square value, as shown in the body of the tables presented. Yet the position for Nigeria and Singapore altered very little across the two surveys.

The impact of the course has clearly produced a variety of movements in perception within each country. A standardised course of professional marketing education has not produced a standardised response from the five countries surveyed. The differences between national cultures in relation to the component of application in practice is confirmed, as would be expected from the impact of culture upon operating business philosophies.

So far the dimensions of belief and practice have been explored together, yet if belief is treated independently it is important to record that the belief held in statement 32 was maintained during the surveys between respondents researched at survey one and survey two stages. There was no significant difference in movement as a result of the course of study discovered from the McNemar tests conducted. The position is not only true between countries but also for the five countries treated independently. The McNemar test was applied to the independent dimensions of belief and practice to discover the nature of change that had occurred during the process of the marketing education programme. Appendix MO32.4 confirms the position between countries and by country that there has been no significant change in the belief held in statement 32 as a result of the course undertaken by respondents.

This allows the suggestion to be made that respondents have preconceived ideas about marketing orientation, which already are in place at the commencement of the course of professional marketing education, and therefore, because the support is at a high level, then the task of the course is to assist the course participants in making marketing orientation work in practice in their existing or future employing organisations.

Whereas the professional marketing education course has not modified the belief held in marketing orientation, it has shifted perceptions about the application of it in practice. The McNemar test conveyed a positive movement towards the perception of marketing orientation application in practice. By country, no changes were discovered for Nigeria and Singapore; therefore, the net effect of the movement was realised by the changes for the respondents from the UK, Malaysia and Hong Kong (see appendix MO32.5).

It is pertinent to record that the course did not in any one country produce an increased negativity in perception of the application of marketing orientation in practice. It has upheld preconceived views or heightened the perception of them.

However, with reference to responses received from survey three respondents in table four, it is astonishing, yet most revealing, to confirm that survey one pre-course perceptions concur with these real world practitioners. This implies that survey two respondents may have marginally lost touch with the reality of marketing practices after the course has been completed, caused by the enthusiasm for marketing orientation engendered on the programme of professional marketing education.

Among survey three respondents, across all national cultures belief in this fundamental definition of marketing orientation has been retained after course participants have qualified and attained the professionally qualified status. The research has produced convincing evidence that belief in the philosophy of marketing orientation is supported by real world marketing practitioners universally. Yet despite total support for statement 32 and what it contains, belief is not matched by practice in respondents' employing organisations. Table 4 confirms this very real gap between belief in marketing orientation process and the application of it in practice between countries.

Table 4

Marketing orientation – statement 32

Survey 3

Agreement of statement by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	81	95	77	57	37	347
		Col %	55.5	80.5	74.0	67.9	74.0	69.1
	NO	Count	65	23	27	27	13	155
		Col %	44.5	19.5	26.0	32.1	26.0	30.9
	Totals		146	118	104	84	50	502
			29.1	23.5	20.7	16.7	10.0	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>				
21.69820	4	.0002	15.438	None				

Number of missing observations = 28

This position is influenced by extreme national differences, the most notable being between those for the UK and Nigeria. There remains a more consistent set of responses from the Asian countries which begins to reflect a cultural divide between East and West, with Nigeria as an African state remaining culturally distinct.

UK respondents, working as qualified marketers in a developed mature economy, claim that just one half of the companies actually adopt marketing orientation in practice, yet for Nigeria, an economy yet to emerge, in a state of economic crisis, respondents claim that over 80% of their companies use marketing orientation in practice. The findings here are difficult to interpret. The relationship between stage of economic development and the readiness to adopt the marketing concept is indeed an interesting field for further exploration.

In the UK there is real tension between belief for and practice of marketing orientation. This must be recognised by the chartered professional body providing courses of professional marketing. It is here where the responsibility rests to take action to dispel the apparent inertia in UK companies. There is no doubt whatsoever that further action is necessary to motivate a more positive response from UK employing organisations, who have yet to appreciate the benefits of implementing marketing orientation.

Knowing that a gap prevails between belief and practice is one thing; attempting to account for it is another. Therefore all post-qualified marketers in survey three have been subjected to analysis by company size of their employing organisations to determine whether this is a contributing factor.

Table 5 confirms that at aggregate level across all national cultures the impact of company size upon the propensity to adopt marketing orientation is negligible when the data is treated globally.

Table 5
Marketing orientation – statement 32
Survey 3
Agreement with statement by company size

		Agreement with statement		
		Applies in practice	Does not apply in practice	Totals
Small companies with less than 200 employees	Count	180	90	270
	Col %	59.4	64.3	60.9
	Row %	66.7	33.3	100.0
Large companies with more than 1,000 employees	Count	123	50	173
	Col %	40.6	35.7	39.1
	Row %	71.1	28.9	100.0
Total	Count	303	140	443
	Row %	68.4	31.6	100.0

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
0.95800	1	.32769	54.673	None

When the data is treated at aggregate level, marketing orientation therefore has potential for application in all companies, whether small or large. Yet to examine the position in more depth, a cross-cultural comparison will now provide insight into the level of adoption of marketing orientation by country in both small companies employing less than 200 employees and in large companies with in excess of 1,000 employed.

To consider small companies first. Table 6 below conveys a significant difference between the claimed adoption and non-adoption of statement 32 in practice.

Overall, small companies have discriminated in favour of the application of statement 32 in practice, but this conviction is not to the same level in each country. In the case of UK small companies there is an even split between application and non-application in practice, showing that statement 32 as a near definitive definition of marketing orientation is only practised in half of UK small companies, despite a total belief in the concepts contained within the statement.

Table 6

Marketing orientation – statement 32

Survey 3

Belief held by application
in practice by small companies

		UK	Nig	Mal	Sing	HK	Totals
Applied in in practice	Count	34	62	39	31	14	180
	Col %	49.3	76.5	69.6	73.8	63.6	66.7
Not applied in practice	Count	35	19	17	11	8	90
	Col %	50.7	23.5	30.4	26.2	36.4	33.3
	Totals	69	81	56	42	22	270

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
14.22527	4	.00661	7.333	None

UK small companies stand in a quite distinct position in comparison with the other countries surveyed, displaying a more ambivalent attitude to marketing orientation than in other national cultures.

In the case of large companies across all countries, a positive discrimination in favour of the claimed application of statement 32 in practice is confirmed and supported by table 7 below. Of particular note is the UK, where proportionately more UK large companies, in comparison with small companies (table 6), have a propensity for the application of marketing orientation in practice. Within the UK large company sector, there is a claim that statement 32 is applied in practice in approximately two-thirds of UK companies. This shows that even though the UK has remained culturally distinct in much of the research programme compared with other national cultures, a higher proportion of large companies have claimed an adoption of marketing orientation than for the smaller organisations.

Table 7

Marketing orientation – statement 32

Survey 3

Belief held by application
in practice by large companies

		UK	Nig	Mal	Sing	HK	Totals
Applies in practice	Count	47	17	34	5	20	123
	Col %	61.0	85.0	81.0	55.6	80.0	71.1
Not applied in practice	Count	30	3	8	4	5	50
	Col %	39.0	15.0	19.0	44.4	20.0	28.9
Totals		77	20	42	9	25	173

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
9.67963	4	.04618	2.601	1 of 10

To summarise the position of company size and the propensity for adoption of statement 32 in practice, there is at aggregate level no discrimination between large and small companies. Within both small and large companies there is a positive discrimination towards the claim that marketing orientation is applied in practice, but to varying levels within each national culture. Reference to independent country calculations in appendix MO32.1 provides further supporting evidence.

To explore further the gap between belief and practice, it has been deemed important to inquire into the effect of working experience upon responses received for statement 32.

Experience as a potential discriminator has been examined for:

- (a) years of experience in direct selling.
- (b) years of experience in planning and controlling marketing operations;

The purpose of this inquiry is to explore a potential cause and effect relationship, i.e. as experience is gained, the individual's position to influence the adoption or potential adoption of marketing orientation also increases. In fact, the analysis undertaken confirms that as years of experience in direct selling increase then the propensity to claim that marketing orientation is applied in practice in employing organisations also increases. Appendix MO32.2 illustrates this finding and table 8 provides evidence of this where the proportional relationships between application and non-application in practice are distributed differently for those with up to two years selling experience.

Table 8

Marketing orientation – statement 32

Survey 3

Belief held by application in practice
by years of experience in direct selling

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applied in practice	28	80	112	93	313
Column %	52.8	71.4	70.9	73.2	69.6
Not applied in practice	25	32	46	34	137
Column %	47.2	28.6	29.1	26.8	30.4
Totals	53	112	158	127	450
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
8.12809	3	.04344	16.136	None	

It is apparent from table 8 and the significant difference achieved between the experience groupings that there is a stepped effect between up to two years experience and those with greater than two years experience in direct selling for an appreciation of marketing orientation being applied in practice. For those with little experience the boundaries of company workings are relatively narrow, but with experience, exposure also is increased, responsibilities increase and personal career boundaries widen. The vision and acknowledgement of marketing orientation at work is therefore affected by experience in direct selling to customers. By comparison, however, there is a contrast between those with direct selling experience and with respondents who have working experience in marketing. The stepped effect referred to above is absent. Appendix MO32.3 supports this finding and is further supported by the Chi-square values attained in table 9 below.

Table 9

Marketing orientation – statement 32

Survey 3

Belief held by application in practice by years of experience in planning and controlling marketing operations

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applied in practice	73	113	96	32	314
Column %	68.9	66.1	71.6	76.2	69.3
Not applied in practice	33	58	38	10	139
Column %	31.1	33.9	28.4	23.8	30.7
Totals	106	171	134	42	453
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
2.12495	3	.54688	12.887	None	

Clearly with the discovery that at aggregate level the different experience bands do not have an impact upon the claimed application or not of marketing orientation in practice, the perception of the process of marketing orientation at work in companies is influenced by the earlier exposure to the world of professional marketing than among those who just have direct selling experience.

To move from aggregate to individual country level, appendix MO32.3 demonstrates the position clearly. Again, the respective position of the UK is again worthy of special mention. The prevailing, recurrent pessimism identified throughout the thesis is manifest also by years of experience both in selling and in planning and controlling marketing operations. The UK have a long way to go to implement marketing orientation and yet the course of professional marketing undertaken was primarily established to benefit the UK as a nation to assist UK companies to be more competitive in world markets.

The collective position for all three surveys for the dimensions of belief and practice for marketing orientation outlined in statement 32 is summarised in the following two

perceptual maps. These maps provide an insightful visualisation of the research data and have been originated for this research to provide a unique interpretation of data.

Map 1 shows the individual country recordings for each survey as a set of three polygons where the shape of the polygon is determined by the values for belief in and application of the statement in practice. The green polygon represents survey one pre-course respondents. The red polygon represents survey two pre-examination respondents. The blue polygon represents survey three post qualified marketing practitioners.

The narrow appearance of these polygons reflects the high consensus of viewpoint on belief, whereas the vertical extensions reflect the differences held about the application of statement 32 in practice. Certain distinct features also appear. The blue polygon is contained within the boundaries of both the green and red polygons, which reflects a more conservative viewpoint held by qualified marketing practitioners compared with the views held by people in the process of acquiring a professional qualification in marketing. The red polygon is much narrower than the green polygon, demonstrating that there was less variation in the level of belief held as a result of the course.

The effect of the course of professional marketing education has been to confirm and consolidate the patterns of belief but also has heightened the perception of the application in practice of statement 32. This is indicated by the upward movement in the positioning from the green to the red polygons, which diagrammatically visualise the position recorded in this thesis.

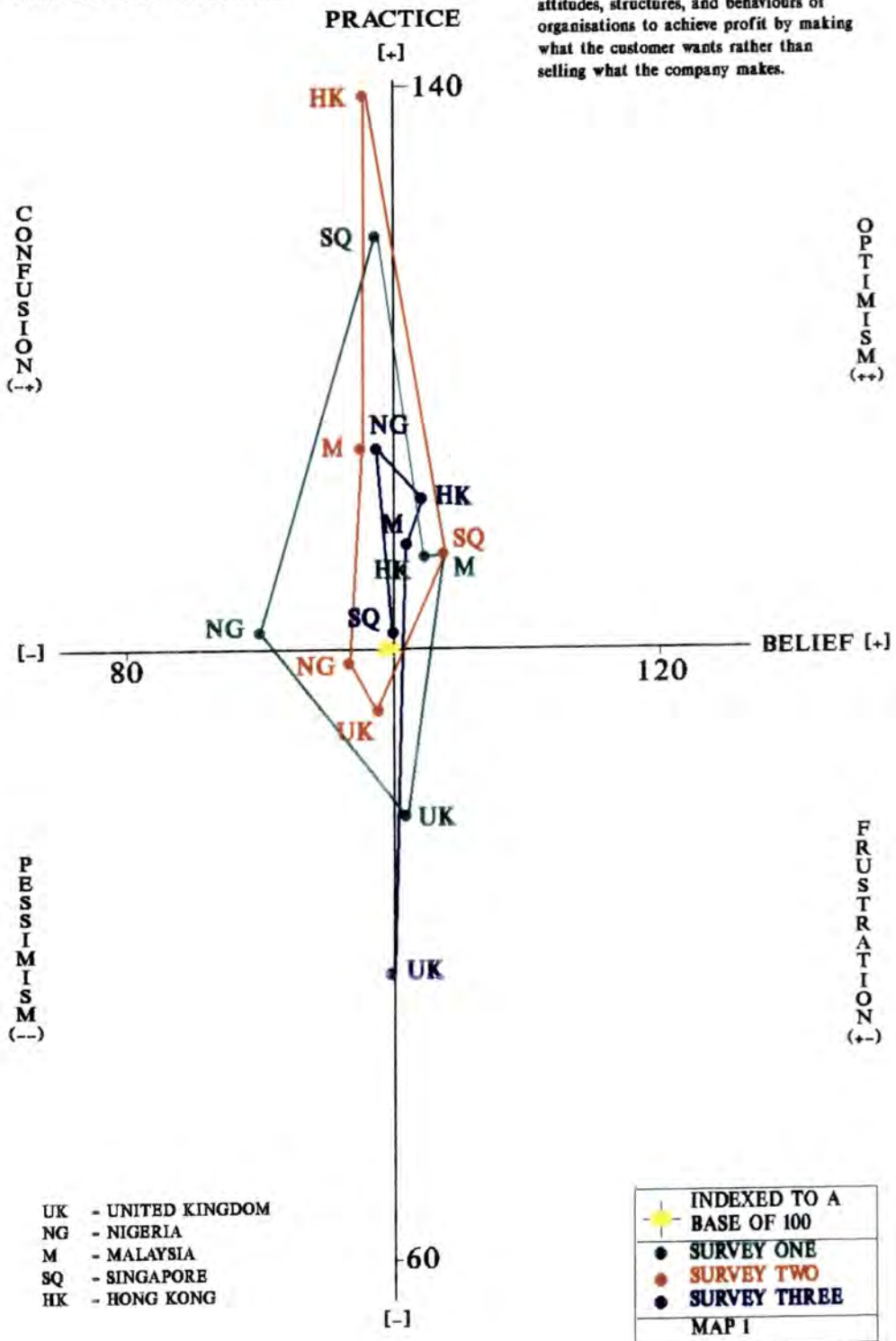
Map 2 is derived from map 1. The polygons in map 1 each representing the three separate surveys have now been combined to form a triangulation for each country. This now provides a basis for a comparative perceptual mapping of the responses received to each of the three surveys covering pre-course, pre-examination and post-qualified groups of professional marketers. The distinction between the national cultures can now be visualised and enables the comparative analysis previously conducted to be highlighted.

MARKETING ORIENTATION STATEMENT 32

ALL COUNTRIES SURVEYS ONE, TWO AND THREE

PERCEPTUAL DISTANCE

Marketing Orientation is the adapted attitudes, structures, and behaviours of organisations to achieve profit by making what the customer wants rather than selling what the company makes.

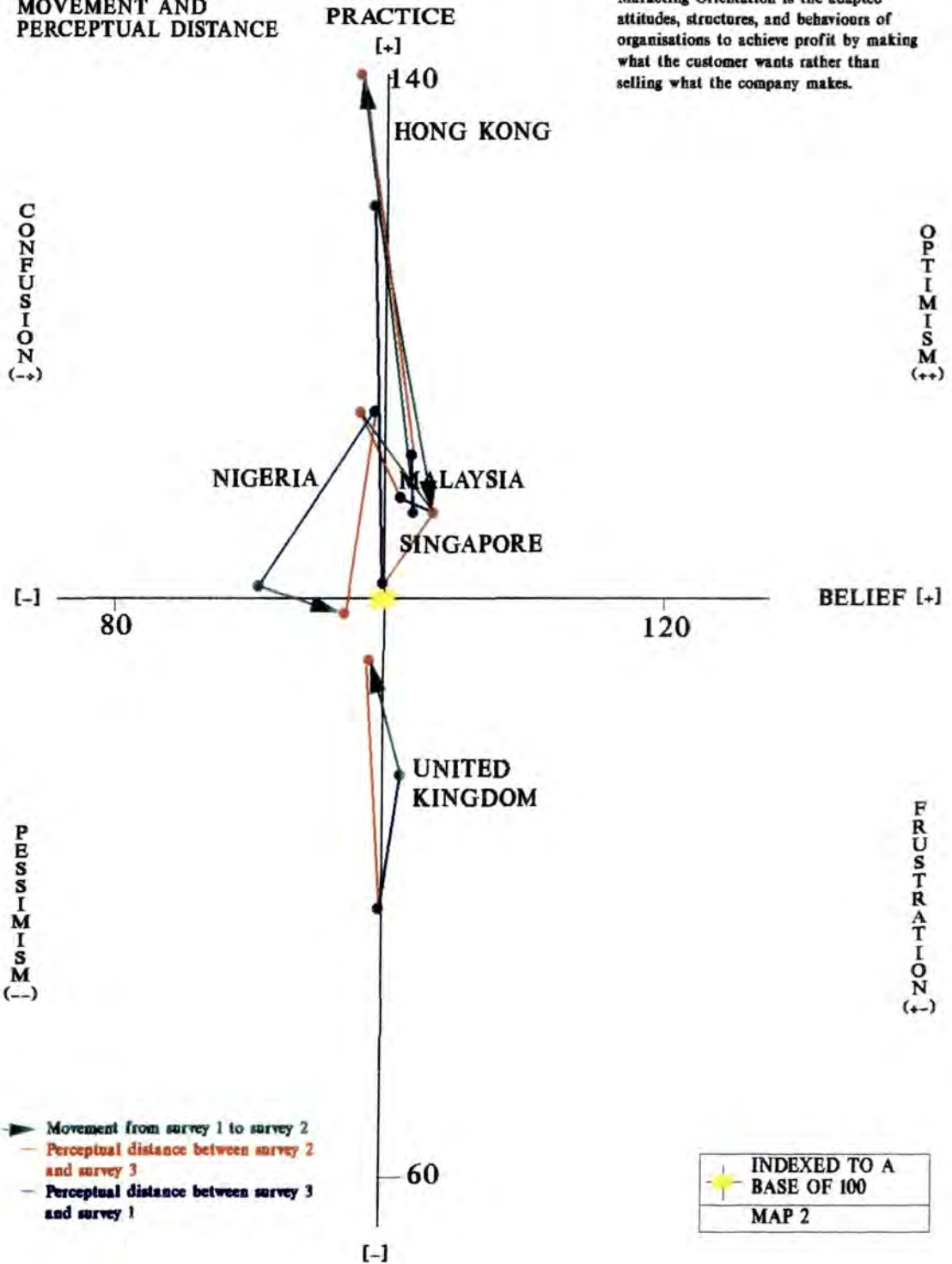


MARKETING ORIENTATION STATEMENT 32

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

DYNAMICS OF
MOVEMENT AND
PERCEPTUAL DISTANCE

Marketing Orientation is the adapted attitudes, structures, and behaviours of organisations to achieve profit by making what the customer wants rather than selling what the company makes.



- ▶ Movement from survey 1 to survey 2
- Perceptual distance between survey 2 and survey 3
- Perceptual distance between survey 3 and survey 1

INDEXED TO A
BASE OF 100
MAP 2

The impact is immediate. The relative position of the UK is most distinct. The belief in and application in practice of marketing orientation have a separate perception from the rest of those in the actual or aspiring professionally qualified world of marketing. This recurrent theme for the UK is now visualised as being really quite distinct. In the case of the practice of marketing orientation, the UK culturally remain pessimistically entrenched. This is a very real concern.

Consensus prevails among the Asian countries, as demonstrated by the overlapping triangles for Hong Kong, Malaysia and Singapore and shows a cultural divide between Eastern and Western practices. The Asian countries, which together form a hub of commercial activity in the Asia-Pacific Rim, appear to be far more proactive in marketing orientation. Historically, these trading nations have depended upon entrepreneurship for survival. An awareness of customer needs and response to them has become an essential way of life in a fiercely competitive national and regional market environment. In turn this has of necessity developed as 'energy', a work ethic which is now prevalent in the Far East and remains culturally distinct from western business cultural practices.

Nigeria has remained culturally distinct from the Asian group of countries. In part this has occurred from the difference in perception of survey one and survey two respondents. The value system of Nigerian survey three post-qualified marketers with reference to statement 32 is perceptually close to that of the Asian group of countries. The UK remains out on a limb.

STATEMENT 28

'Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental changes'.

Statement 28 fits naturally with statement 32, yet it is more simply constructed. It has achieved a position of universal optimism across all surveys conducted in all five countries. The statement is based upon an underlying assumption, that of the need for an understanding of the marketing concept in order to adapt marketing strategy. The statement implies that mechanisms for environmental scanning are needed so that marketing strategy can become adaptive and hence responsive to changing needs. Thereby an understanding of the marketing concept, which is based upon profitable customer satisfaction, can achieve modifications to marketing strategy. Indeed, the need to adapt to a changing environment is the key to corporate survival. This has been accepted and believed wholeheartedly by all respondents. Of course there will be a perceptible gap to convert this philosophy into practice.

The review of statement 28 will commence with pre- and post-course participants and then compare the position with post-qualified marketers in each of the five countries surveyed.

The effect of the course of professional marketing education undertaken between the pre-course and pre-examination stages in relation to belief held in statement 28 was negligible. Clearly course members have a preconceived view of the marketing concept before starting a programme as a result of reading and experience in the field and retain that high level of belief. This, as in the case of statement 32 also, implies that many course members are 'pre-sold' on the course of professional marketing and hence the marketing task of recruitment for the CIM is not difficult to achieve, especially as they are the sole supplier of professional marketing education and as such hold a monopoly position.

The relative optimism discovered among the pre- and post-course longitudinal sample was shared also by the post qualified sample of marketing practitioners in survey three.

The tables below show that at aggregate level approximately 80% of survey one and survey two participants believe in and acknowledge the application of statement 28 in practice.

Table 10

Marketing orientation – statement 28

Survey 1

Agreement with statement 28 by application in practice

		Home country							
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	28	53	126	55	57	319	
		Col %	80.0	57.6	89.4	85.9	82.6	79.6	
	NO	Count	7	39	15	9	12	82	
		Col %	20.0	42.4	10.6	14.1	17.4	20.4	
	Totals			35	92	141	64	69	401
				8.7	22.9	35.2	16.0	17.2	100
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>				
37.57754	4	.0000	7.157		None				

Table 11

Marketing orientation – statement 28

Survey 2

Agreement with statement 28 by application in practice

		Home country							
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	18	41	121	70	46	296	
		Col %	66.7	58.6	93.1	87.5	92.0	82.9	
	NO	Count	9	29	9	10	4	61	
		Col %	33.3	41.4	6.9	12.5	8.0	17.1	
	Totals			27	70	130	80	50	357
				7.6	19.6	36.4	22.4	14.0	100
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>				
47.88791	4	.0000	4.613		1 of 10				

Despite this high level of support, the Chi-square test and associated significance levels recorded demonstrate very clearly that there is however a distinct difference between national cultures in their response to statement 28.

Within the body of the tables, the position of the Nigerian respondents has remained relatively pessimistic in relation to the more optimistic viewpoints held by the other countries. Belief in statement 28 and its application in practice has been retained at around 58% compared with a global mean of approximately 80%. This highlights the difficulties that may beset Nigerian nationals in using western marketing practices in this underdeveloped economy.

The cultural distinction the UK is characteristically once again marked. From table 2 a deterioration in views held about statement 28 occurs after completing the course; again there is clear evidence of a prevailing pessimism relative to the other nations researched. In no other country has there been a reverse trend in the value and perception of this statement. The implication for the UK is that course participants, upon attaining a more complete understanding of the marketing concept, now realise that it is not understood or applied to the levels previously considered.

The research programme sought to explore and attest the nature of the perceptual movements that occurred between the pre-course and pre-examination stages as a result of the process of exposure to the course of professional marketing education. The McNemar test was applied to the dimensions of belief and practice independently to discover the nature of change that had occurred, if any. Appendix MO28.4 confirms that there has been absolutely no shift in the 'belief' held in the statement, supporting one view that the programme of marketing education attended has enabled participants to retain their previously held beliefs. It is also fair to claim that the impact of the course to enhance perceptions of the marketing concept yet further has not been accomplished. Arguably it could be anticipated that all course participants should believe statement 28.

The test reveals that as far as the dimension of application in practice was concerned some movement had occurred. The evidence for this is in appendix MO28.4. The results show that the aggregate movement in perception for all countries of the

application of statement 28 in practice achieved an 8% net positive increased optimism among survey two participants. Although this is modest, it supports the view held that the marketing concept is perceived to be a working business philosophy, although as can now be anticipated less so for the UK.

Having considered both survey one and survey two responses to statement 28, it is appropriate to move on to survey three. The 'world view' of the marketing concept, as achieved by survey three working marketers is well supported both in theory and in practice. In excess of 95% of respondents across all surveys believe that 'marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental needs'. Of these, over 80% claim it applies also in practice in their organisations. This is a most reassuring discovery for the marketing profession, in that it supports the confidence with which an emerging profession can grow.

Among survey three respondents, statement 28 was discovered to be the only statement among the nine covered in the section on marketing orientation that retained universal optimism for belief and application in practice. This optimistic position recorded for qualified marketers globally is shared with those embarking on their professional marketing diploma studies and later also at their pre-examination stage. Faith in the marketing concept has been retained therefore during a course of professional marketing education as well as among those who have attained qualified status. It is now intended to explore this optimism in more depth.

From table 12 the research confirms an 82.6% aggregate application of statement 28 in practice among post-qualified marketing practitioners. Despite this acclamation the value of Chi-square and the associated measure of significance again reveal a difference between the national cultures and their propensity to claim belief in and application in practice. The contribution to χ^2 is notably again from the UK, which by now is to be anticipated from the pattern that has been firmly established as the lagging British marketing orientation syndrome. This implies that the ability of UK qualified marketers to influence their employing organisations to adopt marketing orientation is far less than in other countries. It raises an interesting question – to what extent do UK marketers have influence upon the prevailing business culture in their organisations?

The chartered body certainly needs to introduce a sustained corporate relations programme to speed up the diffusion process in UK companies.

Table 12

Marketing orientation – statement 28

Agreement of statement 28 by application in practice – survey 3

		Home country							
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	110	107	92	69	45	423	
		Col %	<u>73.8</u>	89.2	85.2	81.2	90.0	<u>82.6</u>	
	NO	Count	39	13	16	16	5	89	
		Col %	<u>26.2</u>	10.8	14.8	18.8	10.0	17.4	
	Totals			149	120	108	85	50	512
				29.1	23.4	21.1	16.6	9.8	100
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>					
14.12013	4	<u>.0069</u>	8.691	None					

Across the five nations, the research confirms faith in the marketing concept and its respective application in practice, but there is nevertheless a gap remaining between belief and practice among post qualified marketers. This gap will be explored during survey four to help to determine why it exists and what can be done to reduce it.

It is thus important to acknowledge that, even though there is almost universal acceptance of the key concept embodied in statement 28 – that is, the marketing concept, to attain universal application of the marketing concept in practice among practising marketers is yet to be accomplished.

From table 13 it is clear that there was a marked similarity in response globally between small company marketers and large company marketers. Approximately 82% of companies with less than 200 employees and 83% of those with more than 1,000 agree with statement 28 and its respective application in practice. The Chi-square test

reveals that at aggregate level there is no significant difference between small and large companies for the belief held in statement 28 and its respective application in practice.

Table 13

Marketing orientation – statement 28

Survey 3

Agreement with statement by company size

		Agreement with statement		Totals
		Applies in practice	Does not apply in practice	
Small companies with less than 200 employees	Count	226	49	275
	Col %	60.6	62.0	60.8
	Row %	82.2	17.8	100.0
Large companies with more than 1,000 employees	Count	147	30	177
	Col %	39.4	38.0	39.2
	Row %	83.1	16.9	100.0
Total	Count	373	79	452
	Row %	82.5	17.5	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
0.05639	1	.81230	30.936	None

By reference to tables 14 and 15 the following observations can be made between countries.

Within the UK proportionately more large companies have claimed application in practice for statement 28 than small companies. This also reflects the findings reported for statement 32 for the UK. A similar position can be reported for Singapore and Malaysia. Nigeria and Hong Kong show a disposition towards small companies. A detailed analysis is available in map MO28.1.

By treating small companies separately the Chi-square value attained has been accounted for largely by the bi-polar position of the UK, yet for large companies there appears to be no significant difference between the countries in their response to statement 28.

Table 14

Marketing orientation – statement 28

Survey 3

Belief held by application
in practice by small companies

		UK	Nig	Mal	Sing	HK	Totals
Applied in practice	Count	51	74	49	32	20	226
	Col %	71.8	89.2	84.5	78.0	90.9	82.2
Not applied in practice	Count	20	9	9	9	2	49
	Col %	28.2	10.8	15.5	22.0	9.1	17.8
	Totals	71	83	58	41	22	275
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>			
9.78452	4	.04422	3.9	1			

Table 15

Marketing orientation – statement 28

Survey 3

Belief held by application
in practice by large companies

		UK	Nig	Mal	Sing	HK	Totals
Applied in practice	Count	59	17	39	10	22	147
	Col %	75.6	85.0	88.6	100.0	88.0	83.1
Not applied in practice	Count	19	3	5	–	3	30
	Col %	24.4	15.0	11.4	–	12.0	16.9
	Totals	78	20	44	10	25	177

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
6.54741	4	.16183	1.695	3 out of 10

The effect of relevant working experience was investigated.

The purpose of this examination into the impact of experience upon response to statement 28 is to examine the indication of a cause and effect relationship; that is, as experience is gained the individual's position to influence the adoption or perceived adoption of the marketing concept also improves. In the case of statement 32 and statement 7, the research confirms that after two years field experience in direct selling, then the propensity to claim that the dimensions of marketing orientation are working in organisations also increases.

But in the case of statement 28 the Chi-square test reveals that at the .05 level there is no significant difference between experience and the perception of statement 28 being applied in practice in respondents' companies. (Appendix MO28.2 confirms this).

Table 16

Marketing orientation – statement 28

Survey 3

Belief held by application in practice
by years of experience in direct selling

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applies in practice	49	92	129	110	380
Column %	90.7	79.3	81.1	85.9	83.2
Not applied in practice	5	24	30	18	77
Column %	9.3	20.7	18.9	14.1	16.8
Totals	54	116	159	128	457
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
4.61356	3	.20238	9.098	None	

For those with up to two years experience in sales, marketing is a career ambition. They may have a heightened awareness of the contribution of marketing orientation to a business as a working set of ethics, having qualified with a professional qualification. Therefore, they are prepared to 'see' marketing at work in their organisations as clearly as their more experienced counterparts.

There is a contrast to be observed between those with direct selling experience and those with experience in planning and controlling marketing operations.

Table 17

Marketing orientation – statement 28

Survey 3

Belief held by application in practice by years of experience in planning and controlling marketing operations

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applies in practice	81	147	122	37	387
Column %	75.0	85.0	89.1	86.0	83.9
Not applied in practice	27	26	15	6	74
Column %	25.0	15.0	10.9	14.0	16.1
Totals	108	173	137	43	461
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
9.33952	3	.02510	6.902	None	

The distinct contribution to the Chi-square value has again been from those with just up to two years experience. Again the stepped effect reappears. (See appendix MO28.3 for further analysis).

Recognition must be given to the finding that years of experience have an influence on making the marketing concept work in practice. Those with up to two years experience in marketing may be less equipped than those with more experience to recognise the workings of the marketing concept and influence it has in their employing organisations.

The impact of marketing orientation cannot be immediately achieved upon qualifying with a professional award, without the acquisition of experience in the field (reference Ryle).

Yet, with reference back to statement 32 with abstracts from appendix MO32.3 on page MO-29, it is interesting to note that there are higher levels of adoption for statement 28 than for statement 32. This again reinforces the gap that prevails between belief and

practice and makes the point that even though post-qualified marketing practitioners may have up to 10 years experience and beyond in planning and controlling marketing operations, making marketing orientation work in practice at the operational level is still to be achieved to the extent desired. Statement 28 has a higher level adoption arising from the more strategic level implications in the construction of the statement, whereas in the case of statement 32 it requires something actually to happen in practice.

At independent country level, the position of the UK still remains one of special interest; reference to appendix MO28.3 is most revealing. It confirms that across all experience bands among professionally qualified marketers, the UK retains a position of relative pessimism in relation to the rest of the professionally qualified marketing world.

The collective position for the three surveys for the two dimensions of belief in statement 28 and the perception of the application in practice of this statement is summarised in the two attached perceptual maps, which follow the same design logic as reported for statement 32.

Map 1 shows the individual country recordings for each survey as a set of three polygons where the shape of the polygon is determined by the values for belief and application in practice for each country.

As is the case for statement 32, the narrow appearance of the polygons reflects the consensus of viewpoint for belief in statement 28, whereas the vertical extremities reflect the differences held about this statement's application in practice and now supported by statistical evidence contained in this section of the thesis and the related appendices.

The blue polygon is contained within the boundaries of the other two polygons, which reflects the more conservative views held by qualified marketers globally in comparison with those preparing for the qualification course.

The red polygon is featured above the green polygon and this demonstrates the shift of opinion held about this statement's application in practice and evidenced by the McNemar test. It can be seen also that the enthusiasm for statement 28 worldwide for its application in practice is not shared to the same extent by survey one and survey two respondents, such has been the impact of the course of professional marketing education upon the perception of respondents.

Following the convention established for statement 32, map 2 is a development of map 1, where the independent country recordings are shown for the three surveys. This provides a basis for comparative analysis using the same axis calculations as in map 1.

The impact of the relatively less optimistic viewpoint of the UK concerning belief and practice for statement 28 can now be visualised. The perceptual distance is really most marked, demonstrating again a cultural difference between the UK and the other countries surveyed.

By consulting the set of overlapping triangles in the centre of the map the following observations can be made:

- (a) Malaysia has a high consensus of opinion across surveys one, two and three and is more optimistic than the other countries in both belief and practice.
- (b) Hong Kong was less likely to believe in the statement than the other countries.
- (c) Nigeria has taken the mid-way position to reflect the consensus of viewpoints.
- (d) Singapore spans the views mapped for Hong Kong, Malaysia and Nigeria.
- (e) The single most important finding is the position of the UK, which indeed is a most important discovery in this research programme.

By comparing the two maps for statement 28 and for statement 32, it is interesting to note the comparative perceptual positions.

- (a) The UK have remained staunchly detached in a position of pessimistic isolation representing a consistent cultural stance.
- (b) The Nigerian viewpoint has become less extreme and takes a centred or midway position between the other four countries and is not exposed to extreme claims of their respondents.

MARKETING ORIENTATION STATEMENT 28

ALL COUNTRIES
SURVEYS ONE,
TWO AND THREE

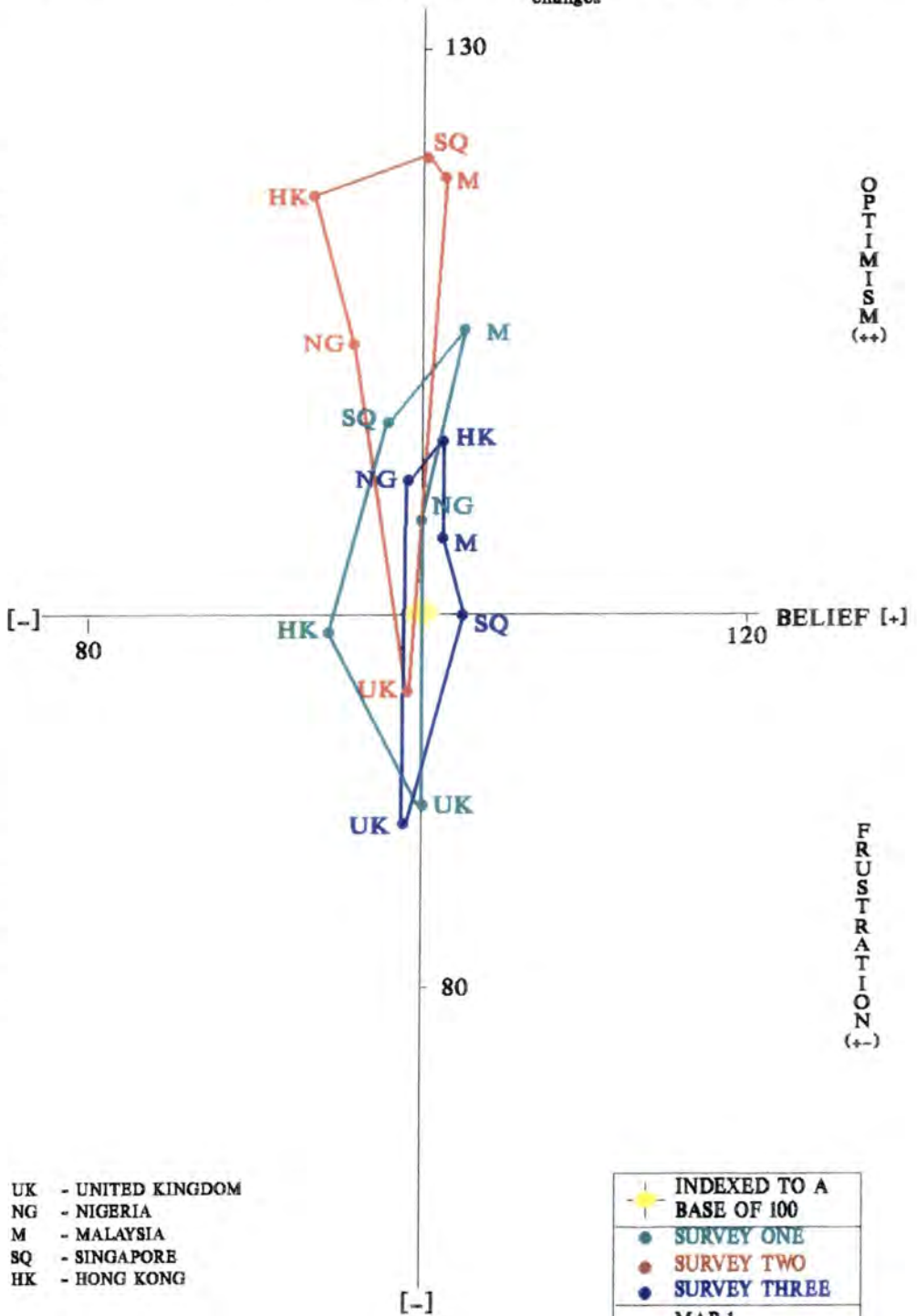
Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental changes

PERCEPTUAL DISTANCE

PRACTICE
[+]

CONFUSION
(-)

OPTIMISM
(++)



UK - UNITED KINGDOM
NG - NIGERIA
M - MALAYSIA
SQ - SINGAPORE
HK - HONG KONG

INDEXED TO A
BASE OF 100
● SURVEY ONE
● SURVEY TWO
● SURVEY THREE
MAP 1

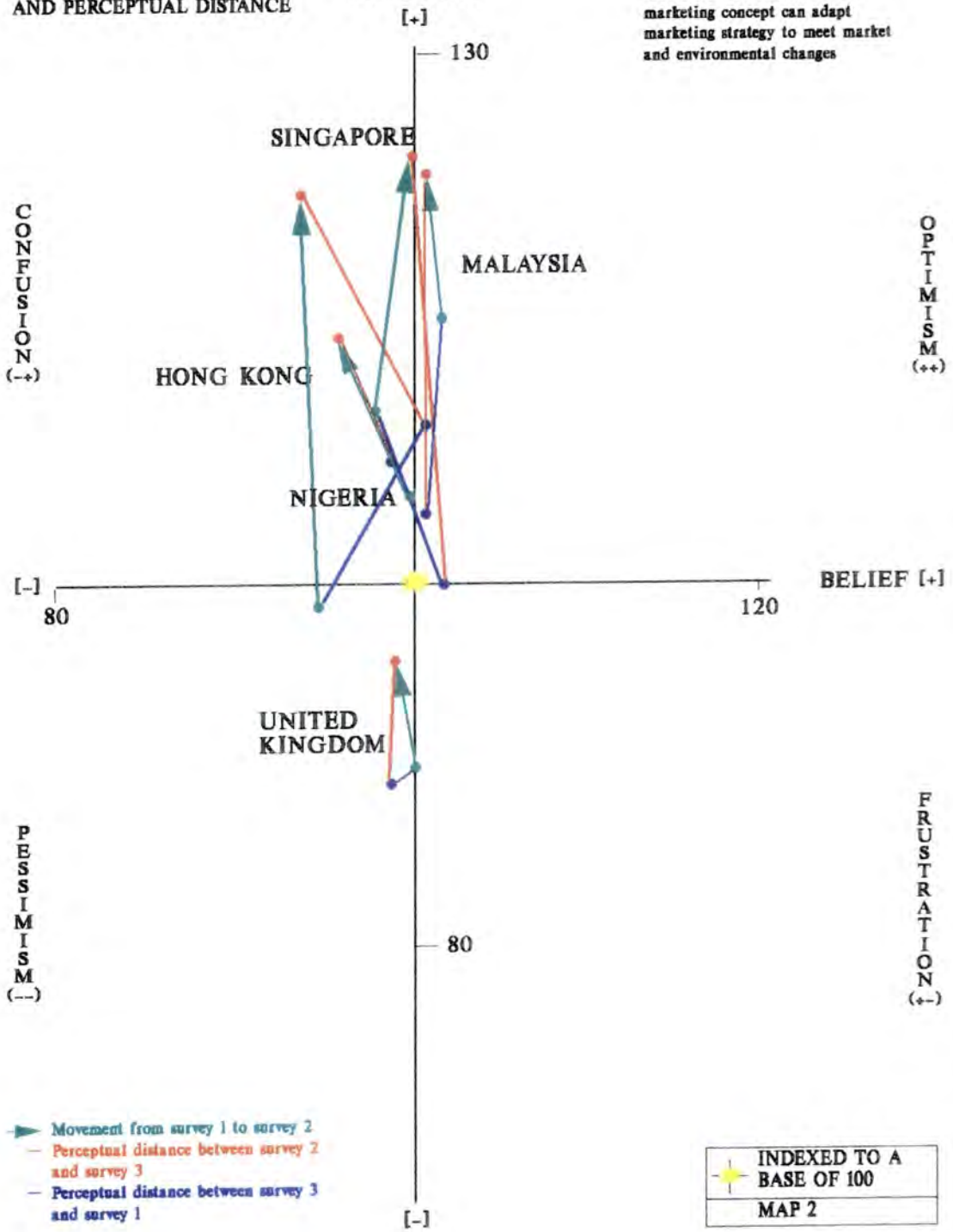
MARKETING ORIENTATION STATEMENT 28

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

DYNAMICS OF MOVEMENT
AND PERCEPTUAL DISTANCE

PRACTICE

Marketers who understand the
marketing concept can adapt
marketing strategy to meet market
and environmental changes



CONFUSION
(-)

OPTIMISM
(++)

80

120

BELIEF (+)

PESSIMISM
(-)

FRUSTRATION
(+-)

(-)

(+)

130

80

(-)

- (c) Hong Kong doubt the value of the statement in the context of their national economic position, which questions the appropriateness of the marketing concept for organisations at this point in time.
- (d) Singaporean and Malaysian views have become harmonised into a position which values the marketing concept and its application in practice.

STATEMENT 7

'Policies for customer service should be drawn up by the marketing department'.

Statements 28 and 32 have expounded the realms of business philosophy and the adaptations needed to achieve a marketing orientation. Statement 7 is more focused and operational by nature. It implies that if marketing orientation is or is to be adopted by an organisation then the essence of customer centredness should not be lost, but it should be firmly under the control of the marketing department. Traditionally this may not have been so during the era of sales orientation, an era still present in many companies despite the existence of marketing departments and confident claims for marketing orientation. This statement has been contentious, arising largely from the current transition of companies from sales to marketing and also that there has not been a clear remit from the professional body on the treatment of customer service. It has been forgotten in the syllabus of courses which our respondents have pursued or are in the process of pursuing.

Customer service policy can be a very powerful competitive tool. Business can be won and lost in this area and hence it is essential to marketing strategy and policy should be rightly determined therefore by the marketing department.

The uncertainty among survey one and survey two respondents is clear from the volume of response received to statement 7 in comparison to statements 32 and 28. The tables below show the responses by individual country to be of a low order. Perhaps it is reasonable to expect a level of ambiguity if the course does not make it clear where customer service policy determination fits, if at all, in marketing strategy.

The power of the customer has hitherto been overlooked despite the fact that marketing orientation and the marketing concept are about customer centredness and customer focused decision making. The perception of practice in the market place among aspiring qualified marketers remains confused.

Marketing orientation – statement 7

Survey 1

Agreement with statement 7 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	11	15	7	2	2	37
		Col %	50.0	88.2	53.8	22.2	15.4	50.0
	NO	Count	11	2	6	7	11	37
		Col %	50.0	11.8	46.2	77.8	84.6	50.0
	Totals		22	17	13	9	13	74
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>		
12.02665	4	.0008	4.500		2 of 10			

Marketing orientation – statement 7

Survey 2

Agreement with statement 7 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	9	3	2	2	1	17
		Col %	29.0	50.0	66.7	100.0	25.0	37.0
	NO	Count	22	3	1	0	3	29
		Col %	71.0	50.0	33.3	-	75.0	63.0
	Totals		31	6	3	2	4	46
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>		
6.06742	4	.1942	.739		8 of 10 Invalid			

The discovery for customer service policy determination is the distinct separation in views that have occurred between those who have been exposed recently to an educational process and those who are now qualified and working in a marketing environment within their employing organisations.

The separation in perspectives may have arisen because customer service strategy is NOT a taught component of the programme of professional marketing undertaken neither does it appear in the course syllabus, but it is a very important part of the real world of the marketing practitioner. This fundamental omission from the course design, an error of judgement on the part of the CIM, led to the rather extreme views received by those aspiring to the marketing profession. Among survey one and survey two respondents for some countries it is clear that relative pessimism and frustration may have occurred through lack of knowledge input and this has produced a lower level of residual confidence in the subject area than should have been expected.

The McNemar test was applied to the data recorded for surveys one and two to discover the nature and level of movement in perception that had taken place as a result of the course. The McNemar test revealed that despite the absence of customer service education the course did nevertheless have a positive effect on the belief in the contents of statement 7. There was a significant movement towards higher levels of belief in the statement than before the commencement of the course of study, with one notable exception, the UK, who achieved a negative movement. This was quite astonishing and has been reflected in the aggregate results achieved. Again, not surprisingly, it would appear that in the UK the course has produced a more negative perception of customer service policy determination than in other countries (see appendix MO7.4). Despite the positive shift in belief at the aggregate level, the course did not change the perceptions among course participants' views of application of statement 7 in practice (see appendix MO7.5).

The area of customer service policy has been contentious through this research programme. It has retained a position of relative pessimism among other statements that pertain to marketing orientation. Statement 7 was discovered to maintain a position of relative pessimism for all five countries among survey three post qualified marketing

practitioners also. Across the five countries surveyed – covering the UK, Nigeria, Malaysia, Singapore and Hong Kong – a total of 541 post qualified marketers were surveyed, out of which 77 disagreed with statement 7. Of those who agreed with the statement, nearly 40% claimed that it did not apply in practice in their employing organisations. The gap that prevails globally between belief in statement 7 and its application in practice is substantial.

Table 18 confirms that there is a significant difference between the countries surveyed and their claims for application in practice.

Table 18
Marketing orientation – statement 7
Survey 3
Agreement of statement 7 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	63	75	67	47	30	282
		Col %	47.4	68.8	69.1	58.0	68.2	60.8
	NO	Count	70	34	30	34	14	182
		Col %	52.6	31.2	30.9	42.0	31.8	39.2
	Totals		133	109	97	81	44	464
	Row %		28.7	23.5	20.9	17.5	9.5	100
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>				
17.04859	4	.0019	17.259	None				

Of those who support marketing orientation as a business philosophy, customer service should indeed be within the remit of the marketing department. The findings from the research confirm that this has been contentious for a long time. Of particular note is the position of the UK. The UK is the only country where more respondents who believe in statement 7 claim that it does not apply in practice in their organisations. Obviously, the desire for marketing orientation as described in statement 7 is not matched by a willingness by UK companies to practise it.

To explore customer service policy determination further, company size was considered as a potential discriminator. Table 19 conveys the data recorded.

Table 19

Marketing orientation – statement 7

Survey 3

Agreement with statement by company size

		Agreement with statement		
		Applies in practice	Does not apply in practice	Totals
Small companies with less than 200 employees	Count	156	93	249
	Col %	63.7	57.4	61.2
Large companies with more than 1,000 employees	Count	89	69	158
	Col %	36.3	42.6	38.8
Total	Count	245	162	407
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
1.61216	1	.20419	62.889	None

The table confirms that there is no significant difference at aggregate level between the claimed adoption of statement 7 and the size of company. The uncertainty appears to be equally divided between small and large companies. Clearly there are no clear policies in place for customer service policy determination. This is indeed a real insight into how the customer is really valued in business.

To treat small companies separately and to examine the position cross-culturally, table 20 below confirms that there is a higher propensity for adoption of statement 7 in practice than for its non application. The variation and the range of responses has

produced a significant difference between small companies within the five countries; again the UK trails behind.

Table 20

Marketing orientation – statement 7

Survey 3

Belief held by application in practice for small companies

		UK	Nig	Mal	Sing	HK	Totals
Applied in practice	Count	33	48	40	21	14	156
	Col %	50.8	66.7	75.5	51.2	77.8	62.7
Not applied in practice	Count	32	24	13	20	4	93
	Col %	49.2	33.3	24.5	48.8	22.2	37.3
Totals		65	72	53	41	18	249
Row %		26.1	28.9	21.3	16.5	7.2	100.0

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
12.19068	4	.01599	6.723	None

In the case of large companies overall there is a reduced propensity for the application of statement 7 in practice. No distinct pattern emerges; in certain countries small company responses favour statement 7; in others, large companies claim application in practice. In simple terms, current operating practice appears to be in a mess.

Table 21

Marketing orientation – statement 7

Survey 3

Belief held by application in practice for large companies

		UK	Nig	Mal	Sing	HK	Totals
Applied in practice	Count	30	15	23	6	15	89
	Col %	44.1	71.4	62.2	75.0	62.5	56.3
Not applied in practice	Count	38	6	14	2	9	69
	Col %	55.9	28.6	37.8	25.0	37.5	43.7
	Totals	68	21	37	8	24	158
	Row %	43.0	13.3	23.4	5.1	15.2	100.0

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
8.08542	4	.08850	3.495	2 out of 10

The single repetitive theme of cultural distinction for the UK is again retained; in the case of both large companies and small companies, the UK has a far lower propensity for the adoption of statement 7 in practice than the other countries surveyed. In the UK, the heart of professional marketing education, it is indeed a revelation to discover that the UK falls behind the rest of the professionally qualified marketing world on the determination of marketing driven customer service policy. (Further analysis is available in appendix MO7.1).

It is now evident that customer service is an area of marketing that has been hidden from the mainstream activities of the marketing department as portrayed by professional marketing education. If change is to be achieved to accomplish this dimension of marketing orientation, then real changes have also to be made in the way in which aspiring professional marketers are educated in this important dimension of business activity.

To explore further the gap between belief and practice it has been deemed important to examine the effect of working experience in responses received for statement 7. The purpose of this examination is to explore a potential cause and effect relationship between the individual's position by experience gained and the implementation of marketing-determined customer service policies. With reference to direct selling experience appendix MO7.2 provides detailed analysis. The Chi-square test recorded significance levels of .41854, so clearly there is no significant difference between the experience bands in direct selling and the propensity to claim application in practice, which supports the logic that has prevailed in this section of the thesis. If customer service policy is not a marketing function then it would be in evidence in companies and fully acknowledged by sales personnel regardless of years of experience.

The recordings for the UK in appendix MO7.2 remain somewhat depressing among other national culture samples with direct selling experience, implying that the realm of customer service policy determination is not a marketing function. This supports a prevalence of sales oriented business philosophy in practice in the UK, where traditionally customer service has been viewed as a sales function. Perhaps it would have been expecting too much from sales persons to confer an area perceived to be their domain to the marketing function.

By contrast, the position among those with experience in planning and controlling marketing operations differs from those with direct sales experience. At the aggregate level across the five national cultures, as years of experience in planning and controlling marketing operations increase, then there is an increasing belief in and claimed application of customer service policies driven by the marketing department. There does seem to be evidence of territorial claim to customer service policy determination with advancing years of experience by people with marketing experience. This is confirmed in the table below and in appendix MO7.3

Table 22

Marketing orientation – statement 7

Survey 3

Belief held by application in practice by years of experience in planning and controlling marketing operations

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applies in practice	55	92	76	32	255
Column %	53.9	62.2	61.3	82.1	61.7
Not applied in practice	47	56	48	7	158
Column %	46.1	37.8	38.7	17.9	38.3
Totals	102	148	124	39	413
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
9.47289	3	.02362	14.920	None	

The familiarisation of customer service policy determination as a result of increased exposure to this area of marketing orientation has had an influence upon responses to statement 7. Belief in and claimed application in practice of marketing department determined customer service policy is much higher across all countries after 10 years experience in planning and controlling marketing operations than in the earlier years in the profession.

This implies that customer service strategy 'know-how' has been learned more as a result of experience in the field than as a fundamental principle of marketing orientation in the classroom. With the exception of some oscillation in the data responses for Nigeria and Malaysia (see appendix MO7.3), it would appear that the awareness of customer service policy determination is less forthcoming in the earlier years of marketing experience; yet if companies are to practise marketing orientation and are to develop strategies both to win and keep customers, then attention must be given to how this can be achieved effectively and earlier with the career path of marketers.

The collective position for the three surveys for the two dimensions of belief and practice pertaining to statement 7 are summarised in the two attached maps.

Map 1 displays the individual country recordings as a set of three polygons where the shape of the polygon is determined by the indexed values for belief in statement 7 and the application of it in practice with close reference to map 1. The green polygon represents survey one pre-course respondents. The long narrow appearance conveys a consensus of viewpoints about belief in the claims of statement 7 that customer service policy should be drawn up by the marketing department. The vertical extremities of the polygon denote the national differences held about the perceived application of statement 7 in practice. In relative terms, Malaysia is optimistic about application in practice. Nigeria and Hong Kong demonstrate relative confusion. Singapore is pessimistic and the UK frustrated. If the green polygon is treated as the starting position, then the movement to the red polygon is the position after the Diploma course has been completed at the pre-examination stage.

It is quite remarkable to see the 'movement to the right' that has occurred globally, which demonstrates the increased belief in statement 7 after the course has been completed. The effect of the programme has been to condition the minds of course participants into increased belief in the claim that customer service policy should be determined by the marketing department. Certainly this should be the case.

Yet the long narrow appearance of the polygon demonstrates that there has been little change of the perception of this statement's application in practice. This has also been verified by the McNemar tests conducted.

The blue polygon represents the data values recorded from survey three post qualified marketing practitioners. It is contained visually within the polygons of survey one and survey two respondents. Being more compact in shape demonstrates a closer consensus of opinion about statement 7 resulting from post qualified exposure to the marketing world.

The values for application in practice are far less extreme than for survey one and survey two recordings. Yet what is particularly interesting is that there appears to be a reversion in position after post qualified status has been achieved.

On the assumption that the sample of respondents who comprise the blue polygon would have previously corresponded with the positions conveyed in the green and red polygons then there is clear evidence that supports this notion of reversion to a previous state following the attainment of the CIM Diploma. An interesting feature of this perceptual mapping arises when the configurations for maps 2 are compared for statements 32, 28 and 7. The disparate perspectives held for statement 7 and the anxieties caused are conveyed meaningfully in the spatial arrangements of responses received. This separation in perspectives is reinforced in map 2, which shows the independent country recordings across the three surveys. This map provides a perceptual mapping of the countries in relation to each other over the theme contained in statement 7.

The impact created in map 2 is stunning. The position of the UK again is most distinct, that of confirmed pessimism in relation to the other countries surveyed.

The coloured sides of the triangle convey an interesting dimension. Course participants start with a position of relative frustration where there is a perceived inability to practice. Yet after the course this belief is reduced, causing course members to become pessimistic. Fortunately, survey three post qualified practitioners, conveyed by the blue spot on the triangle, are less pessimistic than their student counterparts, yet the position remains that of pessimism. Further research will be needed to answer the question – why?

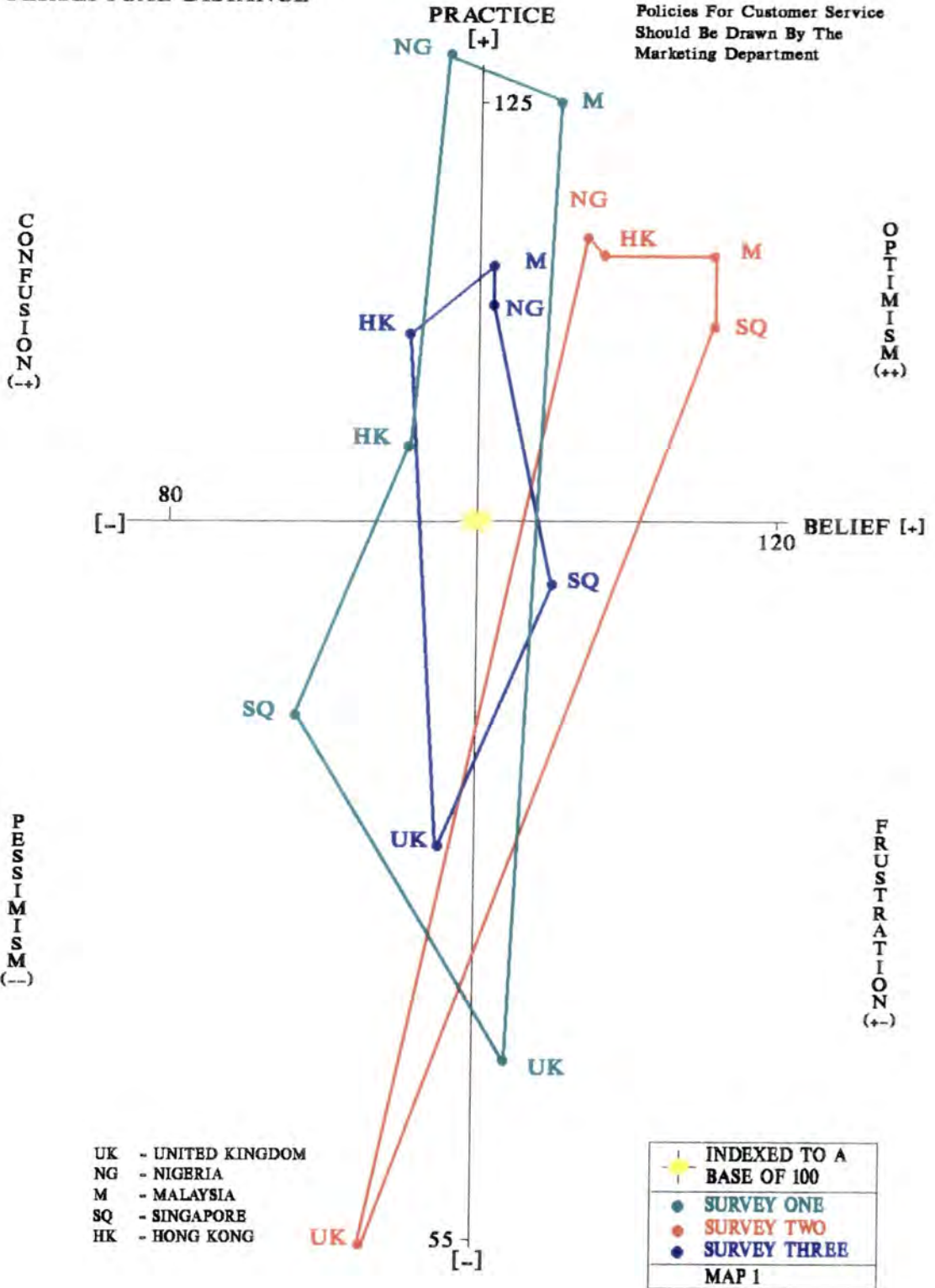
The position for Singapore is also interesting, where pre-course participants start in a position of pessimism but as a result of the course move to a position of optimism, having achieved modified perceptions after being exposed to the course content. Yet the positions of the longitudinal sample of survey one and survey two course participants does not reflect the relative frustration cited in real life by survey three respondents of making statement 7 a reality. The Malaysian respondents have

MARKETING ORIENTATION STATEMENT 7

ALL COUNTRIES
SURVEYS ONE,
TWO AND THREE

PERCEPTUAL DISTANCE

Policies For Customer Service
Should Be Drawn By The
Marketing Department

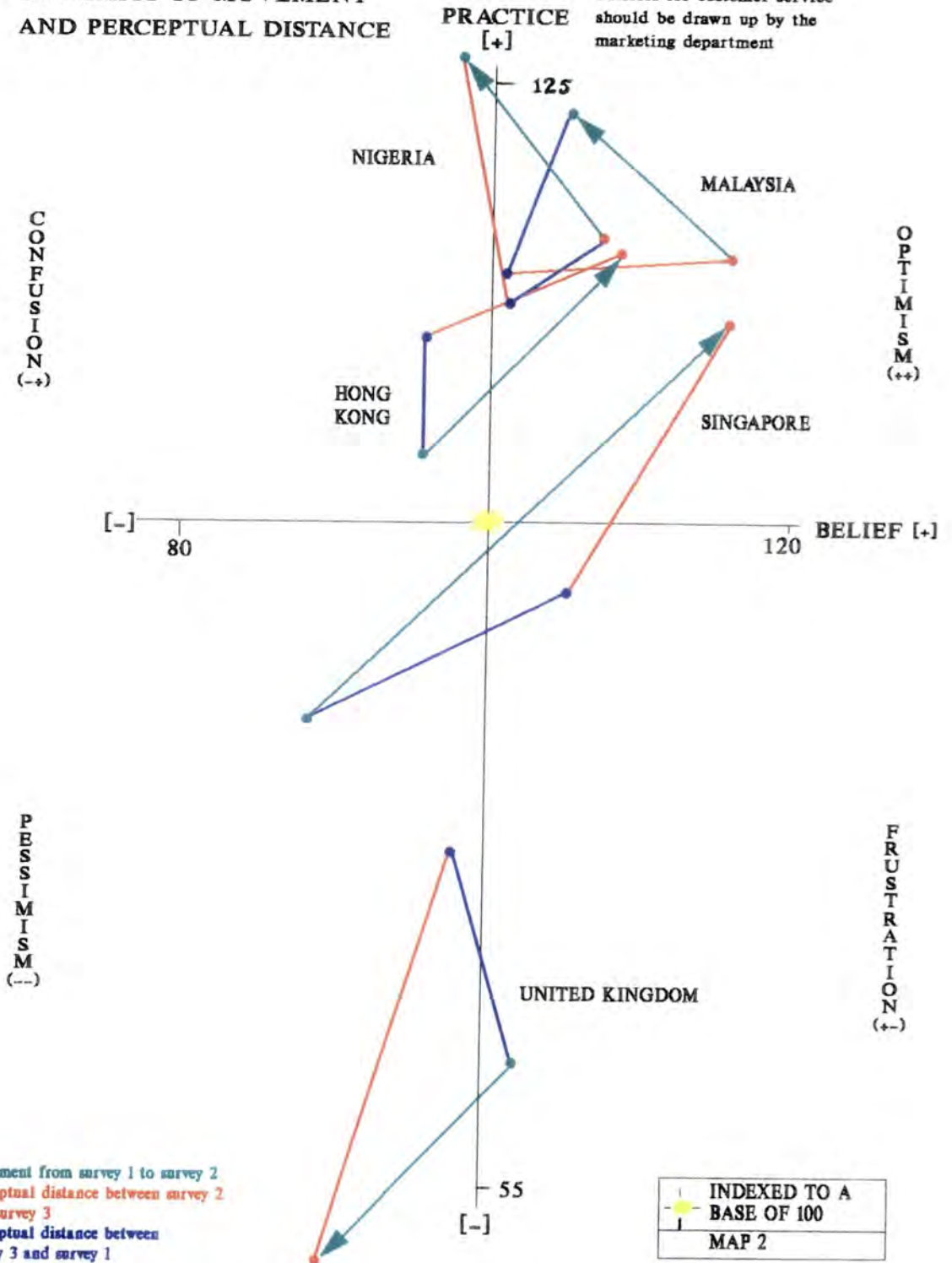


MARKETING ORIENTATION STATEMENT 7

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

DYNAMICS OF MOVEMENT
AND PERCEPTUAL DISTANCE

Policies for customer service
should be drawn up by the
marketing department



maintained and retained a position of relative optimism in relation to the other countries, even though the course increases optimism and the real world is more moderated in its response to belief and practice. Nigerian pre-course respondents started confused and then moved to a position of optimism that was confirmed by their post qualified counterparts. The size of the triangles for Nigeria and Malaysia supports a conformity of opinion across the stages of the research programme. Hong Kong started in a position of relative confusion, moved to a position of relative optimism as a result of the course, but then, when survey three recordings were logged, it is clear that relative confusion still reigns among post qualified CIM marketing practitioners because this issue has yet to be addressed within the course attended and in the world of marketing practice in Hong Kong.

The separation of the triangles supports the cultural differences that exist between the member countries in this research programme and there remains an interesting question unanswered. Having discovered that cultural differences separate perspectives taken for statement 7, we cannot yet assume why this phenomenon occurs.

With reference to maps 2 for statements 32, 28 and 7, some useful insights can be obtained concerning the comparative cross-cultural positioning.

1. The position of the UK has remained culturally separated and distinct from the other national cultures in the responses to all three statements; the UK have become entrenched in a position of relative pessimism.
2. The Asian countries have displayed a common set of perceptions for statement 32, the definitive statement for marketing orientation, but these views begin to diverge with statement 28, which requires a reflection closer to operational issues. As these issues become more focused, as shown for statement 7, then cultural detachment is witnessed with Malaysia retaining a position of ultimate optimism and Singapore taking a more conformist stance.
3. Nigeria has remained culturally distinct from the 'Asian pack' for statement 32 and for statement 7, but has taken a central position for statement 28. The level of progressive optimism as the statements move from a strategic level to operational level is marked.

4. Hong Kong, a country on the verge of political turbulence, with an underlying climate of tension and uncertainty, has valued the content of statement 32, takes a more detached view on statement 28, but has clear conviction in the importance of keeping close to the customer as implied in statement 7. Yet there is some residual confusion as to the location of customer service policy determination within the organisation, many of which remain sales led and driven by the need to attain over-ambitious short term objectives.

SECTION B

COUNTRY STUDIES

MARKETING ORIENTATION

SECTION B

COUNTRY STUDIES

The cross-cultural discussion that has been developed for marketing orientation and that has featured three statements of special interest has been drawn from the research data of each of the following countries:

The UK

Nigeria

Malaysia

Singapore

Hong Kong

The next section of this thesis concerns a set of independent country studies for each of the above countries, which examines at country level the dimensions of belief and application in practice for marketing orientation for all nine statements that have been selected as a set from the international research questionnaire collectively to comprise marketing orientation.

Each country study offers a separate national perspective in the response to the set of statements under consideration. The maps produced for each country study enable a visual interpretation of the data to be considered. They show the perceptual response patterns to marketing orientation, the movement that has occurred as a result of the course of professional marketing education and the responses received at different stages in the career development of marketers at national level.

MARKETING ORIENTATION

THE UNITED KINGDOM

The research has revealed that the position of the UK in comparison to the other countries surveyed has been the most culturally distinct. There exists a marked disparity in the United Kingdom between belief in marketing orientation and the extent to which it is perceived to be practised. This view is held and maintained among those embarking upon a programme of professional marketing education, those at the pre-examination stage and those in the real world of professional marketing practice.

This finding is supported by the evidence of the following mean scores for belief and perception of application in practice.

	Survey 1	Survey 2	Survey 3
Belief	85%	85%	85%
Application in practice	57%	60%	59%

This gap between belief and practice is more substantial than with the other countries surveyed; namely, Malaysia, Singapore, Nigeria and Hong Kong.

Overall, there is a maintained interest and belief in concepts to which marketing orientation relates and this is in keeping with other mean scores attained by the other country nationals participating in this research, yet the UK cannot match up when it comes to putting marketing orientation into practice; the evidence is overwhelming. With the importance of marketing orientation to the UK economy, it is now necessary to discover why this disparity exists and then to make proposals to improve the programme of marketing education, thereby achieving increased levels of adoption of marketing orientation in UK employing organisations.

From the mean scores achieved, it can be seen that the Diploma programme of the UK Chartered Institute of Marketing is effective in confirming respondents' opinions and attitudes about marketing orientation, but it does not provide the vehicle, as yet, to make marketing orientation work in practice to the same level as the belief held in this fundamental business philosophy.

With reference to chart MO3 it is possible to observe the effect upon respondents' perceptions brought about by the course of marketing education undertaken. Among this UK sample the impact of the educational process has caused a series of shifts in perception. Map MO3 demonstrates clearly that:

1. previously held optimistic views have become even more optimistic;
2. previously held pessimistic views have become even more pessimistic.

The course as an intervening variable has therefore further confirmed the preconceived perceptions of the selected statements which, within this research programme, constitute a set of dimensions from which marketing orientation can be appraised. Chart MO3 confirms that the process of marketing education in the UK has achieved a reinforcement of entrenched views. Among the statements on the chart, of particular interest is the response to statement 7, which, as a position of retained pessimism, states that:

'Policies for customer service should be drawn up by the marketing department' (S7).

The mean scores achieved were as follows:

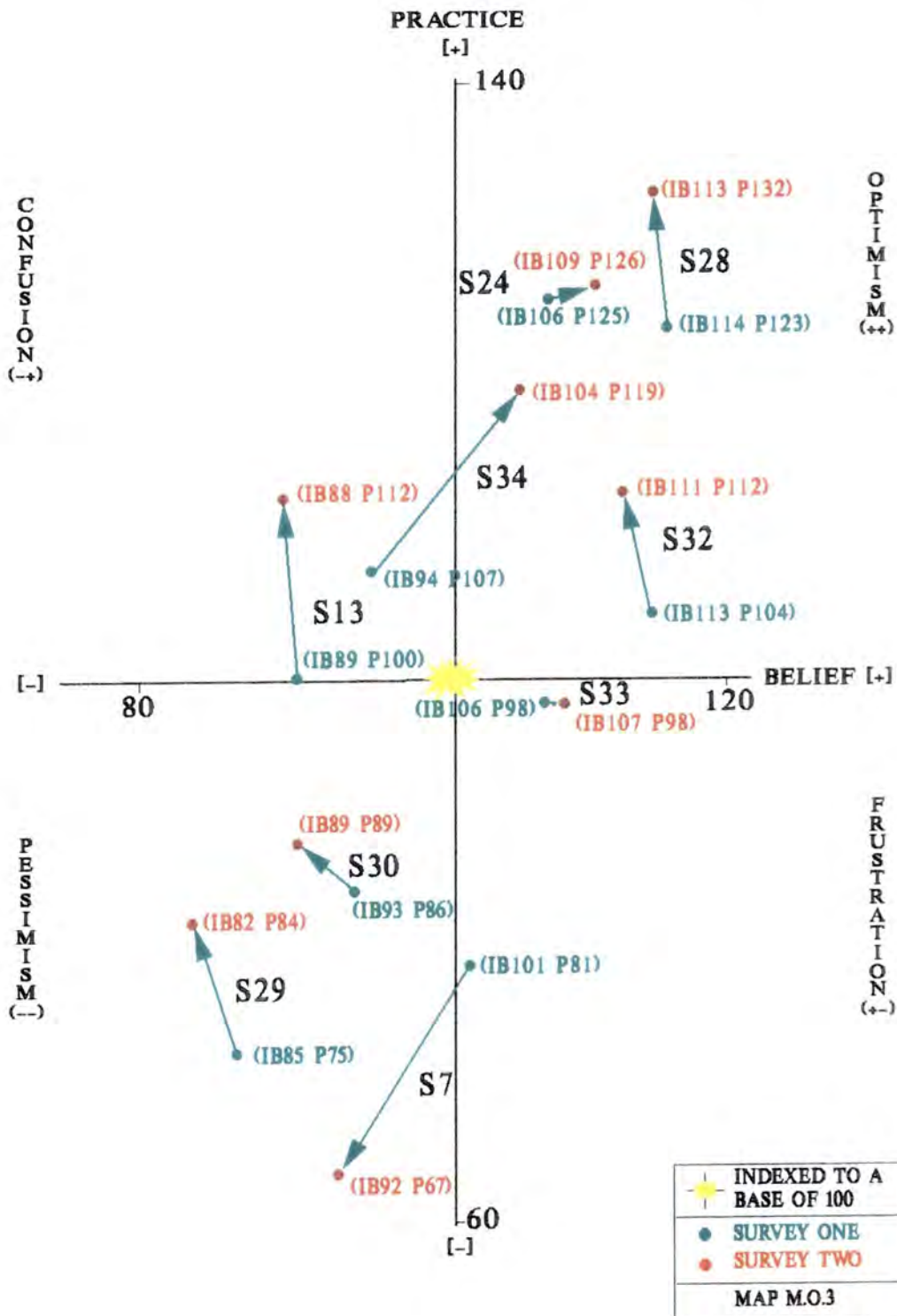
	Survey 1		Survey 2		Survey 3	
	Belief	Practice	Belief	Practice	Belief	Practice
Statement 7	86%	46%	78%	38%	84%	44%

The research has identified a weakness in the preparation of people for the marketing profession in that the understanding of and ability to apply marketing oriented customer service policies is an area of concern across all three stages in this research. This discovery has been explored further in the preceding section on statements of special interest. A more detailed analysis of the other statements for surveys one and two by their relative positions of optimism, pessimism, frustration and confusion is contained in appendix CS.UK1.

By contrast, survey three was conducted among an independent sample of UK post-qualified marketing practitioners and represents a control sample against which real world perception can be evaluated by those acquiring professionally qualified status

MARKETING ORIENTATION MOVEMENTS

UNITED KINGDOM
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



(surveys one and two). The results, with more detailed recordings for survey three, are in appendix CS.UK2.

There emerges a distinct view that the gap between belief and practice is considered to reflect the opinions of all involved in the marketing profession, from those commencing a course of study, those having followed a course of study recommended for marketing professionals by the Chartered Institute of Marketing, and among those who have acquired the qualification and are practitioners in the field of marketing. Survey four will reveal the reasons for this gap and the means considered necessary to bring belief and practice closer, thereby achieving improved levels of marketing orientation in the UK.

Although the collective position on mean scores for surveys one, two and three for belief and practice revealed a high degree of similarity in the UK, it is interesting to explore the actual gaps that exist between the control sample, survey three, and the perception of survey two respondents who have completed the course and who are preparing for their CIM Diploma examinations. It has been discovered that the impact upon the perception of marketing orientation through the course of professional marketing education causes bi-polar viewpoints that are more extreme among course members than those of persons already employed in positions as post-qualified marketing practitioners. It is thus suggested that exposure to the real world of marketing practice may cause previously held views to become subsequently modified. The evidence for this is conveyed in appendix CS.UK3, chart MO5.

To combine the three surveys in one chart provides the opportunity to examine both movement from survey one to survey two among the longitudinal sample and then also to compare the gaps in perception of belief v practice with the real world sample in survey three. This has been accomplished in map MO6.

It is interesting to note that the responses to each statement across the three stages of the research have achieved independent perceptions. This is verified by the fact that each triangle is independently situated in the chart.

Each triangle conveys:

1. the movement that has occurred between surveys one and two (the green line);
2. the gap that exists between survey two respondents and the real world position of survey three (the red line);
3. the gap that exists between the real world position, survey three and survey one, those embarking upon a course of professional marketing education (the blue line).

In all cases it is easily identified that there has been a shift in perception related to belief and application in practice between surveys one and two showing the impact upon the UK sample of the marketing course undertaken (the green line).

It is also apparent that there is a gap between this improved state of marketing education and the real world, also in the case of each statement.

Similarly this also applies, as shown by the blue line, between survey three and survey one respondents.

The general interpretation of these movements is that statements that were perceived as relatively optimistic at survey one have increased the optimism at the survey two stage, reinforcing the previously held standpoint, but at no time does the view held concur completely with those of real world qualified marketing practitioners in the UK.

For statements of relative pessimism, even though the course of marketing education has increased the perception of application in practice, this movement has not been substantial enough to remove the statements from the quadrant of relative pessimism. Yet again, previously held views are reinforced.

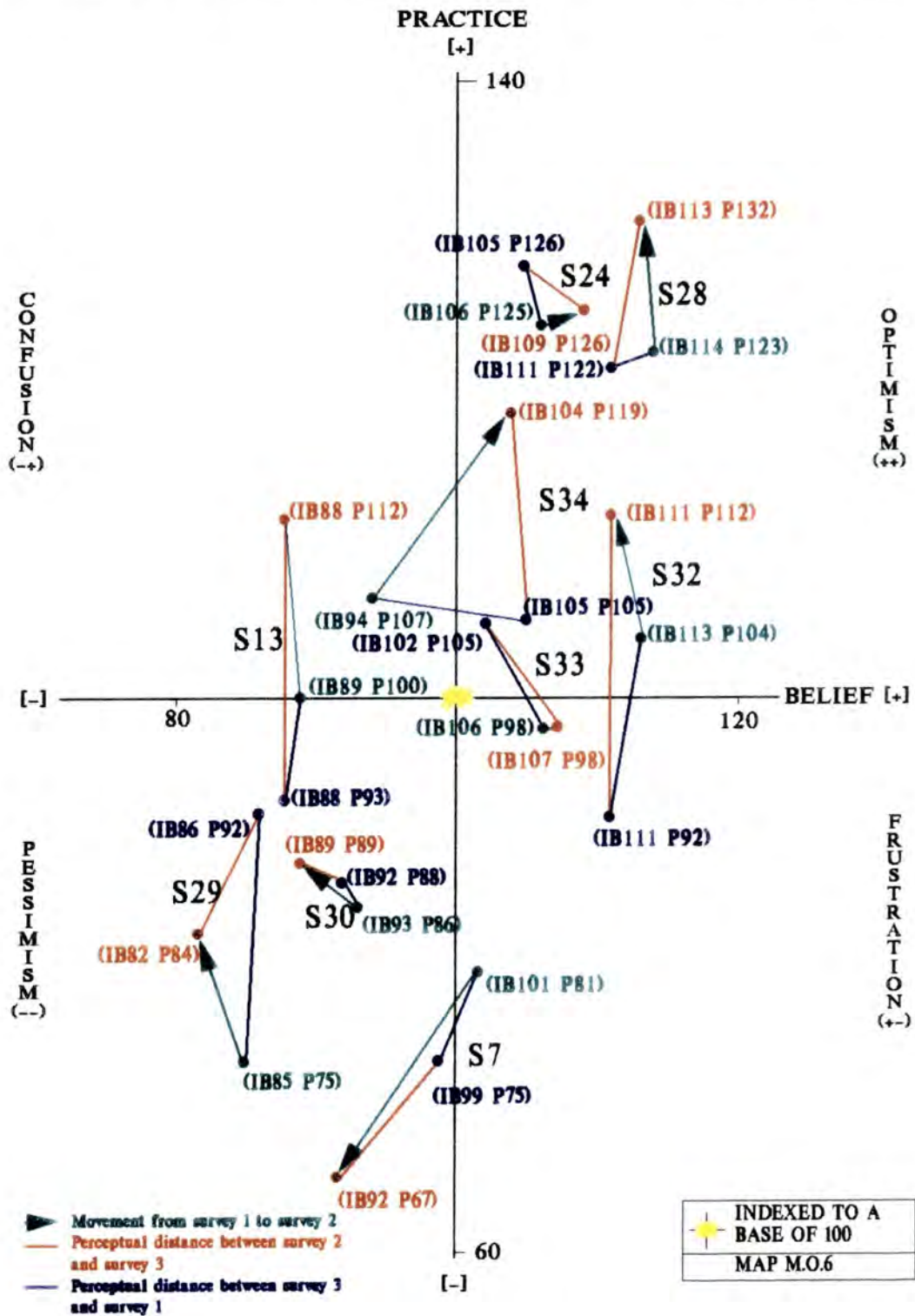
A particularly interesting phenomenon, which does not occur for map MO6 for other countries, is the independent position held by each separate statement, which confirms that the views for each statement, when treated together by respondents for surveys one, two and three, rarely concur.

Of particular interest is statement 32. This statement describes the 'essence' of marketing orientation. It claims that:

MARKETING ORIENTATION

DYNAMICS OF MOVEMENT
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UNITED KINGDOM
BETWEEN SURVEYS
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ALL STATEMENTS



'Marketing orientation is the adapted attitudes, structures and behaviour of organisations to achieve profit by making what the customer wants rather than selling what the company makes' (S32).

Considerable tension exists because qualified marketing practitioners in the UK claim this applies much less so in their employing organisations than perceived by survey one and survey two respondents. (The actual mean scores achieved were belief 74%, practice 54%). As verified by map MO6, the views of those in the longitudinal sample were much more optimistic.

Overall, beliefs held have been retained throughout the career development path of UK marketers and have not been affected to a great extent at all by exposure to a professional marketing education programme. This is conveyed clearly in the profile of belief in appendix CS.UK4.

Generally, the real world position of survey three on the application of these statements in practice lies within the range of views held by respondents to surveys one and two, and it cannot be claimed overall that UK practitioners have views across these statements that are more or less optimistic than for those respondents who are in the process of attaining a professional marketing qualification. (Reference can be made to appendix CS.UK5 to attest this).

MARKETING ORIENTATION

NIGERIA

Nigerian nationals have given a high level of support to belief in marketing orientation across all three surveys.

The mean scores gained for belief were as follows:

Survey 1	Survey 2	Survey 3
87%	89%	90%

Yet this belief is not matched completely by the perception of and ability to apply the concepts surrounding marketing orientation in practice.

The mean scores achieved for application in practice were:

Survey 1	Survey 2	Survey 3
76%	75%	75%

In Nigeria, the gap between belief and practice ranges from 11% among pre-course nationals to 15% for post-qualified marketers. This modest gap demonstrates high levels of commitment to marketing orientation principles and practice of marketing in Nigeria. Moreover, this commitment stretches further. The claimed application of marketing orientation in practice and the anticipation of its application in practice is also high. It is interesting that almost 90% of all Nigerian respondents claim to believe in the process of marketing orientation and furthermore, 75% claim that it is being adopted in their employing organisations. It is clear that the longer term service to Nigerian economic development attributed to professional marketing education should not be undervalued. The high level of regard in practice to marketing orientation also demonstrates the extent to which new ideas, when understood, are then more willingly adopted than in the United Kingdom.

Even though the collective mean scores of surveys one and two for belief and practice, treated as independent variables, have little in the value to distinguish them, each of these mean scores is achieved by the summation of the nine independent statements selected for marketing orientation.

The movement that has taken place in perception as a result of exposure to the course of professional marketing education is examined. Surveys one and two comprise a longitudinal sample. The series of perceptual movements that have occurred is shown in map MO3.

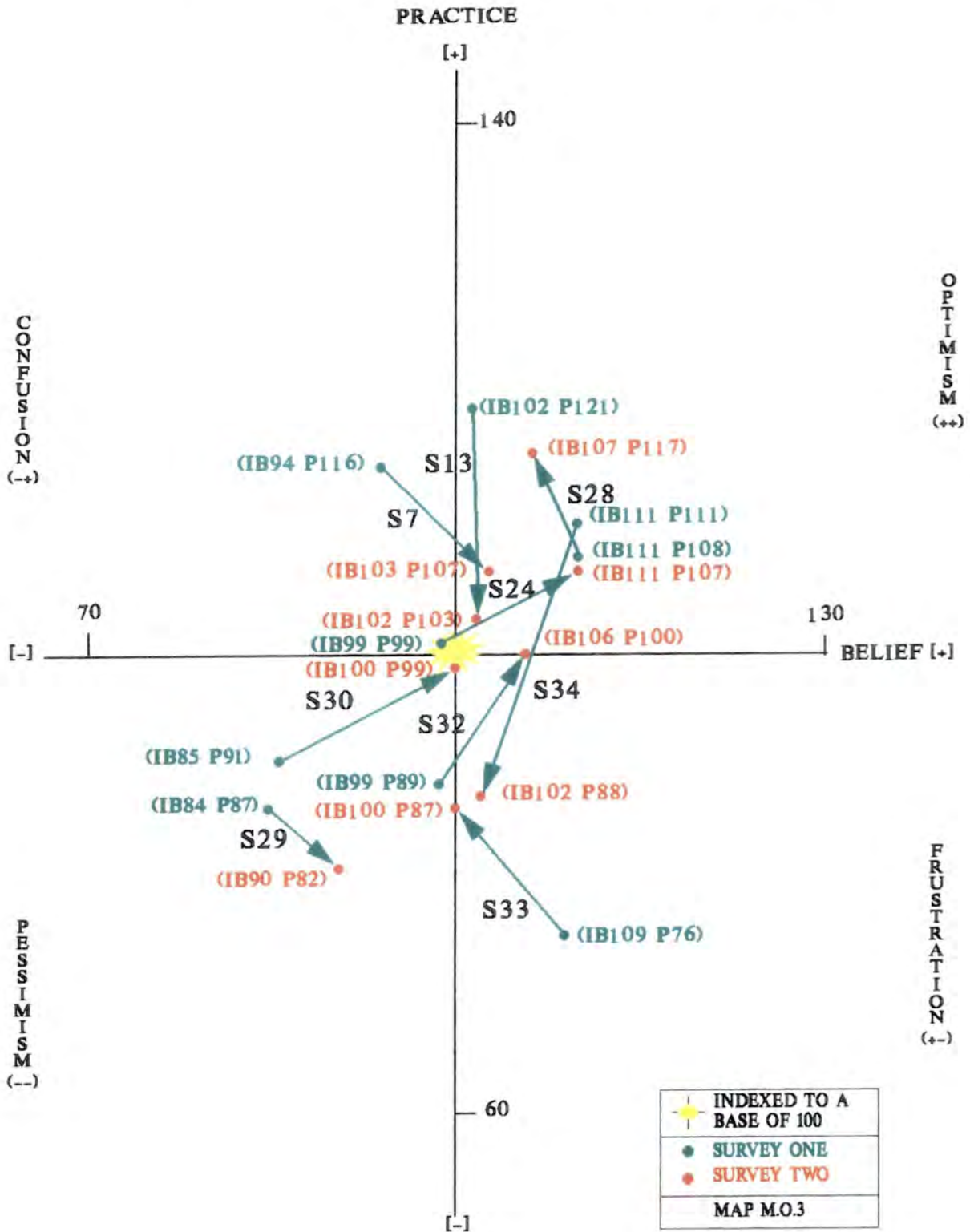
In the case of the UK map MO3 it was clear that the course had reinforced existing values of optimism and pessimism, yet in Nigeria this is not so clearly the case. Five statements have achieved improved scores and four have achieved reduced scores. Yet these increases and decreases are not to reinforce previously held views but to change them across the quadrants of optimism, pessimism, frustration and confusion. However, there is no residual relative confusion as a result of the changes in perception. Clearly the impact of the course has achieved considerable adjustment for the views previously held about marketing orientation. The impact as observed in map MO3 has been dramatic. The detailed analysis of each movement is contained in appendix CS.N1. For the Nigerian sample the impact of the course as an intervening variable has produced a considerable realignment of views about marketing orientation. The research programme then focused, through survey three, upon a post-qualified sample of marketing practitioners in Nigeria and represents an independent sample of respondents. As these respondents represent the real world view, it is treated as a control against which the perceptions of respondents in surveys one and two can be compared.

Among the respondents to this survey it is indeed reassuring to record such high scores for both belief in the multiple concepts of marketing orientation and the fact that these are claimed to apply in practice by 75% of those surveyed.

The gap between belief and practice overall amounts to 15% of those who believe in marketing orientation and claim that it applies in their employing organisations. The professional messages of marketing orientation have been received, believed and, among the majority of practitioners, perceived to be put into practice in Nigeria as a developing country. The detailed recordings are shown in chart MO4 in appendix CS.N2.

MARKETING ORIENTATION MOVEMENTS

NIGERIA
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



Although the collective perception of a marketing orientation among Nigerians is similar for belief v practice across surveys one, two and three, it is worthwhile to explore the actual gaps which exist between the control survey, survey three, and those acquiring professionally qualified status in survey two. This has been undertaken for each statement. The detailed analysis is shown in appendix CS.N3. Of particular interest again is the area of customer service policy determination. The marketing student believes fully that this is a responsibility of the marketing department; yet 'real world' Nigerian marketing practitioners claim this is less so the case, although they also believe it should be. This dilemma has been explored earlier in the thesis. The gap of perception in practice of statement 29 was also of interest. This statement claims that companies need to be marketing oriented to achieve profits. The belief and dedication to the cause of marketing to produce profits is much higher among post-qualified Nigerian marketers than their student counterparts. This is an important finding in relation to the role marketing should play in contributing to the economic development of the country. The claim among Nigeria's qualified marketers was also higher again for statement 32, the most definitive of statements on marketing orientation – reassuring us that qualified marketing professionals in Nigeria are practising what has previously been preached prior to their attaining professional qualified status.

The position across the three surveys is summarised in map MO6.

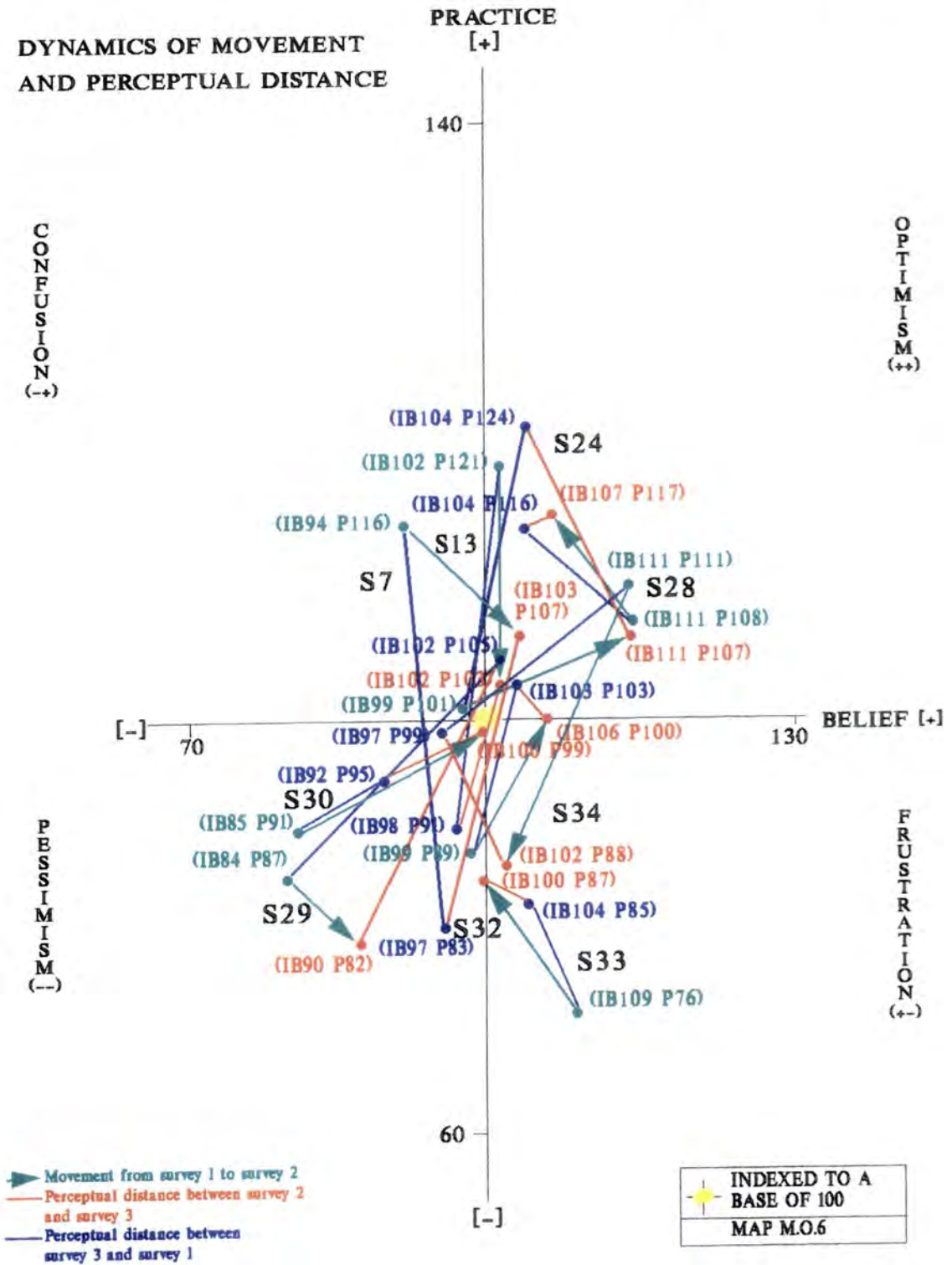
Combining the three surveys, map MO6 shows the movements from survey one to survey two and the respective gaps in responses for each statement between survey three and the other two surveys. The impression created is of a series of overlapping triangles. This is a marked contrast to UK map MO6, where the views to each statement are almost mutually exclusive in response and perceptual distance. Here the perceptual mapping generally shows a high degree of commonality of viewpoint on the theme of marketing orientation and this has been clearly supported through earlier analysis. The very distinct positions of statements 33, 24, 29 and 7 reflect observations made earlier in this section and reported in appendices CS.N1 to CS.N3.

Marketing is reportedly working more in Nigeria than even Nigerian students of marketing studying in the UK believe. This implies that in Nigeria the understanding

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BETWEEN SURVEYS
ONE, TWO AND THREE
ALL STATEMENTS

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of market forces is the basis for successful marketing action and therefore Nigerian marketers are in tune with market needs and are capable of responding to them. This indeed is an interesting finding for the marketing profession and may explain why there has been so much interest in terms of managers' career development through professional marketing education.

A profile of belief for each statement of marketing orientation is shown in appendix CS.N4. This shows that the level to which Nigerian nationals are prepared to believe in marketing orientation improves as a result of both the course undertaken and exposure to marketing in practice.

By treating practice as an independent variable a profile for Nigerian nationals has been determined and displayed in appendix CS.N5. The most important feature of this profile is that in certain statements the course of professional marketing education has caused survey two respondents to take a more optimistic view of marketing in practice than those who are in Nigeria as qualified marketers. The converse is also in evidence where qualified practitioners from survey three claim a higher level of application in practice than their counterpart course participants.

The overall position within Nigeria for belief in and perceived application of marketing orientation in practice remains optimistic.

MARKETING ORIENTATION

MALAYSIA

Overall the support for marketing orientation among Malaysian nationals was very high indeed. Well over 90% of all respondents at each stage of the research gave support to the belief in marketing orientation. Among those preparing for professionally qualified status and among practitioners who are already qualified marketers, there is little dissent in the commitment to this concept so vital to effective marketing.

This is witnessed by mean scores achieved for belief, which were as follows:

Survey 1	Survey 2	Survey 3
92%	94%	93%

There is clear evidence to demonstrate that this level of belief in marketing orientation and the ambition to apply it in practice are not matched. The mean scores achieved for perception of the actual practice of marketing orientation in Malaysia-based companies now reveal a different set of perspectives.

Survey 1	Survey 2	Survey 3
80%	84%	74%

Clearly, the enthusiasm demonstrated about perceived application in practice among those embarking upon a Diploma course (survey one) and among those who are preparing for the examinations (survey two) is not matched by Malaysian real world qualified marketing practitioners (survey three).

By viewing the responses to belief and practice together across the three surveys, the gap widens progressively from the outset of respondents' marketing studies to a 19% gap among real world practitioners.

The mean scores achieved for surveys one and two show that views about the practice of marketing orientation are marginally affected only by the course of professional education undertaken. Nevertheless, the general position in Malaysia is most encouraging.

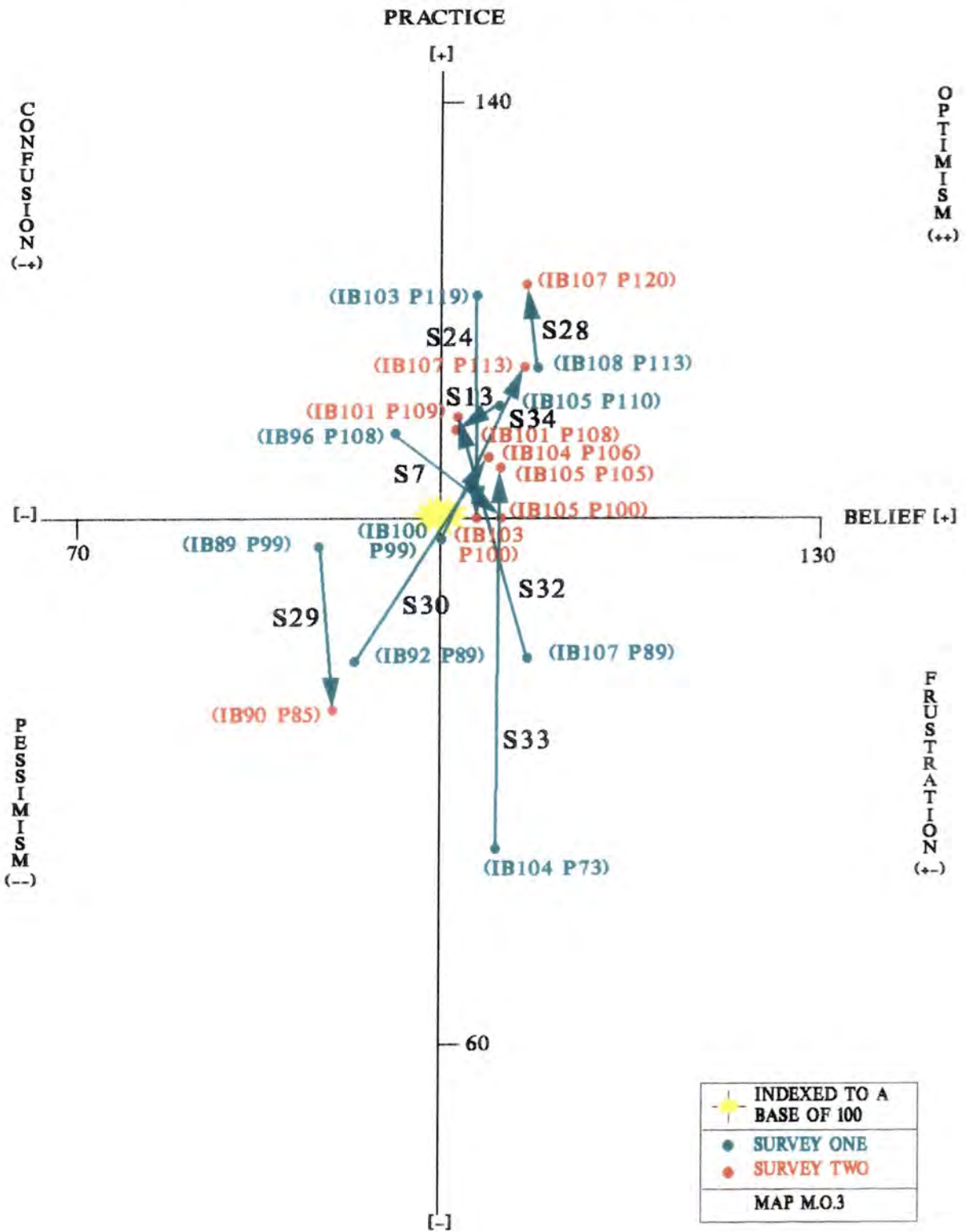
Despite the gap between belief in the ideal state of marketing orientation and the ability to reconcile this completely in Malaysian companies, some three quarters of marketing practitioners surveyed claim that marketing orientation is at work in their employing organisations. This is clear evidence of the important role performed and value attached to marketing orientation in the trade and commercial development of Malaysia as an emerging nation in the Asia-Pacific rim.

It is important to remember that this position has been achieved by the collective reference to a set of statements chosen to represent selected dimensions of marketing orientation. Reference to appendix CS.M1 will reveal the position for the independent statements. Of particular interest are the movements in perception of belief and perceived application in practice as a result of the course of professional marketing education. These are conveyed visually in map MO3. The general tendency is for increased levels of optimism for the statements, arising from the heightened perception of the statement's application in marketing practice, as a result of the interventions brought about by the course of professional marketing education. This is a marked contrast to the reinforcement of previously held views by the UK sample and a substantial realignment of perspective in the case of Nigerian nationals. From the map the positive movements to achieve higher levels of relative optimism are most noticeable for statements 33, 32, 30, 34 and 28. From map MO3 the positive movements that have achieved higher levels of relative optimism are most noticeable for statements 33, 32, 30, 34 and 28 and even the previously held views of relative confusion for statement 7 have been rectified. The impact upon the perception of the dimensions of marketing orientation contained in the statements has been substantial. This can only be attributed to the course of professional marketing education. These views must now be compared with an independent sample of post-qualified Malaysian marketers to compare these revised perceptions with the real world position.

Of special note in this comparison is the difference recorded between the mean scores for survey three and those for surveys one and two. Survey three marketing practitioners have a less optimistic view of application of the statements in practice than their counterparts who are in the process of studying for the professional marketing

MARKETING ORIENTATION MOVEMENTS

MALAYSIA
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



qualification. These observations are examined in more detail in appendices CM.M2 and CM.M3.

The position across the three surveys is summarised in map MO6.

Map MO6 conveys the respective positions for each statement in terms of triangles connected by the responses received for the three surveys. Therefore, movement from surveys one and two can be considered as well as gaps between the control survey, survey three, and the other two surveys.

The discoveries of particular interest for the Malaysian nationals are the isolated, yet optimistic, position of statement 28, where there clearly is a consensus of viewpoint over the three surveys that 'marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental changes.' The areas of resistance implicit in this statement will be discussed with the findings to survey four.

The larger triangles for statements 33, 29 and 30, show a more disparate set of views where there is evidence of potential tension between the views held by the longitudinal sample at both stages of their course (surveys one and two) and post-qualified practitioners at survey three. The distinct position of statement 33 shows the difference in the perceived application in practice as a result of the course, and the views held by qualified practitioners are more in line with respondents at the beginning of their course than at the end.

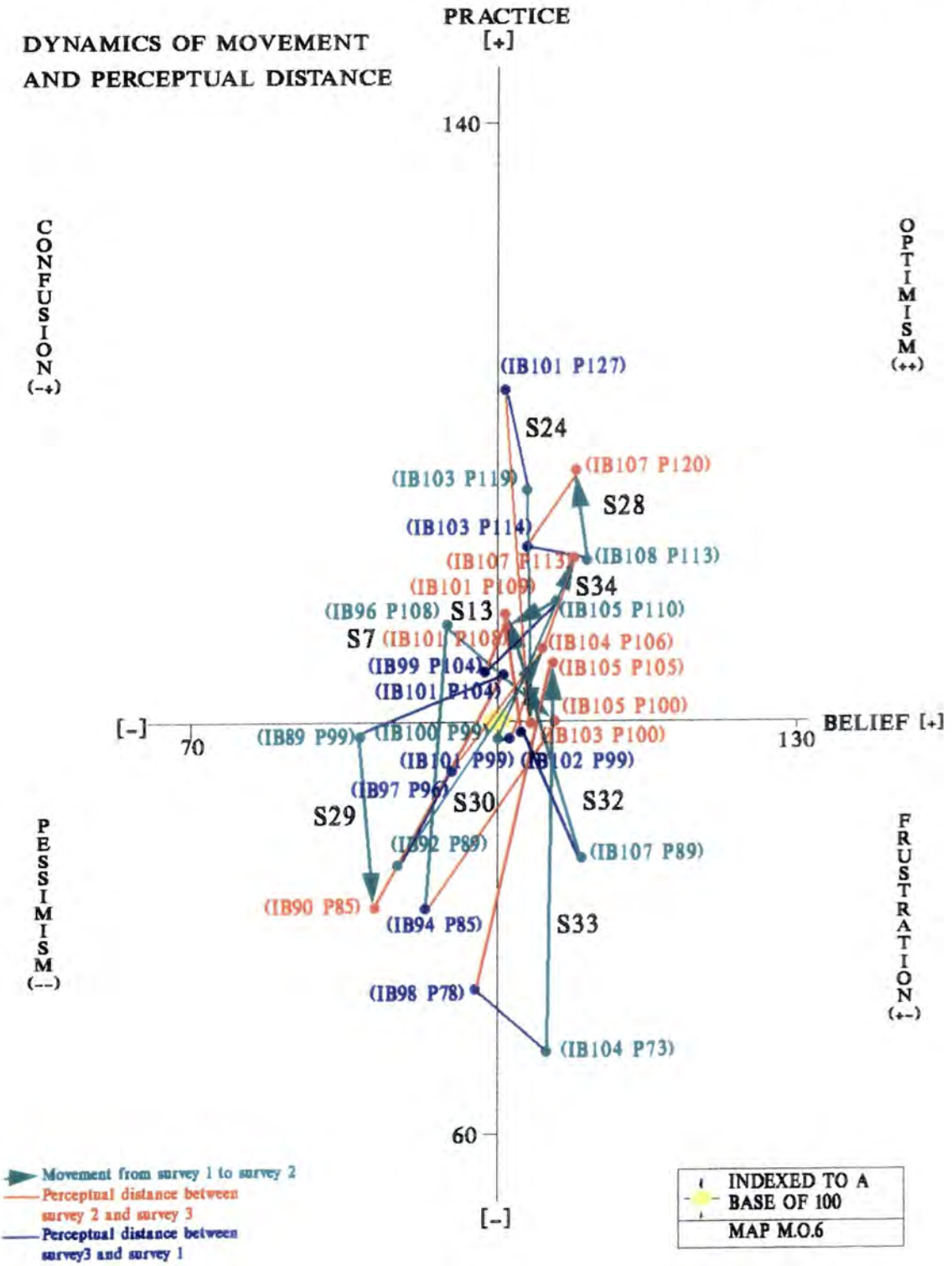
The central theme of statement 33 concerns 'know-how'. That knowledge of how to apply the marketing concept is essential for marketing practice. Practitioners in Malaysia are implying that knowledge of what the marketing concept is one thing and something they all believe in but knowing how to apply it in practice is less easy. It is a fundamental point that there is a substantial difference between 'knowing what' the concept is and 'knowing how' to apply it in practice.

In Malaysia there is a high level of support for the statements surveyed in terms of respondents' beliefs in them. Appendix CS.M4 outlines a profile of responses attained.

MARKETING ORIENTATION

MALAYSIA
BETWEEN SURVEYS
ONE, TWO AND THREE
ALL STATEMENTS

DYNAMICS OF MOVEMENT
AND PERCEPTUAL DISTANCE



Survey three marketing practitioners employed in Malaysian companies tend to take the central position in this profile, with few fluctuations in response between statements. The maturity of exposure to corporate marketing life has served to influence opinions. Those who are yet to attain the qualification tend to take slightly more extreme viewpoints.

However, by consulting map MO8 in appendix CS.M5 a very different set of relationships is exposed when the dimension of practice is examined separately. The more pessimistic views held by the sample of post-qualified marketing practitioners is very clearly demonstrated. It could be proposed that there has been a reversion process among Malaysian qualified marketers, who at the stage of attaining a professional qualification have high ambition to apply the knowledge attained in practice only to find that in the world of post-qualified employment the application in practice may be more difficult than previously imagined and hence perceptions held revert to those which prevailed before the commencement of marketing studies. This in fact may be a common experience in management education.

MARKETING ORIENTATION

SINGAPORE

Among Singaporean nationals the strength of conviction towards marketing orientation by way of belief is high. This belief has been maintained throughout the programme of education followed and has increased marginally among those who are already qualified and practising marketing.

The mean scores achieved for belief in all statements relating to marketing orientation were as follows:

Survey 1	Survey 2	Survey 3
89%	89%	92%

The support for belief held in marketing orientation was not matched to quite the same level with the perception of it being applied in practice.

The mean scores recorded for the perception of marketing orientation in practice in Singaporean organisations were as follows:

Survey 1	Survey 2	Survey 3
76%	76%	69%

An interesting point here again is that the identical scores for survey two with survey one suggests that the programme has had no impact at all on respondents' perception of the application of marketing orientation in practice. The insight held at survey one has simply been maintained.

There is clear evidence that a gap exists between belief in marketing orientation and the extent to which it is perceived to apply in practice. This view is held by those who have embarked upon a programme of professional marketing education leading to the qualification awarded by the UK Chartered Institute of Marketing.

This gap between belief and practice widens with post-qualified exposure to the real practice of marketing in Singapore. Despite the gap, the reasons for which will be explained in survey four, there still remains a relatively high level of recognition among respondents of marketing orientation being practised in this country, a country at the hub of the ASEAN trading bloc, which depends on effective marketing for further economic development and long term survival.

Management education and training is a high priority nationally for the Singapore government in its quest to achieve developed economic status. Professional marketing education is therefore accorded high status. This in turn lays the foundation stone upon which companies who have employed or are now seeking to employ qualified marketers will be in a position to become more marketing oriented. This is a matter of not only corporate but national priority.

The nature of the gap between belief and practice needs to be discovered so that the factors of resistance which inhibit the adoption of the marketing oriented concepts need to be fully understood so that change in business philosophy can be effected more confidently in the future.

From this overall perspective of marketing orientation, it is now pertinent to examine more closely the nine statements that have together enabled these findings to be accomplished.

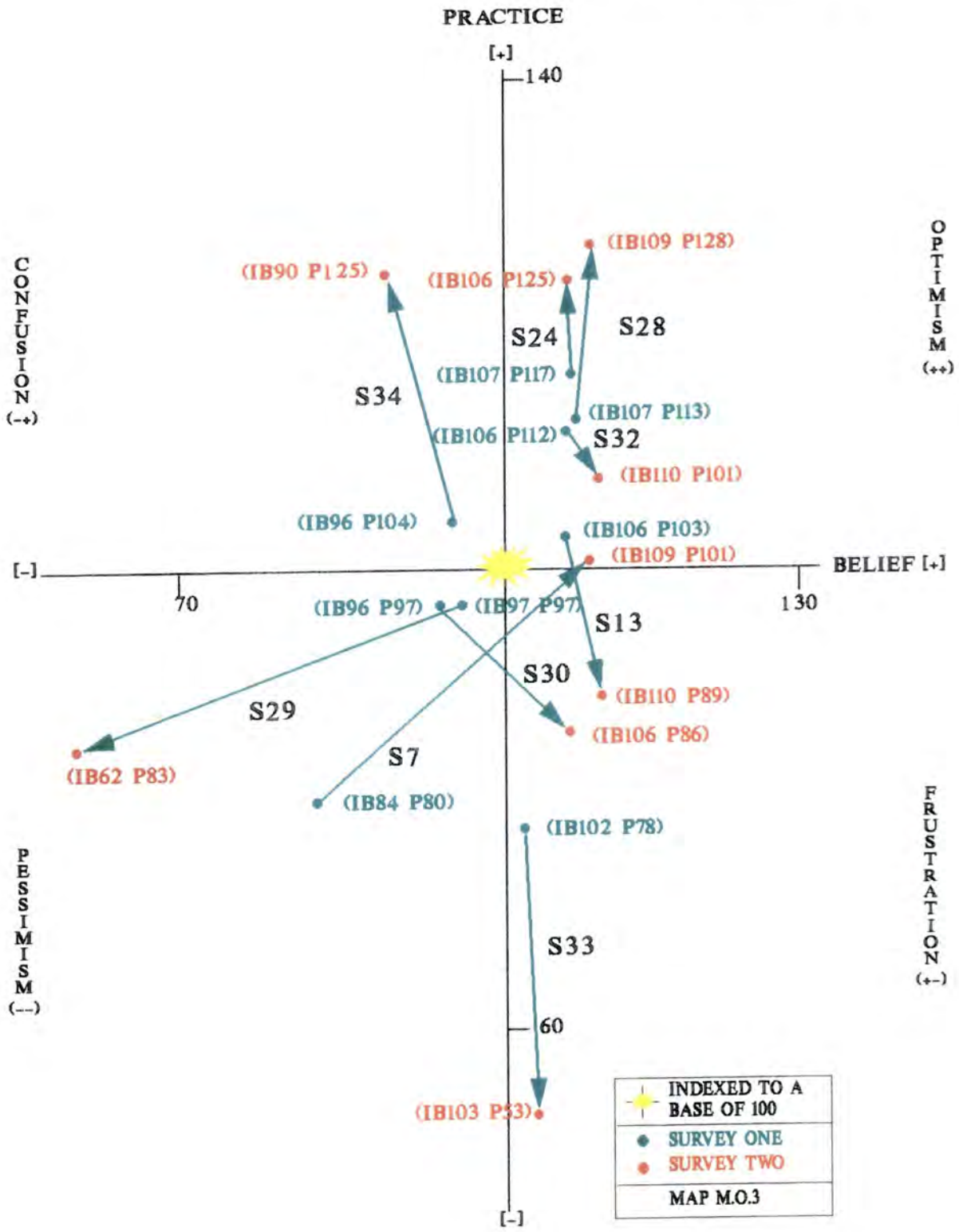
Treated independently the responses attained have been displayed on maps MO1 and MO2 in appendix CS.S1. Map MO3 features the movements that have occurred as a result of the programme of study and it is these which will now be discussed.

The effect of the course of professional marketing education in general has created more extreme views than previously held. From map MO3 the direction of the lines indicates movements away from the central position to more extreme positions. From the discussions of the effect of the course upon UK, Nigerian and Malaysian nationals so far it can be seen that the impact created has caused a different effect in each national culture. In Singapore the movements created are most distinct.

In the case of the optimistic viewpoints held these have mainly been reinforced, indicating higher levels of perceived application in practice. The effect of the programme has also produced insights of increased relative frustration where the perceived application in practice has reduced despite high levels of belief being maintained. The reality of application of practice has 'dawned' on the Singaporean

MARKETING ORIENTATION MOVEMENTS

SINGAPORE
FROM SURVEY ONE TO
SURVEY TWO
ALL STATEMENTS



sample as a result of exposure to the educational process. This more cautionary perspective is displayed also in the quadrant of relative pessimism.

As shown in appendix CS.S1 the movements tend to reflect the trading culture in Singapore quite clearly. In particular, statement 7 is of particular interest. Statement 7 claims that 'policies for customer service should be drawn up by the marketing department' and has remained contentious throughout the research programme.

The UK, Nigeria and Malaysia have all demonstrated difficulty with this statement. Yet Singapore, where as a nation the concept of service is so very high, and one upon which economic growth depends, have produced a marked shift in perspective as a result of the course. Singaporeans attending the marketing course see clearly that policies for customer service are within the remit of the marketing department.

Map MO4 in appendix CS.S2 displays the responses received from survey three. Overall, there is a 23% gap between belief held in marketing orientation and the application of it in practice. This demonstrates that there are certain internal difficulties within a proportion of Singapore companies who have not allowed marketing orientation to change the more traditional ways of conducting business. Even though the belief is confirmed, the marketing qualifications are achieved, the knowledge has been attained, there is a residual resistance in organisations to permit belief to be matched with practice.

An interesting dimension to explore is the position between survey two respondents at the pre-examination stage with post-qualified Singaporean marketers. The detailed position is contained in appendix CS.S3 where map MO5 depicts clearly the set of perceptual gaps between these two groups. Qualified marketers have a much closer consensus of opinions, having been exposed to the intervening variable of real world marketing practice after qualifying than the more widely scattered and somewhat extreme views held by those completing a course of marketing education. Exposure to the direct experience of marketing in Singapore has clearly conditioned and moderated the views held about marketing orientation as believed and as practised.

A summary of the responses to the individual statements is contained in map MO6. It is interesting to note that the triangles are more independently distinct, following a similar pattern to the UK, than those for Malaysia and Nigeria. This clarity is accounted for by the respective positions of the plotted responses for each survey.

From the map, the blue dots of survey three tend to concentrate towards the intersection of the x and y axes, i.e. they conform towards a mean position, more so than for survey one or survey two.

The more extreme points, the red dots, represent the views held by survey two respondents at the pre-examination stage. This demonstrates that the course has produced a heightened awareness of the dimensions of marketing orientation contained in the statements, but has led to more extreme views being held.

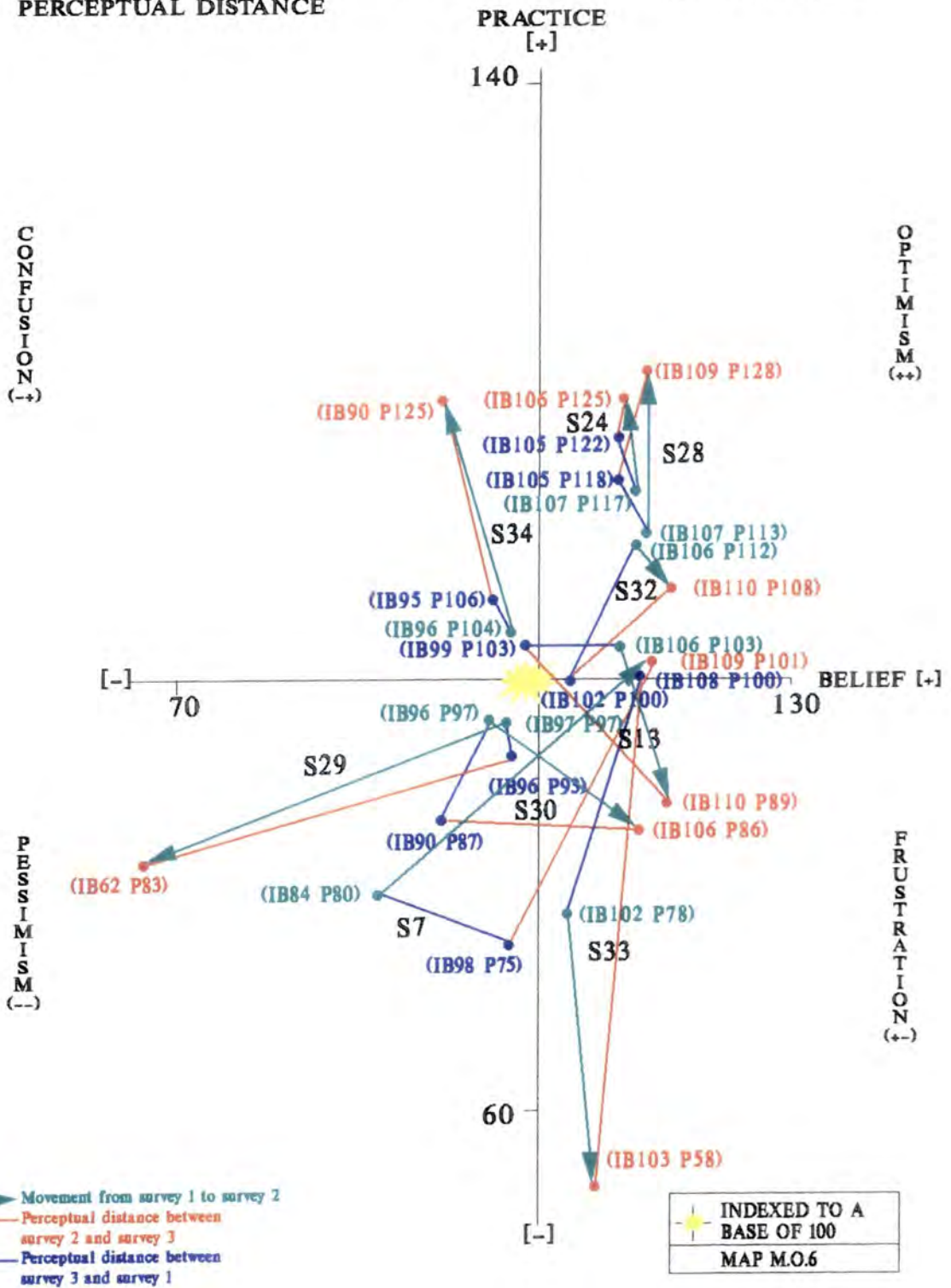
The third dot, to form each triangle, is the green dot representing the position at the commencement of the marketing course where views held tend to conform more towards a mean position. The dominant position of statement 33 which has retained a position of relative frustration is most noticeable. This is particularly revealing because it reveals the need to know how to apply the marketing concept in practice in Singapore. This again extends the debate for the need for 'know-how'. The ubiquitous statement 7 concerning customer service policy determination spans the quadrants of pessimism and frustration and has been reviewed in the section of statements of special cross-cultural interest. Statements 28 and 32 remain relatively optimistic, a discovery manifest in most countries surveyed.

To return to the independent variables of belief and practice as separate entities, appendices CS.S4 and CS.S5 profile these in detail for Singaporean respondents in maps MO7 and MO8 respectively. The belief held has been recorded at a high level, yet within this collective position the scores for individual statements are more conformist among survey three respondents and survey one respondents than among those who have recently acquired new marketing knowledge as a result of pursuing a course of professional marketing education. This is an observation that has been encountered among other country nationals as well as among Singaporean respondents and shows

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SINGAPORE
BETWEEN SURVEYS ONE
TWO AND THREE
ALL STATEMENTS

DYNAMICS OF MOVEMENT AND
PERCEPTUAL DISTANCE



that the course has produced a level of distortion in comparison with real world marketers.

The separate variable of application in practice demonstrates a very clear picture indeed from the profile displayed in map MO8 (appendix CS.S5). It reinforces the discussion of the triangles earlier in this section and shown in map MO6. Post-qualified Singaporean marketers have a much less enthusiastic set of values about the application of marketing orientation in practice than among those who are embarking upon professional marketing education.

MARKETING ORIENTATION

HONG KONG

Despite the substantial support from all three surveys to belief in marketing orientation in Hong Kong, there exists a lag in perception between belief and practice in the minds of those embarking upon a professional marketing qualification which is confirmed by those in the real world of qualified marketing practice in Hong Kong. This suggests that there are processes at work which perceive an inhibition or reluctance to practice what has been preached and also believed in.

The mean scores obtained for belief in marketing orientation were as follows:

Survey 1	Survey 2	Survey 3
86%	86%	91%

and for perception of marketing orientation in practice:

Survey 1	Survey 2	Survey 3
70%	83%	74%

The process of professional marketing education has produced a level of distortion among Hong Kong nationals about the reality of marketing orientation in practice in Hong Kong, such that pre-examination candidates (survey two) perceive little difference between belief and practice in the real world. This 'blind faith' will become modified when increased exposure is received and newly qualified marketers join the group of post-qualified marketing practitioners where these views are not shared or experienced.

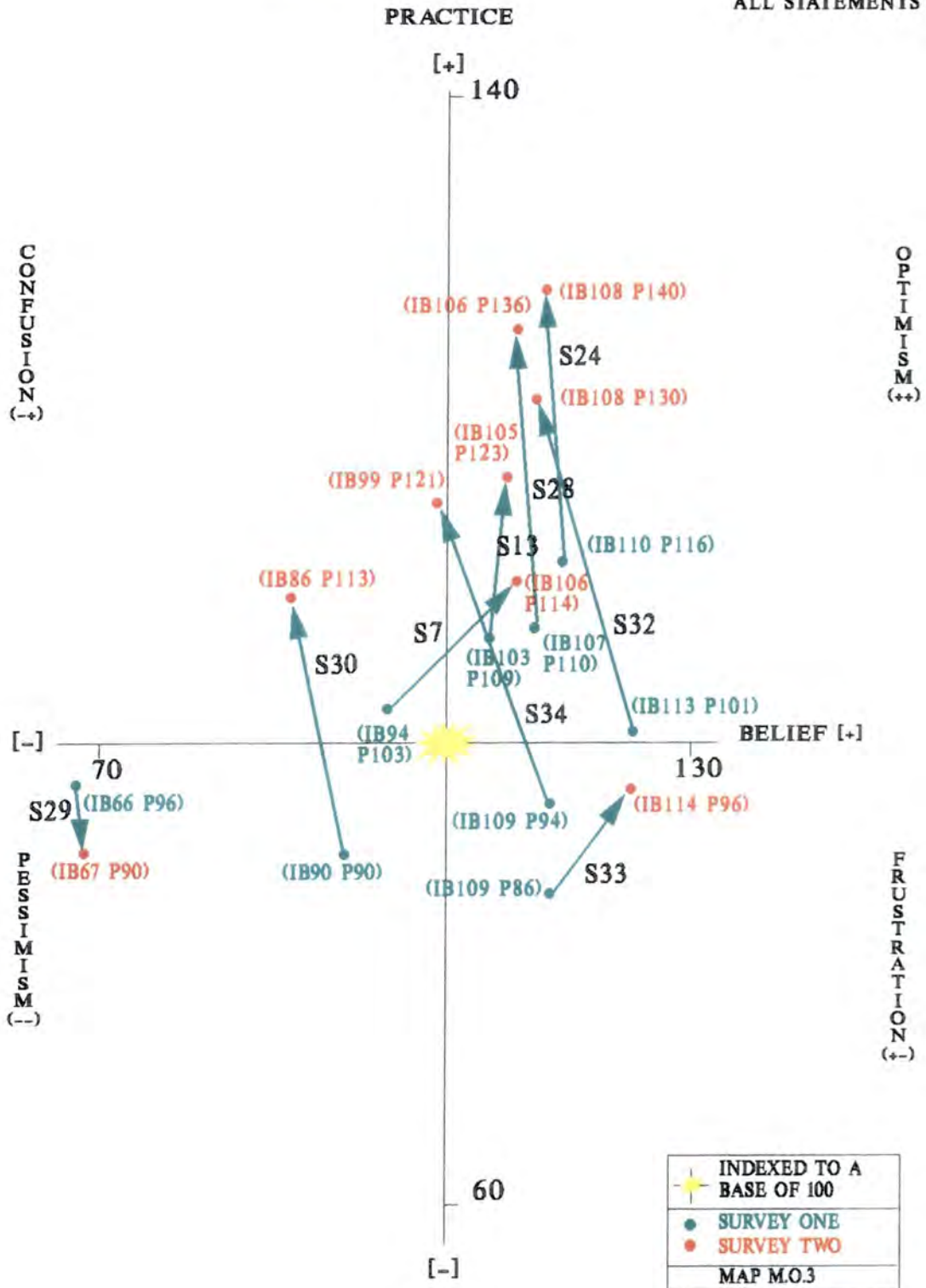
Yet overall the position globally remains encouraging despite the cloud of 1997 and the associated implications in the forefront of marketers' minds in Hong Kong.

To consider the individual responses to the statements of marketing orientation, maps MO1 and MO2 should be consulted to obtain an insight of the respective positioning. These are contained in appendix CS.HK1. A summary position across the two surveys is reflected in map MO3. The map conveys the movement that has occurred as a result of exposure to the course of professional marketing education.

Yet again the impact of the course has produced a different effect from the other countries surveyed. Here there is a clear drive towards increased levels of optimism

MARKETING ORIENTATION MOVEMENTS

HONG KONG
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



for virtually all statements. The move is substantial as shown by the length of the green lines in map MO3. Furthermore, virtually all arrows are unidirectional, confirming the more optimistic view of the workings of marketing orientation in practice in Hong Kong. This interesting effect can only be attributed to the educational process as the intervening variable in the experiences of Hong Kong respondents during the period of the research.

Among post-qualified Hong Kong marketers the gap between belief and practice among qualified Hong Kong marketers is 17% – a noticeable difference from the views held among survey two respondents, who achieved a gap of just 3%. This distinct gap reflects again on the ability of members of the marketing profession to achieve marketing orientation in their employing organisations (appendix CS.HK2, map MO4).

It is reassuring that nearly three quarters claim it is applied in their businesses, but there still remains a task to be achieved to strike a match between belief and practice in commercial life in Hong Kong.

In appendix CS.HK3 reference to map MO5 provides a clear view of the set of perceptual gaps between survey two and three samples. The appendix reveals, as in the case of Singapore, that professionally qualified marketing practitioners have less radical views than those who have yet to achieve qualified status. The perceptual gaps are really quite distinct, as shown in the length of line and the locational points displayed in map MO5.

Arising from these perceptual gaps, a development of this research is to propose that a debate could effectively be held among the survey two sample and the survey three sample as to whether the course gives sufficient guidance on how to apply the marketing concept in practice. If this mechanism for discovery is held before the outset of marketing education, then the intention to join the profession may be modified. This may in fact be the case in most professions. To know what it is really like in comparison to the self-knowledge held could be invaluable.

With the prevailing business culture in Hong Kong of sales orientation, the pressure on short term profit is immense especially with the anxiety of the impending acquisition by China in 1997 and the pressure on the commercial sector during the years leading up to 1997.

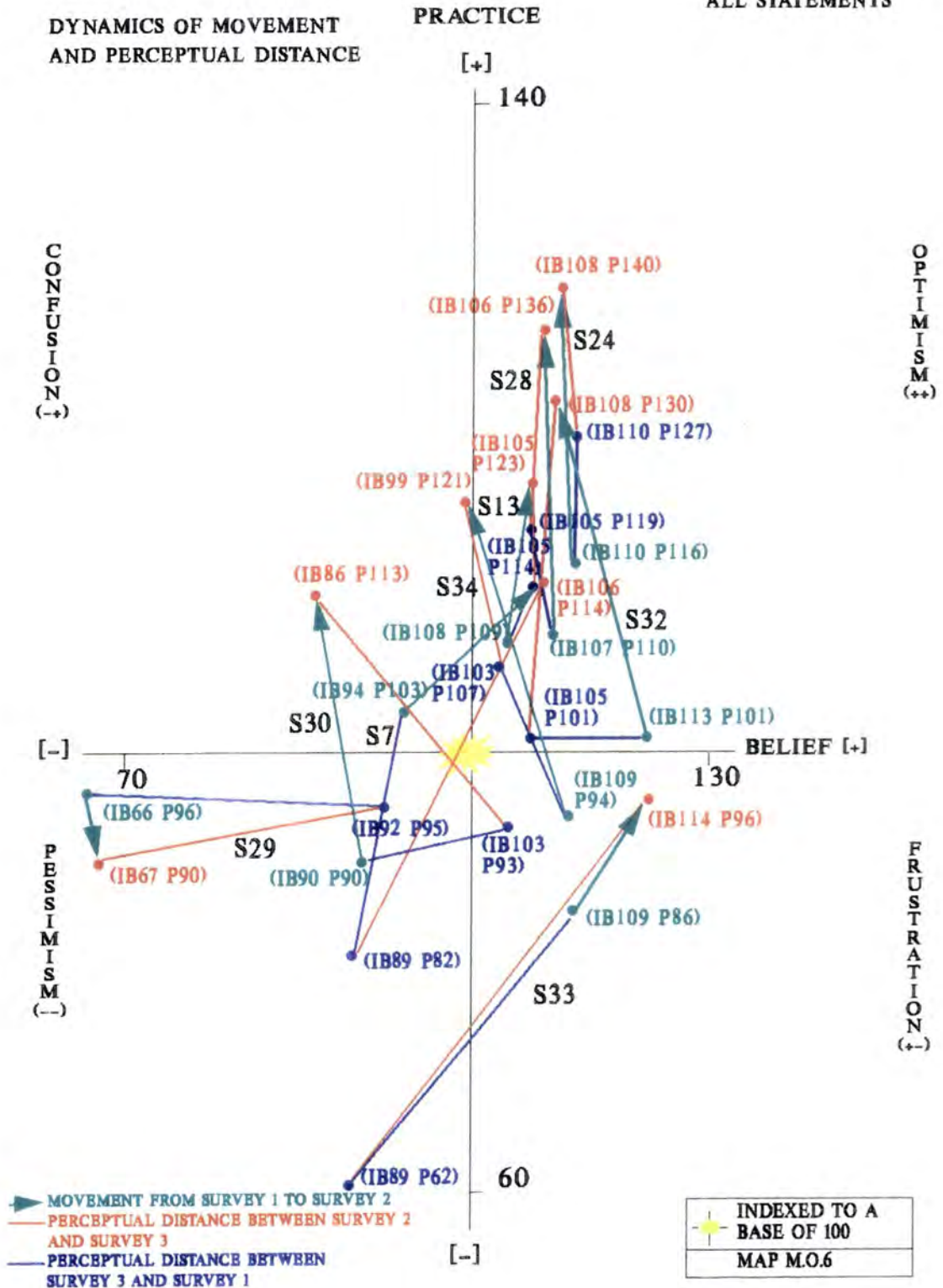
The combined results of the three surveys are displayed on map MO6, which serves as a summary of the detailed results given in the appendix.

The optimism of survey two respondents is again reflected, with the more conservative position of the more experienced post-qualified practitioners and compared with the starting point of those embarking upon their professional marketing education. Statements 32 and 28 retain a position of relative optimism. Statement 7 shows real perceptual differences between the three groups. These have been examined at an earlier stage in the tests. The polarity of opinion for statement 33 is most marked and this again reflects the issue of 'know-how' that has been discovered in other countries, i.e. that there is a distinct difference in what the course provides as essential knowledge on 'what' the marketing concept is and the know-how needed to make it work in practice.

Profiles of responses are displayed in appendices CS.HK4 and CS.HK5. Survey three respondents overall had higher levels of belief in the designated statements than respondents from surveys 1 and 2. This is indeed interesting because survey three participants, after a period of post-qualified exposure, still retain high levels of support for marketing orientation. The gap that prevails between belief and practice is again revealed when the profile of practice is examined in appendix CS.HK5. In this appendix map MO8 conveys the respective position taken for each of the three surveys. The post-qualified marketer has taken a midway position between survey one and survey two responses across most statements. This conveys that the real practice of marketing orientation in Hong Kong is at a higher level than perceived by people embarking upon a professional marketing qualification course, but less so than their conveyed ambitions at the immediate pre-qualification stage.

MARKETING ORIENTATION

HONG KONG
BETWEEN SURVEYS
ONE, TWO AND THREE
ALL STATEMENTS



Marketing orientation clearly is at work in Hong Kong companies, but as with all countries surveyed, there remains a perceptual and actual gap between what is believed in and what is practised in reality.

MARKETING ORIENTATION

CROSS-CULTURAL REVIEW OF MOVEMENTS AND DISTANCES IN PERCEPTION

SURVEY ONE AND SURVEY TWO

The independent country studies have examined the shifts in perception for the dimensions of belief and practice for each of the statements which collectively embrace marketing orientation. The visual representations of these movement patterns are contained within maps MO3 for each country. The perceptual distances between the pre-course and pre-examination survey respondents display individual differences which reflect the separate national cultures.

A striking feature of the effect of the course of professional marketing education, as the intervening variable between the two sampling points in this longitudinal survey, is the impact created by the educational process. In the United Kingdom, Singapore and Hong Kong, the most developed nations among the five countries surveyed, the course has produced a set of more extreme views for each of the statements of marketing orientation. This is displayed clearly in the wider span of deviations from the intersection of the x and y axes for each of the country maps. The modification in perception that has been recorded is indeed most interesting. This implies that at the pre-examination stage among aspiring marketers the set of values surrounding belief and practice becomes more discerning, yet for the lesser developed although emerging economy of Malaysia and the underdeveloped economy of Nigeria, these movements are reversed.

Previously held views at the pre-course stage have now become harmonised to form a cluster. Visually on maps MO3 for each of these countries the set of survey two observations converge towards the intersection of the x and y axes. This ambiguity is interesting yet difficult to reconcile. A dichotomy has arisen between the UK, Singapore and Hong Kong, the more developed economies, where values have become increasingly divergent, and Malaysia plus Nigeria, where they have become convergent.

These maps serve also to reinforce the separation between cultures. The UK have a more disparate set of views than others, although this pattern is reflected by Singapore.

Hong Kong has become increasingly optimistic. Malaysians have a more clustered set of values that converge professionally, a pattern similar to that displayed by Nigeria.

The overriding conclusion that now arises is that despite a course of 'standardised' professional marketing education and a high consensus of support by way of belief, differences prevail between national cultures with respect to perceived application of marketing orientation in practice.

SURVEY TWO AND SURVEY THREE

This review seeks to compare those pre-examination candidates' perceptions with the real world qualified marketing practitioners. The independent country studies have pursued this line of inquiry and the analysis is contained within the respective country study appendices.

The graphic representation of these perceptual distances is shown in map MO5 for each country.

Conclusively for the UK, Singapore and Hong Kong, the views held by qualified marketing practitioners are more conservative than for their aspiring counterparts. The exposure to incremental working experience has produced a more controlled set of values concerning the practice of marketing orientation among practising marketers in these countries. This general tendency applies also in Malaysia and Nigeria but the evidence is less distinct than for the other three cultures.

The phenomenon that has been revealed confirms the potential impact that can be made upon the cognition of individuals through a course of education. It has heightened expectations beyond prevailing practice, it has built expectations that cannot be completely realised and may lead to disillusionment when discovered. The course has created a form of blindness to the real work, and for this reason may be undervalued by employers and dispensed with as being 'academic' with little real practical benefit for the organisation.

This situation has been brought about because those who have qualified as professional marketers have not been able to convince their organisations to change to realise the benefits from the professional education received by individual members of staff. This is the classic struggle between the individual with professional knowledge (or the 'know that' of marketing) and the organisation which is resistant to change (and hence incapable of acquiring 'know-how'). The tragedy that arises is that marketers do not gain intelligence because there is a wall of resistance which restricts the connections between 'know that' and 'know how'. This explains why the ambitions of survey two respondents are not matched with those of survey three.

SURVEYS ONE, TWO AND THREE

With reference to maps MO6 for each country study it is possible to draw out cross-cultural comparisons from the responses received for all three surveys by considering the spatial proximity of the perceptual mapping of the statements which collectively comprise marketing orientation. The cognitive complexity that has been contained within each map is substantial. The maps contain for each statement responses from the longitudinal sample at both survey intervals as well as the perceptions of post-qualified marketers.

Close examination of these maps has produced some interesting insights for marketing orientation. The relative position of the UK is by now well established, but the cultural detachment revealed in map MO6 is deeper than has been previously realised. Not only has the UK remained apart from the Asian group of countries, and culturally distinct from Nigeria, the responses received to each of the nine statements have been more discerning and hence independently perceived in a way dissimilar to any other country. The visual impact created in the UK map has independent distinction, quite apart from the responses received in the other countries. The UK has held detached views for each of the statements; in no case has there been any evidence of cognitive consonance between statements. This implies that marketing orientation in the UK is viewed as a series of parts, and the connection between the part-whole relationship has yet to be formed. An underlying question that now arises is to question the state of development for a 'gestalt' for marketing orientation in the UK in comparison with other countries.

It is clear from the relative convergence of perceptions displayed in the maps for other countries that a 'cognitive set' has been better established for marketing orientation as depicted by the series of overlapping triangles. This may lead to the suggestion that in the UK attempts are made to implement specific ideas, which does not lead to an integrated approach for marketing orientation.

Reference back to maps MO6 for Nigeria and Malaysia in particular provides contrast to the UK and serves to illustrate and support the above contention. Whereas in the UK there is independence in the perceptions held between statements, in the case of Nigeria and Malaysia there is interdependence and hence cognitive connectivity for the belief held and perceived practice of marketing orientation. Among the five countries, Nigeria and Malaysia remain the least developed in economic terms. The shared values for marketing orientation in terms of the interrelationships between the statements may reflect the level of economic development, but this view is one beyond the scope of this research programme.

There is nonetheless evidence of progressive divergence in Hong Kong and Singapore, countries which have both achieved a relatively more developed economic position, and where organisations may have become less receptive to changes in established business philosophies, and as a result the perceptions held have become more deeply entrenched. Marketing orientation calls for a fresh approach to business where decision making becomes customer centred. The ambition for and perceived ability to accomplish such changes will be examined in the next section, which examines the responses received to survey four.

MARKETING ORIENTATION

SECTION C

THE MISSING LINK BETWEEN BELIEF AND PRACTICE

THE AMBITION FOR AND THE MANAGEMENT OF CHANGE

SURVEY 4

At the completion of the course of professional marketing education, participants at survey two stage, prior to their final examinations, were surveyed to determine the changes they would anticipate making back in their organisations, and the organisational dynamics concerned with implementing such changes.

The sample constituted experienced managers currently working in a marketing environment and who, at their stage of development, were familiar with the change culture in their organisations. A total of 250 managers across the UK, Nigeria, Malaysia, Singapore and Hong Kong were surveyed as an initial study to examine further the gap between belief in key marketing parameters and the ability to apply these in practice in their respective organisations.

Respondents were asked to nominate up to three changes they would like to make in their current employing organisations as a result of their course of study. Content analysis of the responses enabled the changes to be classified into the areas shown in the table below.

The table contains the total responses received from survey four from all countries and represents the cross-cultural aggregate position. It should be noted that changes one, two and three are not to be considered in order of priority. Respondents were required to specify up to three changes which were recorded on the questionnaire separately as change one, change two and change three. A range of changes have been highlighted ranging from strategic level intentions to tactical and operational levels. The changes embrace and contain the areas which comprise the very essence of marketing within any corporate environment. To achieve changes towards a marketing oriented business philosophy, adjustments are needed to corporate culture, influenced by marketing management and dependent upon market research and information systems that are contained within a marketing planning framework within which marketing mix decisions

are made for specified market segments. To accomplish marketing orientation and effective marketing planning systems, marketing training is essential. The changes nominated are therefore consistent with the requirements for professional marketing practice.

Changes desired as a result of completing the
CIM Diploma course of professional marketing education

<u>Areas of desired change</u>	Change 1	Change 2	Change 3	Total changes
Marketing planning and control	60	71	51	182
Marketing mix	42	48	50	140
Information	18	31	32	81
Marketing management	42	28	23	93
Marketing orientation	62	32	19	114
Corporate culture	30	18	19	67
Marketing training	19	17	17	53
Corporate strategy	33	30	27	91
Marketing research	21	28	23	72
				--
				892
				==

The course undertaken has provided the 'know that' in those key areas in which change has been stipulated, the desire to implement such changes requiring professional 'know-how' at two levels:

1. Management of the changes to secure organisational involvement and commitment.
2. Technical know-how at the operational level.

In area one above, this is new territory for the aspiring qualified marketer because it has not been a taught component on the course and may succeed or fail thereby from trial

and error. In area two, the course has provided the 'know that', but maybe not the confidence to acquire 'know-how' and again without close organisational involvement with the intervention of change, newly qualified marketers may face difficulties that are not perceived at the time when change has been desired.

AMBITION TO MAKE CHANGES TO ACHIEVE MARKETING ORIENTATION

The ambition to achieve marketing orientation in the companies in which survey four respondents are working has been established at approximately 45% of the total sample. Whether the remaining respondents already have marketing oriented companies or do not have the intention to make marketing oriented changes cannot be clearly established, although from surveys one and two the support for marketing orientation has been established and the gap between belief and application in practice identified. It is therefore pertinent to treat this 45% of survey four respondents as those with the intention to bridge the gap between belief and practice by making changes to introduce marketing orientation into their employing organisations. This reveals substantial support for marketing orientation, as survey four respondents were drawn from those in the longitudinal survey at survey two stage. Therefore, the viewpoints held by survey four are connected and hence related.

To provide evidence of the desire to achieve marketing orientation, a sample of typical statements made by respondents designed to achieve marketing orientation are provided below. Not only does this provide for interesting reading, the use of language highlights the differences between cultures and adds flavour to the research.

The UK

'In the light of this course it is clear that we pay lip service to marketing. Inadequately qualified people are at the root of this. We need to change recruitment policy to become marketing oriented'. [UK - R8]

'We need to change the emphasis to recognise the importance of marketing to direct the organisation'. [UK - R20]

'The company has been traditionally sales led. There is a need to create an actual marketing department so that the organisation becomes marketing led'. [UK - R32]

'To employ a marketing manager with adequate authority and resources to lead the organisation into marketing orientation (we are currently sales/production oriented)'. [UK - R44]

Nigeria

'To introduce a marketing culture into the company by ensuring that its philosophy is marketing oriented'. [N - R5]

'To build a philosophy of marketing by satisfying consumer needs rather than the insistence on selling what the company can produce'. [N - R11]

'All staff should be given thorough marketing orientation so that the belief of the marketing concept will permeate the entire spectrum of the organisation right from the chief executive to the most junior officer. [N - R18]

'To make our company personnel "think" marketing'. [N - R23]

Malaysia

'To reposition the company by using the total marketing concept. [M - R5]

'To change to a marketing approach within available company resources'. [M - R9]

'To change the approach and understanding of business from the board of directors towards marketing so that we can adopt a new understanding. Marketing means business'. [M - R12]

'Direct corporate views to be marketing oriented through an internal marketing awareness programme'. [M - R54]

'To change the company from sales orientation to marketing orientation'. [M - R47]

Singapore

- 'To change the business approach from selling oriented to marketing oriented'. [S - R1]
- 'To really implement the marketing concept into the organisation'. [S - R10]
- 'To recommend to senior management that a study be undertaken into the potential to be more marketing oriented instead of sales oriented'. [S - R11]
- 'To guide the company into marketing orientation'. [S - R17]

Hong Kong

- 'Sell to top management the marketing concept'. [HK - R10]
- 'To guide my staff to be marketing oriented instead of purely sales oriented'. [HK - R12]
- 'Restructure the existing sales and marketing department to become more marketing oriented'. [HK - R21]
- 'Change the company orientation from selling to marketing'. [HK - R23]

This cross-cultural flavouring can be evaluated objectively in table 1 below, which shows how the desire for changes to accomplish marketing orientation have been considered within each national culture.

Table 23

Survey 4

Marketing orientation: desire for change by country

	UK	Nig	Mal	Sing	HK	Total
Change 1	6	19	15	11	11	62
Change 2	0	4	12	9	7	33
Change 3	3	4	5	2	5	19
	---	---	---	---	---	---
Total	9	27	32	22	23	114
Sample size	46	52	62	38	52	250
% of sample	19.6	51.9	51.6	57.9	44.2	

Even though respondents were not asked expressly to rank the changes in order of priority because free responses were to be encouraged, it is interesting to note that 62 of the total sample of 250 cited statements of marketing orientation as the first 'top of the mind' response. The ambition is clearly established to make change to achieve marketing orientation. It is now relevant to examine the position of these respondents as potential agents of change. Of particular interest is the extreme position of the UK – a noticeable comparison to the other 'less developed' countries where up to and beyond half of the respondents deemed to make changes in this area. The UK have priorities for change that are not coincident with other countries and indeed this is consistent with their distinct cultural stance discussed in the earlier sections of the thesis. Nigeria and Malaysia as the least developed economies, have similar intentions for organisational development so far as marketing orientation is concerned. In Singapore, where the economy is driven by the need for high levels of customer orientation, then marketing oriented changes appear particularly relevant. Hong Kong in an Asian context is sales driven more than Singapore and Malaysia and this is reflected in the results obtained.

At aggregate level the ambition to make change was considered by the desire to implement such changes. The table below conveys the enthusiasm with which respondents seek to use the ideas that have been acquired on the course of professional marketing education.

	Intention to implement		
	YES	NO	% YES
Change 1	54	5	91.5
Change 2	27	5	84.4
Change 3	16	3	84.2
	--	--	---
Total	97	15	86.6
	--	--	---

Of the sample of respondents citing marketing orientation changes, 86.6% claimed an intention to implement the changes in their organisation, but it is necessary to

reflect upon the earlier findings for survey two respondents to interpret this ambition. The course, from tests conducted, is known to have produced a level of distortion in the perception of prevailing practice of marketing orientation. Equally, this ambition for change may be modified when the nature of the task is fully appreciated. Table 24 below gives a cross-cultural assessment of this ambition, and again the pessimism or maybe realism of the UK respondents is conveyed.

Table 24

Survey 4

Those with an intention to implement changes

	UK	Nig	Mal	Sing	HK	Total
Change 1	3	18	14	10	9	54
Change 2	2	3	5	1	5	16
Change 3	–	3	11	8	5	27
	---	---	---	---	---	---
Total	5	24	30	19	19	97
Totals of marketing orientation changes	9	27	32	22	23	113
% of those who designated marketing orientation changes	55.6	88.9	93.8	86.4	82.6	86.6

Apart from the UK, the evidence is clear that among the samples of experienced managers surveyed, their intention was indeed to attempt to implement marketing orientation at their current employing organisations. The substantial support for change is reassuring for the marketing profession, that of those who seek to make change to achieve marketing orientation, the vast majority are determined to implement their intentions. There is clearly a strong desire to bring about change in business philosophy and practice and to bridge the gap between belief and practice.

To obtain greater depth of understanding of this ambition for change the profile of these intending agents of change was examined by the years held in their current

positions. It is clear from the research findings that the ambition for change to achieve marketing orientation is influenced by years held in current position.

From table 25 the percentage of respondents seeking change is greater in the very early years in the organisation, i.e. up to two years, than in the more settled period of three to five years when a career is being established. Once an established position has been achieved after the five year marker, then the impetus to make change becomes greatest. This can be explained by the fact that respondents may be better placed to make change and more confident to do so having already secured an established position in their respective organisations.

Table 25

Changes specified for marketing orientation by years in current position

Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample number	Sample structure %	% of sample seeking change
Up to 2 years	28	11	8	47	41.2	109	43.6	43.1
3 to 5 years	14	9	7	30	26.3	80	32.0	37.5
Over 5 years	12	9	5	26	22.8	40	16.0	65.0
No answer	8	3	0	10	9.7	21	8.4	47.6
				---	----	---	----	
				114	100	250	100	
				===	=====	===	=====	

% citing changes
for marketing
orientation 45.6

When the responses at aggregate level were subsequently reviewed by company size an interesting set of perspectives emerged. From table 4, the proportion of small and large company respondents seeking change was proportionate to the sample from which they were drawn, which shows that there is not a skewed distribution in the pattern of response. Yet when this rationality is further examined the percentage

of respondents who desire changes for marketing orientation is greater in small companies. It can be argued that there are other priorities which have to be considered by large companies for change, and furthermore the difficulties to be encountered in large organisations arising from the scale of operations would make marketing orientation a more difficult and time consuming indulgence than in smaller, more flexible, adaptive organisations.

Table 26

Survey 4

Changes specified for marketing orientation by size of company

	Change 1	Change 2	Change 3	Total	%	Sample number	Sample structure %	% of sample seeking change
Small companies up to 200 employees	36	20	10	66	58.4	136	54.4	48.5
Large companies over 1,000 employees	18	9	9	36	31.6	92	36.8	39.1
No answer	9	3	0	12	10.0	22	8.8	
	--	--	--	--	---	--	---	
	62	32	19	114	100	250	100	
	==	==	==	==	===	==	===	

% of companies
citing changes
for marketing
orientation 45.6

To conform with the lines of inquiry undertaken in earlier sections, the desire to make changes to achieve marketing orientation was investigated by the years of experience held in direct selling and in planning and controlling marketing operations. This supplements the insights obtained for years in current position and the propensity for desired change.

The position for those with direct selling experience is shown in table 27 below.

Table 27

Survey 4

Changes desired for marketing orientation by years of experience in direct selling

	Change 1	Change 2	Change 3	Total	%	Sample structure of 250 respon- dents		% of sample seeking change
						No	%	
Up to 2 years	6	2	3	11	10.9	38	15.2	28.9
2 up to 5 years	18	5	1	24	23.7	56	22.4	42.9
5 up to 10 years	23	16	13	52	51.5	94	37.6	55.3
Over 10 years	6	6	2	14	13.9	40	16.0	35.0
No answer	--	--	--	--	----	22	8.8	
	53	29	19	101	100	250		
	==	==	==	==	=====	==		

% citing change
for marketing
orientation 40.4

From table 27 it can be seen that there is a progressive interest in introducing marketing orientation in respondents' employing organisations up to the 10 year period of experience in direct selling. Thereafter the enthusiasm drops back, probably because of the maturity of the experience and the confidence established over the years in a sales oriented environment where the need perceived for change to attain marketing orientation has a lower priority.

By comparison, for those with marketing planning and control experience at the operational level the position demonstrates that on the whole a much higher level of enthusiasm, as can be seen by the percentage of the sample who have designated changes for marketing orientation and who have field experience in planning and control (final column of table 28 below).

Table 28

Survey 4

Changes desired for marketing orientation by years of experience in planning and controlling marketing operations

	Change 1	Change 2	Change 3	Total	%	Sample structure of 250 respon- dents		% of sample seeking change
						No	%	
Up to 2 years	15	3	3	21	20.6	44	17.6	47.7
2 up to 5 years	17	14	8	39	38.2	92	36.8	42.4
5 up to 10 years	18	9	7	34	33.3	73	29.2	46.6
Over 10 years	4	3	1	8	7.9	20	8.0	40.0
No answer						21	8.4	
	--	--	--	--	----	--	---	
	54	29	19	102	100	250	100	
	==	==	==	==	=====	==	===	

% citing changes
for marketing
orientation 40.8

Even though those with in excess of 10 years experience represent 8% of the sample, 40% still view changes for marketing orientation to be important. This fundamental business philosophy is well supported by those already working in a marketing oriented environment in organisations, which suggests there is still much change to be accomplished to implant marketing orientation in business totally.

It is clear that from the perspective of organisations providing programmes of professional marketing education there is scope to target potential change agents with up to 10 years field experience.

RESISTANCE PERCEIVED TO ACCOMPLISH CHANGES

Ambition to create change must be tempered with the ability to achieve it. Ambition to make change is rarely matched with the ability to implement it freely. The research now proceeds to discover the levels of resistance faced and the areas from which it is perceived to originate.

The perceived level of resistance to the introduction of marketing orientation changes in respondents' employing organisations were as follows.

Resistance anticipated for changes to achieve marketing orientation

	YES	NO	Total	%
Change 1	40	21	61	65.6
Change 2	10	7	17	58.8
Change 3	18	14	32	56.3
	--	--	--	
Total	68	42	110	61.8
	==	==	==	

The table shows that among the respondents to survey four, 61.8% perceive they would face resistance within their organisations. The gap between ambition and ability has now been identified and this implies that 38.2% do not perceive resistance, or at this stage have not anticipated it, but nonetheless there is a gap between belief in change and perceived ability to practise it in the order of 61.8%. In fact it may be higher than indicated by the respondents. Any change to business philosophy is a substantial adjustment to the status quo, which will attract resistance, and those who do not perceive this suggests a level of naivety.

It is pertinent to explore the individual country responses to examine the level of resistance perceived for the proposed changes to introduce marketing orientation in respondents' companies.

Table 29

Survey 4

% resistance anticipated to changes proposed

	UK	Nig	Mal	Sing	HK	Total
Change 1	4	16	6	7	7	40
Change 2	2	2	4	5	7	20
Change 3	0	2	1	0	5	8
	-	--	--	--	--	--
Total	6	20	11	12	19	68
	=	==	==	==	==	==
Total response	9	26	32	20	23	110
% resistance	66.7	76.9	34.4	60.0	82.6	61.8

The cross-cultural position reveals the following position.

Malaysian optimism for marketing orientation was noted in surveys one and two. This optimism is maintained because only about one-third only feel that resistance will be faced to the proposed changes for marketing orientation. At a time when the Malaysian economy is buoyant and economic growth has been maintained for the past three years and is projected to do so for at least two years in the future, then this may present a climate in which change can be easier to accomplish. Another valid explanation is that the enthusiasm of Malaysian survey two respondents previously noted may have blinded them not to perceive the difficulties to be faced; the effect is blind faith arising from naivety.

This is in marked contrast to Hong Kong where resistance is the highest at 82.6%. The trade and economic climate is very different in Hong Kong in comparison to Malaysia. With the pressures of 1997 upon all organisations, management and employees, then the emphasis in Hong Kong is upon short term and even immediate term gain. The time taken to implement a company-wide programme of marketing orientation may be hard to justify when Hong Kong reverts to Chinese control in just a few years time, and the tensions arising from this are being lived with today.

The relative stability of Singapore's economic position supports the mean position among the five countries studied. Singaporeans claim that in 60% of cases resistance will be faced in organisations to the introduction of marketing orientation. This position is quite close to that also of the UK.

With the economic difficulties and associated trade deficit currently owned by Nigeria, it is not surprising to record a 76.9% figure for resistance faced for change among the Nigerian sample.

Acknowledgement that resistance will be incurred has been clearly established and the level of this resistance determined, even though the course of professional marketing has not acquainted respondents with change dynamics and therefore they are unenlightened formally about the inhibitions that companies face in making strategic change. Insight and not professional marketing education therefore has produced a substantial recognition for resistance within employing organisations.

From the content analysis of the open responses obtained, the following nine areas of perceived resistance were identified globally:

1. The finance department;
2. The production department;
3. Staff in general who would be involved;
4. Top and senior management;
5. The personnel department;
6. The sales department;
7. The marketing department;
8. Head office;
9. General management.

Of these, four dominant sources of resistance each constituted more than 10% of the perceived sources of resistance:

1. Top and senior management;
2. The sales department;
3. General management;

4. The production department.

The distribution of survey four responses is shown in the table below.

Table 30

Survey 4

Sources of perceived resistance to restrict the attainment of marketing orientation in employing organisations – general assessment

	Number	%
1. The finance department	7	8.2
2. The production department	9	10.6
3. Staff involved	7	8.2
4. Top/senior management	25	29.4
5. Personnel department	4	4.7
6. Sales department	13	15.3
7. Marketing department	4	4.7
8. Head office	4	4.7
9. General management	12	14.2
	---	---
	85	100
	---	---

It is clear that the main power house of perceived resistance is with the authority for change vested in top/senior and general management.

The source of perceived resistance identified with the sales department is to be expected, because the changes needed to achieve marketing orientation would upset the operational and planning activities of the sales department because a fundamental change in business philosophy would be required.

The production department will be influenced by marketing orientation because production scheduling and planning decisions will need to become customer centred. This will carry the need for readjustment in those companies with a manufacturing base.

Collectively the four areas identified above account for approximately 70% of the perceived resistance across the five countries surveyed.

By far the most substantial pocket of resistance is from the management of the company who hold the authority to grant the change to be implemented. This implies that there is a need to bridge the gap between belief and practice in marketing orientation by specially conceived activities designed by change agents and targeted at top management who hold the responsibility for authorising strategic level changes. The initiative for this, to achieve the impact required, should be designed and communicated by the chartered body to lend credence to the benefits to be derived from marketing orientation.

Having now identified the main sources of perceived resistance to accomplish marketing orientation, it was necessary to discover 'why' this perception was held among survey four respondents or perceived to be held by individuals within their employing organisations.

The following six areas were discovered.

1. Individual self-interest of those perceived to be involved in the change process where the self-interest is not shared with the intentions of the change agent.
2. Lack of faith in accomplishing the change by those involved within the company.
3. Lack of (top) management support for the change.
4. Finance/time/resource constraints.
5. The change intended will conflict with the corporate culture.
6. A lack of understanding arising from an inability to comprehend the nature of the changes involved.

A sample of verbatim comments for each of these six areas is contained in appendix MO-D-1.

Through content analysis of the verbatim comments into the above classification the following frequency distribution was achieved for survey four respondents seeking to achieve marketing orientation in their organisations.

Table 31

Survey 4

Reasons cited for the perceived resistance in attaining marketing orientation in employing organisations – global

	Number	%
1. Individual self-interest	24	27.9
2. Lack of faith in change	8	9.3
3. Lack of top management support	7	8.1
4. Finance/time/resource constraints	7	8.1
5. Conflicts with corporate culture	27	31.4
6. Lack of understanding	13	15.2
	---	---
	86	100
	==	===

In those organisations where resistance is faced then the perceived reasons for it fall into three key areas of concern:

1. Marketing orientation conflicts with the prevailing corporate culture;
2. Individual self-interest of those perceived to be involved would inhibit support for the change;
3. A lack of understanding arising from the inability of those involved to comprehend the nature of the change.

Together these reasons account for almost 75% of the perceived resistance.

[The cell sizes in the data were too small in the cross-tabulation to examine the six areas by country or to cross-tabulate with the perceived areas of this resistance. Further research would be needed to increase the sample sizes substantially to gain increased depth of understanding].

The areas of resistance highlighted by respondents suggest that there is already an awareness of the 'know-how' gained by exposure to the work place, because by implication, if these are reasons for resistance they also will become the reasons for failure. The insight achieved from organisational exposure is substantial. Individual aspiring marketers must become formally aware of these problems so they 'know that' resistance is to be anticipated and have a rationale for understanding it rather than to depend upon 'life experience'. Modifications to the syllabus of the CIM Diploma in marketing are necessary if marketing is to achieve new levels of professionalism that are desired by the individuals who pursue this form of education as a route to personal and career development.

OVERCOMING PERCEIVED RESISTANCE

Respondents were asked to outline what they intended to do to overcome the perceived reasons for the resistances cited, thereby to achieve their ambition of introducing marketing orientation to their employing organisations.

From the content analysis of the free responses, the following seven strategies for intervention were recorded.

1. By introducing appropriate marketing education and training;
2. Through personal participation, motivation, negotiation and influence of the respondent as the change agent;
3. By providing more information and communication to those involved;
4. To gain (top) management support;
5. Using one's position to introduce the change;
6. To plan, monitor and evaluate the introduction of the change;
7. By showing the need for the change.



A sample of verbatim responses from survey four respondents are recorded in the management of change appendices.

These classifications are consistent with much of the literature in the field and this again reintroduces the issue of 'know-how' acquired through insight learning. The willingness to survive in the corporate jungle has produced intervention strategies, not taught but acquired through organisational exposure. These are management skills, dependent upon the personal abilities of the individual to deliver them. They should not be learned through trial and error but be taught as a fundamental component of the Diploma course in professional marketing education. The perception of the importance of these strategies for intervention is shown in table 32 below.

Table 32

Survey 4

Methods cited to overcome the resistance perceived in introducing programmes of change to achieve marketing orientation in employing organisations – global assessment

	Number	%
1. Training programme	10	9.9
2. Participation, motivation, negotiation and influence	17	16.8
3. Information and communication	24	23.8
4. (Top) management support	13	12.9
5. Using one's position	11	10.9
6. Planning, monitoring and evaluating the change	3	3.0
7. Showing the need for change	23	22.7
	--	----
Total	101	100
	==	====

It is now clearly established that what the respondents at survey four need to equip them in completing their role to attain marketing orientation in their companies is to provide and communicate necessary information and knowledge to those involved in agreeing to the change or who would be perceived as being resistant to it, with clear proposals to show and justify the need for the change in orientation. Commitments must be gained by personal participation and involvement in making it happen. In this way, with training and education, top management and senior management support would hopefully be achieved.

It is very clear indeed that to improve the penetration and adoption rate of marketing orientation in companies, to bridge the gap between ambition and ability, the gap between belief and practice, then:

1. training and education in marketing are needed at senior level in organisations;
2. individual qualified marketing professionals, as change agents, must be given guidance on how to be effective in this change agent role;
3. those acquiring the professional qualification must have the ability, and confidence needed also, to establish and show the need for marketing orientation in their employing organisations. They must also be involved in the change by giving commitment to it through participation, instruction and negotiations throughout the organisation;
4. more information is needed by companies on the benefits of marketing orientation so that, through clear communication, organisational confidence and trust is developed to make this fundamental change in business philosophy and practice.

A fundamental flaw in the programme of professional marketing education is that there is no course content on the 'know-how' needed to initiate and implement change in employing organisations.

4.2 MARKETING PLANNING

SECTION A A CROSS-CULTURAL COMPARISON OF BELIEF AND PRACTICE

SECTION B COUNTRY STUDIES

SECTION C THE MISSING LINK BETWEEN BELIEF AND PRACTICE

SECTION A

MARKETING PLANNING

A CROSS-CULTURAL COMPARISON OF BELIEF AND PRACTICE



MARKETING PLANNING

SECTION A

A CROSS-CULTURAL COMPARISON OF BELIEF AND PRACTICE

The theme of marketing planning has been represented collectively from eleven statements taken from the research questionnaire. These same statements have been applied at all stages of the research and across the five countries involved in the research programme. The main thrust of the research has been to complete a cross-cultural assessment of belief and practice; this has been retained throughout the sections on marketing orientation and marketing training and therefore to be consistent will now also be applied to marketing planning.

Initially belief will be explored as a separate dimension incrementally across the three surveys to enable comparison to be made between respondents at different stages of their careers and personal development. A similar process will be applied to the independent variable of 'application in practice'. Then by combining both the belief and practice lines of inquiry an understanding can be produced for the perceptual and actual gaps that prevail within and between countries. It is from this comparison of belief and practice across cultures that an understanding of the relative positioning of each respective country can be achieved.

To treat 'belief' held in the statements for marketing planning, the aggregate position for each country is shown in the table below for survey one participants, these respondents being at the pre-course stage.

Respondents' home country	Survey 1 Mean scores for belief in statements of marketing planning	
	%	Rank
UK	79	4=
Nigeria	79	4=
Malaysia	84	1
Singapore	80	3
Hong Kong	81	2

It is clear that across these national cultures there is a high level of support for marketing planning among those yet to commence a course of professional marketing education. This observation also prevailed for responses received for statements relating to marketing orientation, which confirms a high level of cognitive awareness and hence expectations from a course of professional marketing education which is about to be embarked upon.

This collective position confirms the level of commitment to marketing planning and marketing orientation at the outset. Respondents realise the value, contribution and impact that marketing orientation and marketing planning can make to their actual and potential employing organisations and thereby perceive a set of benefits that may potentially, through trading relationships, also make a substantial contribution to the respective countries' economic positions.

From this stimulating position it is now interesting to explore survey two results to enable an understanding to be achieved for the impact of professional marketing education among those aspiring to attain professionally qualified status.

From the table below it is valuable to realise that:

1. in no single country has there been a diminished value for the beliefs held in marketing planning;
2. only in one country, Singapore, has there been a marked increase in the belief held. This may arise from the fact that at national level managerial education has a high value and is promoted as a national priority, which in turn produces a 'keen eye' on the content of programmes of professional education among participants.
3. in the four countries other than Singapore, the shift in belief is almost imperceptible. This demonstrates that the course participants have not been more positively swayed in their respective cognitive sets for the statements of marketing planning.

A substantive point is that the course across national cultures has either confirmed or enhanced the belief already held in marketing planning. It is of interest to note that by

treating belief as an independent variable at this stage there is little distance to separate the scores attained by the respective national cultures. National cultures, at different stages of economic development and also culturally disparate, share similar levels of belief towards marketing planning. This implies that much of that which constitutes marketing planning through 'belief' held in it is culture free among those who have yet to acquire professionally qualified status in marketing.

Respondents' home country	Mean scores for belief in statements of marketing planning			
	Survey 1 %	Survey 2 %	Survey 1 Rank	Survey 2 Rank
UK	79	79	4=	5
Nigeria	79	80	4=	4
Malaysia	84	87	1	2
Singapore	80	90	3	1
Hong Kong	81	81	2	3

The pattern of responses received for marketing planning reflect those for marketing orientation. The course as an intervening variable in the experience curve of this longitudinal sample has not served to modify the cognitive repertoire of respondents. Exposure, through work experience, has already implanted a value system consistent with the educational process. Views held have been simply reaffirmed by the course, but it is important to know that these views are consistent with the cognitive framework of qualified marketers as shown in the results for survey three in the table below.

Respondents' home country	Mean scores for belief in statements of marketing planning					
	Survey 1 %	Survey 2 %	Survey 3 %	Survey 1 Rank	Survey 2 Rank	Survey 3 Rank
UK	79	79	79	4=	5	4=
Nigeria	79	80	79	4=	4	4=
Malaysia	84	87	81	1	2	2
Singapore	80	90	84	3	1	1
Hong Kong	81	81	80	2	3	3

The data in the table displays a confirmation of the firm and clear conviction to the real value of marketing planning as perceived by the belief held in it at all stages of professional career development. These views are not bounded by national cultures; the narrow range of mean scores which prevail across the five countries demonstrate an homogeneity of views across cultures towards marketing planning. As in the case for marketing orientation, belief held in marketing planning is not influenced by national cultures. Moreover, the value of planning has been firmly established.

Having treated belief as an independent variable, it is therefore appropriate to consider how the same respondents for each of the three surveys within each national culture considered the extent to which the statements of marketing planning were perceived to be applied in practice in their home countries.

Respondents' home country	Mean scores for perceived practice of marketing planning in home country companies						
	Survey 1 %	Survey 2 %	Survey 3 %	Survey 2 to 3 Gap %	Survey 1 Rank	Survey 2 Rank	Survey 3 Rank
UK	58	59	61	+2	5	5	5
Nigeria	74	73	68	-5	1	3=	2=
Malaysia	71	75	69	-6	2	1	1
Singapore	67	73	68	-5	4	3=	2=
Hong Kong	69	74	67	-7	3	2	4

The impact that is created is immediate; across all these surveys for each of the five nations, belief held in marketing planning is not matched with the perceived practice of it.

From the consistency in the pattern of the mean scores achieved, the gap between belief and practice is confirmed universally.

To explore this result systematically it is necessary to discover the impact, if any, of the course as an intervening variable between survey one and survey two. In fact, overall the course has produced a very modest increase in the perception of the application of marketing planning in practice. It is only within the Asian countries where this movement in perception can be discerned. Within these Pacific Rim countries, the hub of regional trade, the value placed on professional education combined with the individual motivation to pursue such qualifications has contributed to a heightened awareness of the application of marketing planning in practice.

However, one implication that arises from the table above is that the perceptions of marketing planning in practice, at aggregate level, have been merely a consolidation of previously held views. Three discoveries emerge:

1. The research has confirmed the existence and extent of the gap that prevails between belief and practice.
2. The programme of professional marketing education that has been followed has seemed to reconfirm existing perspectives, but has not seemed to modify them.
3. It is only in Asian countries where some effect has been demonstrated, albeit modest.

This position at a global level is somewhat concerning because it raises the question of the contribution that is actually being made to the professional and career development of marketing managers, who appear to have remained immune to the educational process.

To feature the position of survey three respondents in relation to surveys one and two, there are differences, albeit very modest, between these two samples. In the case of the

Asian countries, the heightened perception created for the application of marketing planning in practice, as a result of the programme of professional marketing education, is moderately discordant with the views held by qualified marketing practitioners. The views held by survey three respondents in fact have a tendency to concur with the views of pre-course respondents at survey one. The course has produced a moderate level of distortion in the perception of real world practice at the pre-examination stage accounted for by the euphoria of the course.

Even though the range of scores is modest across the country surveys, a distinguishing feature is again the respective positioning of the UK, which reinforces the findings in the section on marketing orientation. The UK ranks last among the five countries in relation to the belief held and practice of marketing planning. Accounting for this distinction must be through a line of future inquiry to examine 'why' the UK is so culturally distinct.

The interest that has been generated through the examination of belief and practice as independent variables can be further enhanced if a focus is placed upon the tensions that now prevail between belief and practice. The table below is developed from the previous two tables to determine the extent of the gap within each country for each survey so that a cross-cultural comparison can be made.

'The gap' between belief and practice
derived from the mean scores for each variable

	Gap at Survey 1 %	Gap at Survey 2 %	Gap at Survey 3 %
UK	-21	-20	-18
Nigeria	-5	-7	-11
Malaysia	-13	-12	-12
Singapore	-16	-17	-16
Hong Kong	-12	-7	-13

Allowing for the difference between national cultures, it is now verified that the gap between belief and practice occurs throughout the career path of marketers. There is

a missing link between belief and practice; it is important to discover why it exists, how it can be accounted for and what should be done. Survey four explores a selection of dynamics which will contribute towards an improved understanding of the nature of this gap, which we now know is a reality.

From the above table the respective positionings of national cultures are again of interest.

Nigeria appears to have the smallest gap among the five, but why is this so? Why is Nigeria, the least developed nation, in such a position?

If these responses are to be treated objectively across the three surveys then there is a cultural difference that must be accounted for. The missing link, from survey four, is a function of both cultural and organisational dynamics which collectively are complex and increase in complexity with time. It is with time that cultural values become entrenched. Nigeria is a relatively 'new' country in comparison with the UK. Economic development causes individuals and organisations to become more discerning and less willing to adopt new ideas. It may be argued that in an underdeveloped economy new ideas which will stimulate trade and in turn, profit, will be more readily accepted. A further point that also contributes to these findings is that Nigeria at ground level until very recent times treated professional marketing education very seriously with a large number of Nigerian nationals attending the CIM Diploma course in the UK. Only most recently with the difficulties of exchange control has this practice diminished. This means that the awareness of marketing planning and practice of it by those who have become qualified is potentially higher. It must not go unnoticed also that it could be argued that the value attached to management education and hence a professional marketing qualification is much higher in underdeveloped and developing economies than in developed economies. In this respect, the position of the UK has displayed the widest disparity between belief held in marketing planning and the practice of it. Within the Asian countries the gap has been consistently maintained and confirmed across all three stages of the research. This now provides an interesting base from which the discussion of marketing planning can continue in greater depth.

QUADRANT ANALYSIS

From the earlier section on research methods and also the interpretation proposed for the tension that prevails between belief and practice in the section on marketing orientation, it is proposed to divide the eleven statements, which in this research have constituted marketing planning, into positions of relative optimism, relative pessimism, relative frustration and relative confusion. In this way a more detailed understanding can be achieved of the dissociation between the belief and practice.

The theme of marketing planning has until now been treated at aggregate level where the scores have been summated across a set of 11 statements. These statements and their numbers, which reflect the sequence in which they appeared on the questionnaire, are as follows:

- S1 Marketing communications designed for actual and potential customers are detailed on the marketing plan.
- S3 Marketing managers specify the information requirements needed for marketing planning.
- S9 Selecting the best way to distribute products or services to target customers is central to the marketing plan.
- S10 The marketing planner matches products or services to target markets.
- S12 Formal marketing planning does not guarantee success.
- S22 Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods.
- S25 The design and implementation of a strategic marketing plan is the key to successful marketing.
- S27 Close involvement in the process of marketing planning is essential for all marketing managers.
- S31 Planning for distributor/dealer relations is an essential part of marketing strategy.
- S36 Market segmentation may not be feasible to apply in all markets.
- S40 An appreciation and an understanding of analytical models and techniques is relevant to marketing planning.

The table below records the relative positioning for each of the statements into the four quadrants of relative optimism, pessimism, frustration and confusion.

Table 1

Relative quadrant positions for statements of marketing planning by country and survey conducted

	Relative optimism	Relative pessimism	Relative frustration	Relative confusion
<u>UK</u>				
Survey 1	1 3 9 10 22 25 27	12 36	31 40	
Survey 2	1 3 9 10 22 25 27	12 36	31 40	
Survey 3	1 3 9 10 22 25 27 31 40	12 36		
<u>Nigeria</u>				
Survey 1	1 3 9 10 22 25 27	12 36	40	
Survey 2	1 3 9 10 22 27 40	12 36		
Survey 3	3 9 10 22 25 27	12 36	1 40	
<u>Malaysia</u>				
Survey 1	1 3 9 10 22 25 27	12 36	31 40	
Survey 2	3 9 10 22 25 27 40	12 36	1 31	
Survey 3	1 3 9 10 22 25 27	12 36	40	
<u>Singapore</u>				
Survey 1	1 3 9 10 22 25 27	12 36	31 40	
Survey 2	10 22 25 27 40	12 36	1 9 31	
Survey 3	3 9 10 22 25 27 31	12 36	1 40	
<u>Hong Kong</u>				
Survey 1	1 3 9 10 22 25 27 40	12 36	31	
Survey 2	1 3 10 22 25 27	12 36	31 40	9
Survey 3	1 3 9 10 22 25 27	12 36	31 40	

The distribution of the statements into relative classifications has produced a remarkable level of optimism for all but four of the statements. Even though a gap prevails between belief and practice it is reassuring to know that the world of aspiring and qualified marketers remains overall optimistic.

To treat the exceptions first, statement 40 is technical in nature and implies use of analytical models and techniques and it is not surprising to find this dimension of marketing planning in a position of relative frustration where belief may be high but ability to practise restricted.

Statement 31 does not have a causal association with statement 40. Therefore it is a separate issue which has caused this response. The reasoning is that in many companies distributor relations is often an area of operations management and not clearly isolated to the functional area of marketing. Clearly this is a vital part of marketing strategy but not one which is entirely within the domain of marketing. In manufacturing organisations it may have boundary spanning implications for planning, in service organisations it may be difficult to define, and in the public sector it may not be perceived to be applicable. These alone confirm the inability to match belief with practice.

While statements 36 and 12 appear together in the classification of relative pessimism, again these can be treated as independent events with no direct association linking the concepts contained.

Within the section on relative optimism the cluster of statements have more potential for mutual support. The statements together explain the process and content of the marketing plan and indicate that marketing managers must be involved in all of this to be successful in marketing. In this way respondents at each stage of the research across the statements have been able to sort the 'wheat from the chaff'.

The remarkable discovery is the consistency in response to the statements across the three surveys between the five countries, which demonstrates absolute clarity in perspective for these dimensions of marketing planning as believed and practised.

The collective responses will now be reviewed in the perceptual areas of relative optimism, frustration, pessimism and confusion.

Relative optimism

This classification applies where the mean scores for belief and practice exceed the aggregate mean scores for each statement. The table above records the statements of relative optimism by country. It can be seen that this optimism for marketing planning is extensive within countries across the three surveys. This will be debated later within the country studies. To discover which of the statements has universal acceptance as statements of retained relative optimism, just three of the eleven statements have secured this position across each of the three surveys in each of the five countries. These are statements 10, 22 and 27, which claim:

"The marketing planner matches products or services to target markets"
(S10).

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods" (S22).

"Close involvement in the process of marketing planning is essential for all marketing managers" (S27).

Statement 10 introduces the concept of 'matching' products or services to target markets; across the countries surveyed there is universal acceptance of this concept. The essence of the marketing concept is the profitable satisfaction of customer needs. This can only be accomplished through matching company offerings to the requirements of target markets. This observation also supports the universal acceptance of statement 28 in the section on marketing orientation. The views are not only universal within the independent sectors of marketing planning and marketing orientation but are also complementary. The essential role of the marketing planner is thus affirmed cross-culturally. This finding provides evidence of the effective diffusion of marketing planning as a central function to be undertaken by professional marketers internationally. It is only in relatively recent years that the literature has provided

guidance with studies, models and frameworks for marketers to apply. The CIM course of professional marketing education pursued by all respondents has thus provided a potentially great service to the economic and commercial development of the five nations which collectively constitute a high proportion of the world of professionally qualified marketers.

It therefore follows that statement 27 becomes a truism that "close involvement in the process of marketing planning is essential for all marketing managers."

Relative pessimism

A position of relative pessimism occurs when the mean scores achieved for belief and practice are lower than the aggregate mean scores for all statements.

The table confirms, as has been witnessed in the individual country studies to follow, that two statements have achieved the status of recurrent universal relative pessimism. These statements are 12 and 36, which state that:

"Formal marketing planning guarantees success" (S12).

"Market segmentation is feasible to apply in all markets" (S36).

From the responses to statement 12, it is indeed reassuring to know that the course of professional marketing undertaken has not produced 'blind faith' and a level of associated naivety. Respondents appreciate the purpose and value of marketing planning as witnessed by responses of relative optimism, but realise that marketing planning is not a panacea for commercial success. This reflects the integrity of the research, that respondents have treated each statement carefully, otherwise the 'correct' placing of this statement would not have been confirmed.

Statement 36 has opened an interesting avenue of thought. Marketing can be described as being undifferentiated, which means that marketing practices are standardised in all markets, or differentiated, which implies that market segmentation principles have been applied. The underlying theory is that markets can be broken down into meaningful sub-markets for the distinct purpose of treating them separately for marketing planning

purposes. Even though companies may apply principles of undifferentiated marketing, it does not follow that market segmentation may not be feasible.

The underlying debate that occurs is the value of market segmentation as depicted by the word 'feasible' in the statement. In today's increasingly competitive market place markets are becoming more sophisticated, customers more discerning and hence the need for segmentation arises to evolve an effective match to be made between buyer and seller. The recognition that segmentation, or niche marketing, is the way ahead for the 1990s to achieve survival, growth and competitive advantage is prescribed in the literature. Yet the research finding has not reflected this trend. One interpretation may be that the world of aspiring and qualified professional marketers lags behind the recent thinking on the subject. Another interpretation may be that an undifferentiated view of marketing has occurred within the respondents' frame of reference; or it may imply that the science of market segmentation has yet to be fully understood and believed. From first hand practical experience as a marketing consultant throughout the majority of the national areas in the research, it is a question of know-how.

Marketers are aware of what segmentation is but find the principle difficult to apply in practice because there is a competence gap that does not allow sufficient confidence to experiment. This still remains a dark continent, relatively unexplored in the world of professional marketing practice – an important area where theory has yet to be matched with practice.

Relative frustration

Relative frustration arises where the mean score for belief exceeds the aggregate mean score for all statements but the mean score for practice is less than the aggregate mean. This implies that there is an internal tension and hence relative frustration.

There is no evidence of universal relative frustration among respondents across the three surveys over the dimensions of marketing planning contained in the statements. Yet one statement has recurrent recordings of relative frustration, particularly prevalent among post-qualified marketers in survey three. With the exception of the UK, the other countries appear to display evidence of frustration for statement 40. The central

theme contained in statement 40 is the use of analytical models in marketing planning. Marketing science through the use of analytical models as frameworks for thinking and decision analysis often depends upon support from the non-marketing areas of business organisations. Frustration arises when these models are not familiar or indeed seen to be relevant by non-marketing specialists. For marketing planning to work effectively it must have company-wide commitment. This infers that companies must start first with acceptance of marketing orientation, which introduces the marketing concept, and then through the business philosophy of customer-centredness explains the appropriateness of certain models to help understand a company's strategic position so that marketing planning can be applied to best advantage.

Marketing is both a business philosophy as well as a functional area of business activity. This means also that the workings of marketing planning need also to be understood across the organisation. It is this area of difficulty that leads to the observations of relative frustration for statement 40. This is clearly a problem area in the professional marketing world and can only begin to be addressed if the marketing concept is implanted across companies to become part of the predominant business culture.

Such was the clarity of response to the 11 statements of marketing planning that there was no meaningful evidence of relative confusion among respondents.

Arising from the pattern of responses received in the quadrant analysis three statements have been selected for in-depth treatment. These are:

Statement 22, a fundamental discipline of the process of marketing planning that has retained universal optimism;

Statement 25, concerning design and implementation;

Statement 40, which features modelling and has a more disparate response across the national cultures.

MARKETING PLANNING

STATEMENTS OF SPECIAL CROSS-CULTURAL INTEREST

STATEMENT 22

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods."

Statement 22 may be described as a definitive explanation of marketing planning and the processes involved. It encompasses marketing orientation, customer targeting, objective setting and marketing strategy to achieve objectives over time. This concise statement reflects the definitive statement number 32 in the previous section on marketing orientation. These two statements can be considered in parallel as they are effective in embracing and containing the very essence of the subject to which they relate.

Marketing orientation is the precursor to marketing planning and marketing planning is the means by which marketing orientation can be achieved in organisations. The linkage between statements 22 and 32 is one of a dependent relationship. It is now appropriate to explore the responses received for statement 22 for marketing planning and where appropriate relate these to marketing orientation. The exploration will commence by reviewing tables 1 and 2 for surveys one and two respectively, followed by a review of survey three to enable an assessment of the cross-cultural responses to belief held in and perceived practice of statement 22.

Table 2

Marketing planning

Survey 1

Agreement with statement 22 by application in practice by home country

		Home country							
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	85	84	88	28	44	329	
		Col %	58.2	93.3	81.5	80.0	71.0	74.6	
	NO	Count	61	6	20	7	18	112	
		Col %	41.8	6.7	18.5	20.0	29.0	25.4	
	Totals			146	90	108	35	62	441
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>			
41.01670	4	1.0000	8.889		None				

Table 3

Marketing planning

Survey 2

Agreement with statement 22 by application in practice by home country

		Home country							
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	90	49	96	52	37	324	
		Col %	70.9	84.5	87.3	85.2	90.2	81.6	
	NO	Count	37	9	14	9	4	73	
		Col %	29.1	15.5	12.7	14.8	9.8	18.4	
	Totals			127	58	110	61	41	397
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>			
15.01215	4	0.0047	7.539		None				

Within the body of each table the respective positions for the five countries can be observed. The enthusiasm for perceived application in practice runs high for Nigeria, Malaysia, Singapore and Hong Kong. Lagging behind, as by now can be predicted, is the UK.

At the survey one stage at the outset of the course the opinions about marketing planning belief and practice were shared commonly between national cultures; no significant difference was recorded at this stage. By the time this longitudinal sample was again surveyed at the end of the course the Chi-square test conducted has revealed a significant difference, with Hong Kong and the UK taking the bi-polar positions in the propensity to perceive adoption of this statement in practice.

The effect of the course as an intervening variable in the experience of the samples was further studied by country to discover the significance of the perceptual movements that had occurred during the interval of two survey points. The McNemar test was applied and the rationale for this has been explained in the section on the research methods employed in this research programme. The use of the test has been consistent throughout the sections on marketing orientation and marketing planning and has provided valuable evidence of the impact or otherwise of marketing education upon respondents' cognitive frameworks. The results of the McNemar tests are shown in appendix MP22.5.

At an aggregate level across the five nations there was no significant change in the belief held in statement 22. Again the notion of preconception arises as also discovered for statement 32 for marketing orientation. Course members begin a course with an existing cognitive repertoire of marketing ideas. A value system is already in place which has high regard for marketing and what it can and should achieve. Statement 22 is no exception to the established pattern.

The McNemar tests have also revealed that the course has contributed to the perceived application in practice of statement 22 in respondents' employing organisations; it has served to heighten perceptions and hence has modified the established cognitive set of respondents. This is to be expected, for with increased knowledge, perceptions become modified in line with the learning achieved. Collectively course members now perceive marketing planning at work in companies to a higher level than that previously held.

From the McNemar tests the positive movement towards the application in practice at survey two stage was experienced by UK, Malaysian and Hong Kong respondents. The

analysis did not reveal negative responses; all perceptions moved forward as a result of the course of professional marketing education to further motivate participants in their ambition to achieve qualified status.

Among survey three respondents now qualified as practising marketers there was overwhelming support for the belief in marketing planning. In fact 96% of the 536 responses believed in the contents of statement 22. This in turn supports the comprehensive nature of statement 22 as being definitive in its description of marketing planning, and hence it provides a sound basis from which to pursue selected lines of inquiry. It is clear that marketing practitioners who have qualified with the CIM Diploma 'know what' marketing planning is and believe in it. This in itself is convincing evidence of the acceptability of the marketing education received across and within the national cultures selected for this research programme.

Yet this almost universal belief in marketing planning does not imply that it has been adopted universally in employing organisations throughout these national cultures. In fact, as we may anticipate, belief is not matched by practice.

The table below and the statistical evidence displayed confirm the existence of a real gap between belief and the application of statement 22 in practice. Furthermore, the contribution to the Chi-square value is affected by the UK sample of professionally qualified marketers.

The values attributed to the application of marketing planning in practice by the UK longitudinal samples at survey one and survey two are also reflected by UK marketers who have completed their professional marketing education. This relative reticence among the UK has again confirmed the position of the UK national marketing culture as falling behind the rest of the professional qualified marketing world.

Table 4

Marketing planning

Survey 3

Agreement with statement 22 by application in practice by home country

		Home country							
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	107	98	89	72	43	409	
		Col %	69.5	85.2	84.0	82.8	82.7	79.6	
	NO	Count	47	17	17	15	9	105	
		Col %	30.5	14.8	16.0	17.2	17.3	20.4	
	Totals			154	115	106	87	52	514
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>			
14.01477	4	0.0072	10.623		None				

This discovery, which is supported also by the findings for statement 32 for marketing orientation, is most disturbing. Despite the UK being the most developed economy among the five countries surveyed, it is the least progressive in terms of the perceived professional practice of marketing planning.

Among survey three respondents the impact of company size upon the responses received has not been significant at aggregate level for either statement 32 or statement 22 (see table 5).

Table 5
Marketing planning – Statement 22
Survey 3
Agreement with statement by company size

		Agreement with statement		
		Applies in practice	Does not apply in practice	Totals
Small companies with less than 200 employees	Count	215	60	275
	Col %	60.1	63.2	60.7
	Row %	78.2	21.8	100.0
Large companies with more than 1,000 employees	Count	143	35	178
	Col %	39.9	36.8	39.3
	Row %	80.3	19.7	100.0
Total	Count	358	95	453
	Row %	79.0	21.0	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
0.30286	1	.58209	37.329	None

To consider small companies first, the table below confirms that small companies across the national cultures have discriminated from the application of marketing planning in practice but the propensity with which this occurs differs between national cultures, the UK again lagging behind the rest in the adoption of marketing planning in small companies. While it could be debated that companies with less than 200 employees may not be considered small in some countries, the recurrent theme of the relative tardiness of the UK by now has been well established and therefore this classification is not deemed to misinterpret the data.

Table 6
Marketing planning – Statement 22
Survey 3

Belief held by application
in practice by small companies

		Home country					
		UK	Nig	Mal	Sing	HK	Total
Applied in in practice	Count	48	67	50	33	17	215
	Col %	64.9	84.8	86.2	78.6	77.3	78.2
Not applied in practice	Count	26	12	8	9	5	60
	Col %	35.1	15.2	13.8	21.4	22.7	21.8
Totals		74	79	58	42	22	275
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>			
11.93230	4	.01786	4.800	1 of 10 (10.0%)			

In common with small companies, the application of marketing planning in large companies with over 1,000 employees is also very high. Approximately 80% of both small and large company marketers who believe in marketing planning state that it applies in practice in their employing organisations. The position within this aggregate picture has altered within the responses received from national cultures.

From table seven below, in comparison with table six above, it can be seen there are perceptible differences between small and large companies in certain countries; the UK show a distinctly higher rate of adoption for marketing planning in large companies.

Table 7
Marketing planning – statement 22
Survey 3

Belief held by application
in practice by large companies

		Home country					
		UK	Nig	Mal	Sing	HK	Total
Totals							
Applied in in practice	Count	59	17	35	9	23	143
	Col %	73.8	85.0	83.3	100.0	85.2	80.3
Not applied in practice	Count	21	3	7	–	4	35
	Col %	26.3	15.0	16.7	–	14.8	19.7
Totals		80	20	42	9	27	178
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>			
5.31593	4	.25639	1.770	2 of 10 (20.0%) 1 empty cell			

Universally it can be concluded that there is no evidence to claim that marketing planning is practised more in large companies than small companies. Having now determined that company size at an aggregate level across national cultures does not provide a basis for discriminating the level of adoption of marketing planning, the next line of inquiry was to determine how marketing experience in the field may affect the perception of marketing planning being applied in practice.

To treat years of experience in direct selling first, the stepped effect that has been observed for statements of marketing orientation applies also to marketing planning. The table below shows that the propensity to claim the application in practice of marketing planning is less among those with up to two years direct selling experience than for those with greater years of experience. This follows the insight already noted in the section on marketing orientation, that until the two year mark the level of exposure to the internal workings, planning and policy determination of a business would be less. The knowledge horizons therefore would also be more limited.

Furthermore those working in direct selling in junior positions would not be involved so much in the marketing planning of the company, if at all.

Table 8

Marketing planning – statement 22

Survey 3

Belief held by application in practice
by years of experience in direct selling

	Years of experience in direct selling				Total
	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	
Applied in practice	36	94	129	104	363
Row %	9.9	25.9	35.5	28.7	100.0
Column %	65.5	81.7	79.1	83.9	79.4
Not applied in practice	19	21	34	20	94
Row %	20.2	22.3	36.2	21.3	100.0
Column %	34.5	18.3	20.9	16.1	20.6
Column total	55	115	163	124	457
Row %	12.0	25.2	35.7	27.1	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
8.45543	3	.03748	11.313	None	

Hence the stepped effect again has been confirmed. It implies that a better knowledge and insight of the workings of both principles of marketing orientation and marketing planning are more firmly established after two years working experience in the sales function. Further evidence is provided in appendix MP22.2, where it is again attested at individual country level that the UK lags behind in all experience groups. Perhaps of more interest is the relationship between years of experience in planning and controlling marketing operations in relation to the application of marketing planning in practice.

As now revealed in table 9 below, there is no significant difference at the tested levels between years of experience and the claim that marketing applies (or does not apply) in practice. This position at aggregate level compares quite distinctly with those who have sales experience only in the up to two year experience band. This can be accounted for by the potential level of involvement of marketing personnel in the marketing planning process from the outset of their marketing careers.

Marketing teams in companies tend to be small in number of personnel; in fact much smaller than the associated sales force or sales forces within each respective organisation. It is therefore not surprising that a very early exposure and involvement in marketing planning can be anticipated. This is an important finding for professional marketing educators to learn the immediacy of the potential value of the course to the real life working situation on marketing employment, i.e. making the marketing plan work in practice. This is why 'know-how' is so very important, an area yet to be tackled effectively in the marketing education profession. Nonetheless the overall position is very encouraging to learn that the contribution of the programme of professional marketing education has real potential pay-off for employing organisations – as it should have. Yet a gap still remains in the ability for qualified marketers to practise marketing planning. Established organisational cultures, prevailing practices and 'know-how' have yet to give way to a more systematic approach to the planning of companies' marketing strategy. It follows that there are qualified marketers who have yet to influence their companies, and furthermore qualified marketers working in sales driven organisations who have yet to adopt the marketing concept.

Table 9

Marketing planning – statement 22

Belief held by application in practice by years of
experience in planning and controlling marketing operations

	Years of experience in marketing				Total
	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	
Applied in practice	82	143	110	36	371
Row %	22.1	38.5	29.6	9.7	100.0
Column %	75.2	81.7	81.5	81.8	80.1
Not applied in practice	27	32	25	8	92
Row %	29.3	34.8	27.2	8.7	100.0
Column %	24.8	18.3	18.5	18.2	19.9
Column total	109	175	135	44	463
Row %	23.5	37.8	29.2	9.5	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
2.15361	3	.54114	8.743	None	

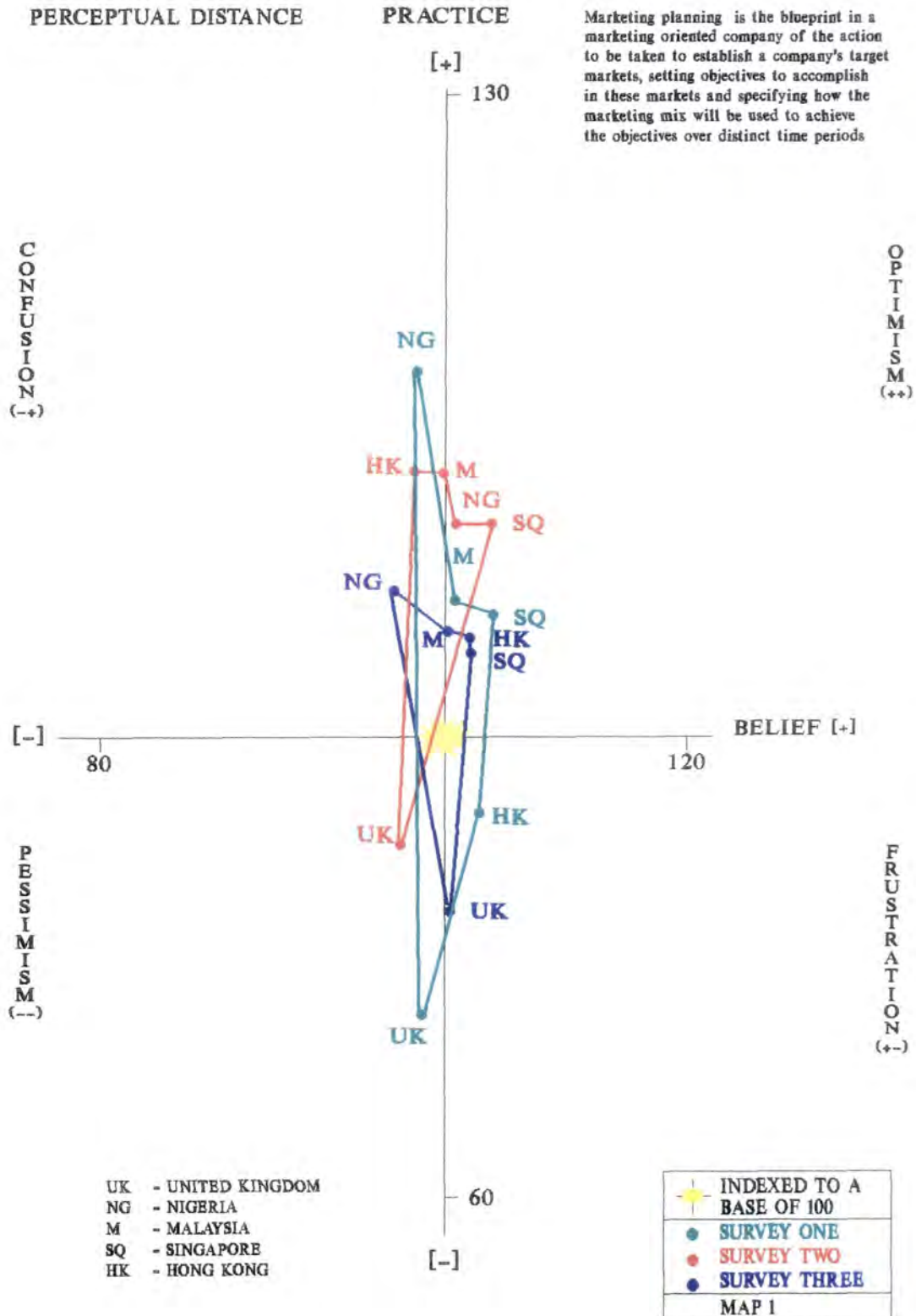
While this overall evidence is encouraging at aggregate level, the position within each separate country is recorded in appendix MP22.3. As by now is to be expected, the UK is the exception to the rule, where companies restrict the potential levels of involvement in the early years of career development compared to the rest of the qualified world of professional marketers; individuals are inhibited from converting knowledge into practice through prevailing organisational culture.

The collective positions of the three surveys for the dimensions of belief in statement 22 and the perception of application in practice are plotted on the two perceptual maps, map one and map two. Map one shows the individual country recordings for each of the surveys represented by three polygons, the shape and size of which reflect the diversity of response.

The narrow appearance of all three polygons conveys the high level of solidarity amongst all participants as to the belief in the statement. This reflects visually the

MARKETING PLANNING STATEMENT 22

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

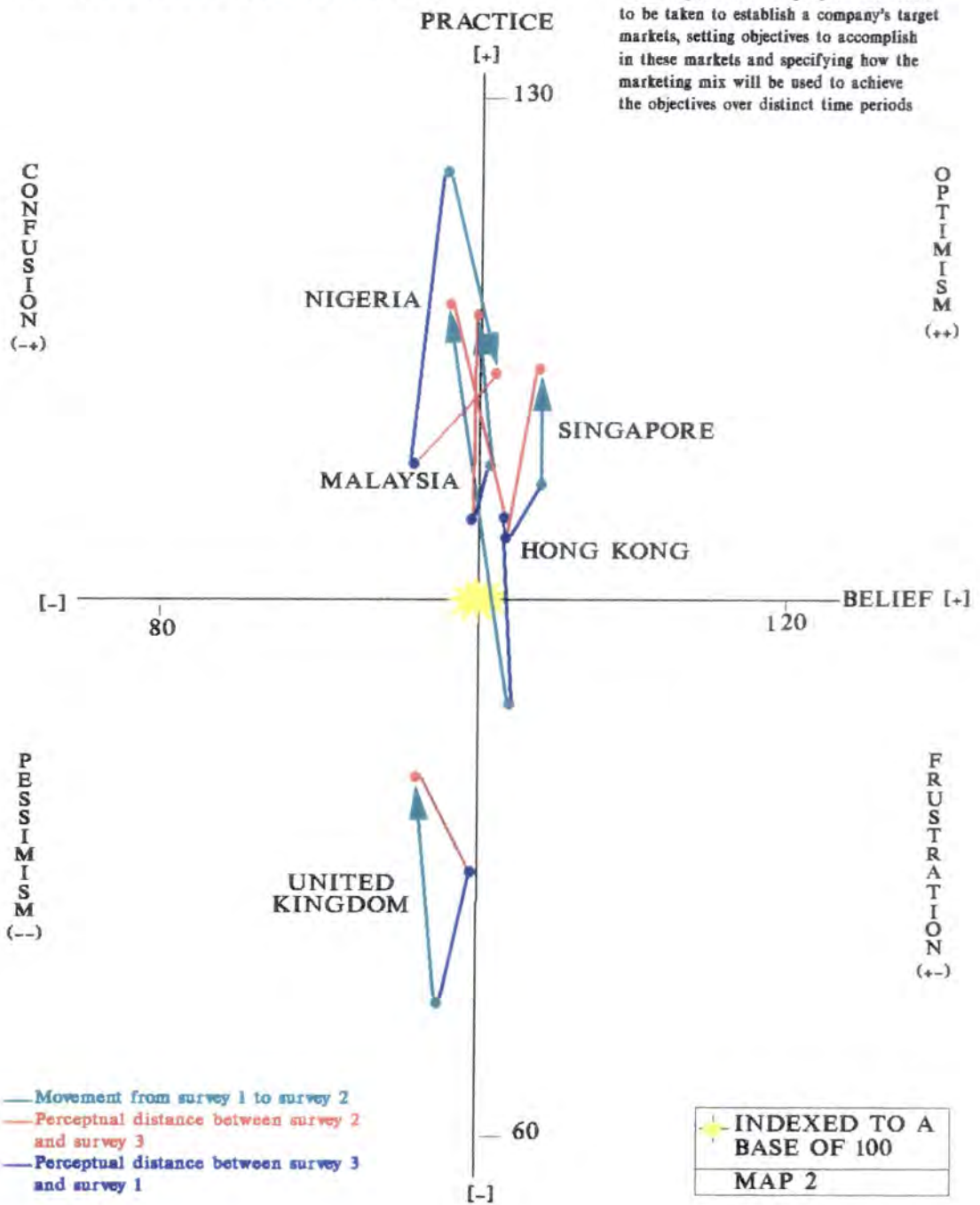


MARKETING PLANNING STATEMENT 22

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

DYNAMICS OF MOVEMENT AND PERCEPTUAL DISTANCE

Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods



discussion in this section of the thesis. The length of the polygons indicates how different national cultures regard the application in practice of statement 22. The blue and red polygons cover a smaller surface area than the green. The implication of this is that there is a greater disparity in perception of the practice of statement 22 amongst those respondents that have not yet participated in a course of professional marketing education.

The pre-examination and post-qualified participants display a much more cohesive viewpoint regarding the perceived and actual practice of formal marketing planning. The blue polygon reflects the wisdom of the sample of post-qualified practitioners where there is an increased consensus of agreement.

Map two has been constructed from the same recorded data as map one but interprets the data in such a way so as to convey individual country positions. The relatively pessimistic view that the United Kingdom has held towards statement 22, by now a legend, can be visualised. The UK triangle occupies an isolated position in the relative pessimism quadrant, which not only demonstrates a relative lack of confidence in the application in practice of statement 22 but also displays the cultural difference between the UK and the other four participating countries.

The close proximity of the other triangles conveys similar viewpoints in regard to belief in and practice of formal marketing planning processes. The small triangles representing Malaysia and Singapore point to a high consensus of opinion across surveys one, two and three within both countries.

It is clear professional marketing education has caused Hong Kong respondents to become much more optimistic in terms of the application in practice of statement 22. The reverse is demonstrated by Nigerian respondents as they hold the most optimistic position regarding perception of practice in their pre-course state. The most significant finding conveyed by map two, and supported consistently throughout the text, is the relatively pessimistic position of the UK across the three surveys. As is the case for statement 32 the Asian countries remain close in proximity in their respective perceptual mapping, leaving Nigeria and the UK more culturally distinct.

STATEMENT 25

"The design and implementation of a strategic marketing plan is the key to successful marketing."

Statement 25 is more imperative than statement 22. However, the link between the statements is clear. Statement 22 is a definitive description of the planning process, and naturally statement 25 becomes an interpretation of statement 22; it is an acknowledgement of the deemed value and importance of marketing planning to the accomplishment of success in a marketing oriented business. The bond between statements 22 and 25 is similar to that between statements 32 and 28 in the previous section on marketing orientation. Statement 25 implies action; it calls for a confirmation that the key to successful marketing is routed through marketing planning.

This message would have been imparted on the course; it is now appropriate to discover if it has been received, understood and valued. Students at survey two will now know what a marketing plan is, but will the value and hence connection to marketing success have been made? It requires a level of confidence to confirm the statement because it implies a move towards 'know-how'. Statement 25 gets closer to the operational level when acceptance of the idea becomes closer to reality.

If companies are to be proactive in marketing then a planned approach to the future becomes vital. The research now will discover the extent to which this message is believed and perceived to be applied in practice.

The results from surveys one and two will be considered initially before moving to survey three.

Tables 10 and 11 reveal significant differences in how the five countries have responded and both surveys show a gap between belief and practice in excess of 20%, which is not total support for statement 25. The evidence suggests that 'knowing what' a strategic marketing plan is suggests that organisations as yet do not in totality have the 'know-how' to acquire marketing success through the design and implementation of a marketing planning system.

At country level it comes as no surprise that the UK yet again lags behind the Asian bloc and Nigeria. Moreover, the confidence within the Asian countries runs high even after the course of study. There is a high level of faith in the perceived use of marketing planning in those countries.

The Nigerian response has an in-built sense of rationality. Having now understood 'what' a marketing plan is, a dawning realisation at survey two has moderated the high levels of enthusiasm to obtain an insight which claims that Nigerian companies have some way to go before marketing planning becomes a universal tool in everyday use by marketers – a position visualised too by survey two UK respondents. This phenomenon is matched by the responses obtained to statement 28 in the section on marketing orientation.

Table 10

Marketing planning – statement 25

Survey 1

Agreement with statement 25 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	89	73	87	29	45	323
		Col %	62.7	85.9	83.7	87.9	78.9	76.7
	NO	Count	53	12	17	4	12	98
		Col %	37.3	14.1	16.3	12.1	21.1	23.3
	Totals		142	85	104	33	57	421
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>			
24.93640	4	0.0001	7.682	None				

Table 11

Marketing planning – statement 25

Survey 2

Agreement with statement 25 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	90	45	90	55	31	311
		Col %	69.8	72.6	80.4	96.5	91.2	78.9
	NO	Count	39	17	22	2	3	83
		Col %	30.2	27.4	19.6	3.5	8.8	21.1
	Totals		129	62	112	57	34	394
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>		
21.79141	4	0.0002	7.162		None			

SURVEY 3

"The design and implementation of a strategic marketing plan is the key to successful marketing."

This statement now merits particular attention among survey three participants because it provides an indication of the real value attributed to strategic marketing planning. The belief in and the practice of the design and implementation of a strategic marketing plan among qualified marketers can now be determined. Across the large sample of 534 practising marketers only 46 did not concur with the statement. This is a small proportion who feel it appropriate to rebel against the very essence of the strategic and operational workings of the profession. Among this critical mass who believe in the contents of statement 25, it is now essential to determine what actually happens in practice in their employing organisations.

The perception of practice has been considered among survey one and two respondents. It is vital now to know what exactly happens in companies across the national cultures who employ professionally qualified marketers.

The table below reveals the answer to this question. There is a confirmed disparity between belief and practice, not dissimilar to that anticipated by those aspiring to qualified status. Moreover there is a significant difference in the way in which marketing practice is perceived to occur between the national cultures.

To obtain a deeper insight into the impact of the course during the learning process, the McNemar test was completed for the independent variables of belief and practice to achieve a more intimate assessment of the positions recorded in tables 10 and 11 above. The results are contained in appendix MP25.4. The movement in respondents' perceptions across the two surveys by way of belief in statement 25 was enhanced as a result of the course, which suggests that a level of indoctrination in the value of strategic marketing planning had taken place. But this finding was at aggregate level only. The UK, Singapore and Hong Kong respondents did not alter their views significantly; it is just the Nigerians and Malaysians who have been swayed.

When the variable of practice was subjected to the same statistical rigour, no significant difference in perception was discovered.

It follows that the course of professional marketing education has had very little impact upon the respondents in each country in relation to their perceptions of statement 25. While it is acknowledged that there is a difference between countries in how the statement is valued, individual respondent groups in each country have not been positively or negatively influenced.

Table 12

Marketing planning – statement 25

Survey 3

Agreement with statement 25 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	99	96	83	66	43	387
		Col %	68.3	83.5	83.8	82.5	87.8	79.3
	NO	Count	46	19	16	14	6	101
		Col %	31.7	16.5	16.2	17.5	12.2	20.7
Totals			145	115	99	80	49	488
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>			
1.83543	4	0.0032	10.141		None			

To consider this position to account for the contribution to the Chi-square value it is certain that the position of the UK has strongly influenced these results. The proportionate relationships for the other four countries concur and if the UK was separated from the five countries there would be agreement with the implementation of strategic marketing planning across the world of professionally qualified marketers.

This response to statement 25 is not dissimilar to statement 28 for marketing orientation and also for statement 22, the definitive statement of marketing planning.

The position of the UK is one of very real concern. It is most important to discover why this extreme difference between the UK and other national cultures prevails.

The research offers convincing evidence that at aggregate level there is no significant difference (significance .80820) between small and large companies who believe in marketing planning and the respective practice of it. This is further confirmation of the findings from survey three responses to statement 22. Respondents remain consistent in their views that marketing planning has value for all companies across all national cultures and has universal application potential.

Table 13

Marketing planning – statement 25

Agreement with statement by company size

		Agreement with statement		
		Applies in practice	Does not apply in practice	Totals
Small companies with less than 200 employees	Count	209	55	264
	Col %	61.8	60.4	61.5
	Row %	79.2	20.8	100.0
Large companies with more than 1,000 employees	Count	129	36	165
	Col %	38.2	39.6	38.5
	Row %	78.2	21.8	100.0
Total	Count	338	91	429
	Col %	100.0	100.0	100.0
	Row %	78.7	21.2	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
0.053893	1	.80820	35.000	None

By treating small and large companies separately by country as shown in tables 14 and 15, the UK again is revealed as being out of step with the other national cultures and contributes to the Chi-square values achieved.

Table 14

Marketing planning – statement 25

Belief held by application
in practice by small companies

		UK	Nig	Mal	Sing	HK	Totals
Applied in in practice	Count	49	65	45	30	20	209
	Col %	68.1	82.3	83.3	81.1	90.9	79.2
Not applied in practice	Count	23	14	9	7	2	55
	Col %	31.9	17.7	16.7	18.9	9.1	20.8
	Totals	72	79	54	37	22	264
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>			
8.34317	4	.07979	4.583	1 for 10 (10.0%)			

Table 15

Marketing planning – statement 25

Belief held by application
in practice by large companies

		UK	Nig	Mal	Sing	HK	Totals
Applies in practice	Count	50	16	33	10	20	129
	Col %	68.5	84.2	84.6	100.0	83.3	78.2
Not applied in practice	Count	23	3	6	–	4	36
	Col %	31.5	15.8	15.4	–	16.7	21.8
	Totals	73	19	39	10	24	165
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>			
8.53248	4	.07391	2.182	2 of 10 (20.0%)			

The Chi-square values and associated significance factors are very similar and once again it is the position of the UK which is distinctive. The relative pessimism of the UK is widespread. It is not attributable to either small or large company corporate cultures, but both – and can be claimed with ease to be a distinct national culture which is separated from the rest of the qualified marketing world, and unless this changes it could have long term implications on the competitiveness of UK companies and in turn the national economy. (Further analysis on the individual countries by company size is available in appendix MP25.10.

It was considered that the reflections of survey three respondents may be influenced by the years of working experience and hence exposure they have had in a sales and marketing environment. The research examined this line of reasoning by country through respondents.

The results from the analysis are summarised in the tables below.

Table 16

Marketing planning – statement 25

Survey 3

Belief held by application in practice
by years of experience in direct selling

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applied in practice	41	88	118	98	345
Column %	77.4	78.6	79.2	81.0	79.3
Not applied in practice	12	24	31	23	90
Column %	22.6	21.4	20.8	19.0	20.7
Totals	53	112	149	121	435

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
.37000	3	.94637	10.966	None

Table 17

Marketing planning – statement 25

Belief held by application in practice by years of experience in planning and controlling marketing operations

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applied in practice	81	132	108	31	352
Column %	76.4	82.0	81.8	79.5	80.4
Not applied in practice	25	29	24	8	86
Column %	23.6	18.0	18.2	20.5	19.6
Totals	106	161	132	39	438
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
1.51238	3	.67942	7.658	None	

Tables 16 and 17 confirm that there is no significant difference between the experience levels by either those employed in direct selling or those in marketing and the claimed application of strategic marketing in practice. Regardless of experience, respondents globally concur that:

"The design and implementation of a strategic marketing plan is the key to successful marketing."

This discovery may simply be dismissed as common sense for all employed in sales and marketing, but as we have seen, common sense is not that common. For other statements in the sections of marketing orientation and marketing planning there has been a characteristic stepped effect among those with up to two years direct selling experience, who hitherto have not been exposed to certain dimensions of marketing. This is not the case for statement 25. There is universal concurrence that experience has not affected the perceived value and application in practice of strategic marketing planning. (Further supporting analysis can be consulted in appendix MP25.3).

The respective positions of the five nations have remained similar in this respect with the more recurrent knowledge that the UK has a lower proportionate support. Yet it can be concluded that the incremental years of experience in selling and marketing do not provide a discriminating factor to acknowledge the contribution of strategic marketing planning to successful marketing action.

The combined responses to statement 25 are now displayed in maps one and two following the same convention as previously explained.

Again, the narrow appearances of green and blue polygons express the high level of harmonious belief in the statement within the pre-course and post-qualified samples. The influence of culture upon the individuals' agreement with the statement is not dominant within these two surveys.

The much broader shape of the red, survey two, polygon implies that members of the longitudinal surveys, after having studied for a professional marketing qualification, hold more disparate views according to their nationalities. With the exception of Hong Kong, the candidates have become more inclined to agree with statement 25.

The blue polygon, representing the post-qualified response, covers the smallest surface area, suggesting the highest degree of homogeneity between the five participating countries. The length to width ratio of all three polygons indicates the disparity in viewpoint between the countries within each survey lies mainly in the perception of the statement's application in practice.

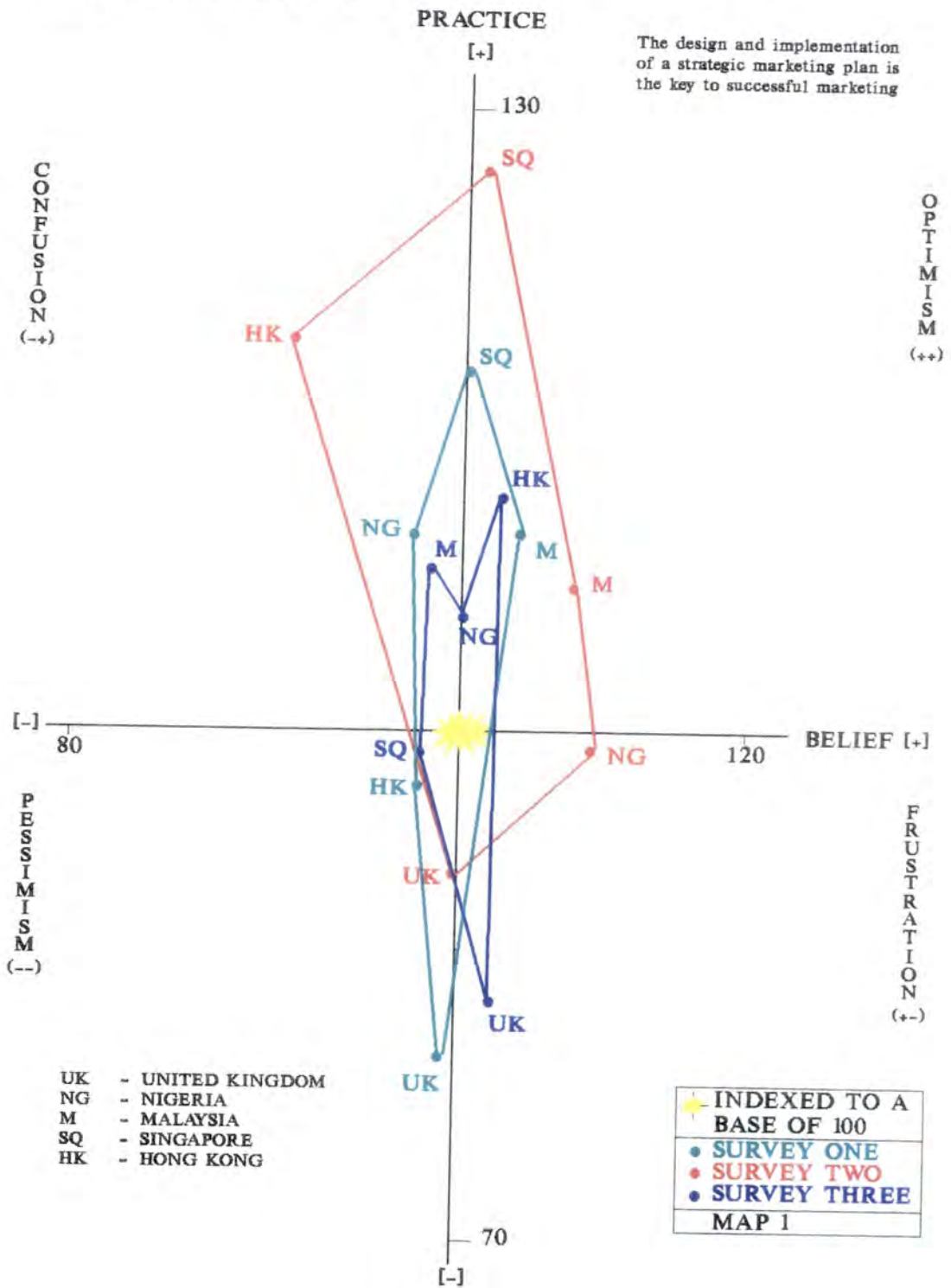
The spatial arrangement of the red polygon in relation to the axis and to the other two polygons denotes the greater optimism felt by the pre-examination students in terms of their belief in and perceived practice of statement 25.

Map two is a development of map one. Using the same information but an alternative method of interpretation it conveys the positions of the individual countries across the three surveys. The size of the triangles represents the differing viewpoints of the three groups of respondents. The small size of the UK and Malaysian triangles indicates little

MARKETING PLANNING STATEMENT 25

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

PERCEPTUAL DISTANCE

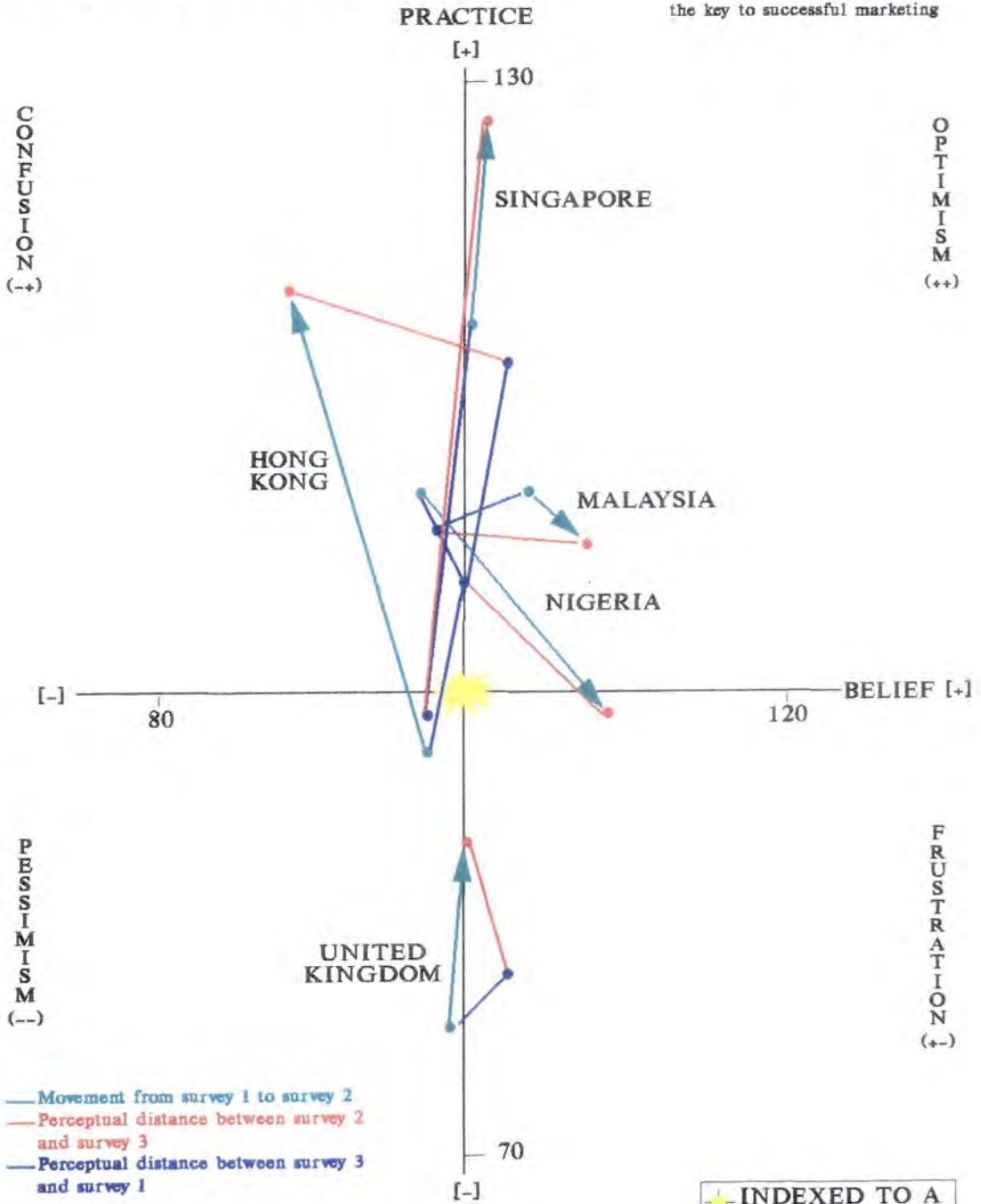


MARKETING PLANNING STATEMENT 25

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

DYNAMICS OF MOVEMENT AND PERCEPTUAL DISTANCE

The design and implementation
of a strategic marketing plan is
the key to successful marketing



difference between response at the pre-course, pre-examination and post-qualified levels.

Conversely, the attitudes of the Hong Kong participants vary a great deal from one survey to the next as denoted by the relevant triangle, the largest on the map. The very long and narrow triangle which represents the Singaporean position means that whilst the level of agreement on statement 25 is very uniform, the extent to which it is perceived to apply in practice varies enormously between surveys.

The isolated position of the UK triangle in comparison to the overlap of the other four shows the cultural difference between the United Kingdom and the other less developed economies. It is interesting to note that the more advanced economy of the United Kingdom does not mean that its organisations are more inclined toward implementation of strategic marketing planning. In fact the opposite appears to be true.

STATEMENT 40

"An appreciation and an understanding of analytical models and techniques is relevant to marketing planning."

Statements 22 and 25 have provided a foundation of understanding for the beliefs held and perceived practice of marketing planning per se, but from first hand experience in the field the science with which those plans are constructed is as variable as the English weather. Planning for marketing can range from a set of budgets updated on an annual basis to a sophisticated system of rolling plans reviewed quarterly and moved ahead over a fixed planning horizon. Within this wide range of planning activity the use of analytical models may provide a sound basis from which an enduring understanding of the market place can be made.

Statement 40 is highly focused upon the value of such models, which are an important taught component of the Diploma course syllabus determined by the Chartered Institute of Marketing.

Among those who embarked upon the course, at the pre-course stage, belief held in this statement was almost total. This is not surprising because the naivety of the respondents at this stage of development would consider that analytical models were the fundamental tools of the marketing planner. It could be argued that without an understanding and use of the frameworks for thinking produced through the modelling process the underpinning for strategic marketing planning decisions would be ill founded.

However, there may be tools for the individual only which may not be accepted or even appreciated by the employing organisation simply because companies do not think with models. Therefore the belief held in models now needs to be considered against the perceived application in practice because the provision for marketers with a professional tool kit does not assume that it will or can be used to 'fix' the market.

Table 18 below examines this set of dynamics cross-culturally.

Table 18

Marketing planning – statement 40

Survey 1

Agreement with statement 40 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	69	51	64	18	42	244
		Col %	51.1	68.9	66.7	64.3	70.0	62.1
	NO	Count	66	23	32	10	18	149
		Col %	48.9	31.1	33.3	35.7	30.0	37.9
	Totals		135	74	96	28	60	393
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>			
10.88534	4	0.0279	10.616	None				

By combining belief held in statement 40 with the perceived application of the statement in practice, the reality of the utility of models dawns even upon the pre-course respondents. A wide gap between belief and application is perceived with a characteristic lag again in evidence among UK respondents.

The position changes among this longitudinal sample at the end of the course at the pre-examination stage because the models have been explained, even though the real relevance and connecting 'know-how' will not have been fully understood while attending the course of study.

Table 19 below provides the results from survey two and provides a basis from which comparison with survey one results can begin.

Table 19
Marketing planning – statement 40
Survey 2
Agreement with statement 40 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	61	39	96	45	25	266
		Col %	48.8	76.5	92.3	77.6	61.0	70.2
	NO	Count	64	12	8	13	16	113
		Col %	51.2	23.5	7.7	22.4	39.0	29.8
	Totals		125	51	104	58	41	379
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>			
55.78438	4	0.0000	12.224	None				

Overall the perception of the application in practice has increased as a result of the knowledge attained on the course and perhaps the enthusiasm for these 'new tools' has also influenced the results.

In the case of the UK, the introduction of models has caused respondents to reflect about marketing practices in their organisations and indeed confirm the previously held views that the use of models is not a common practice for marketing planners. This reflective mood has been echoed by Hong Kong respondents also. The ever ambitious Malaysian and Singaporean nationals have now a heightened perception of statement 40, where a marked positive shift in perception has been recorded, a phenomenon also echoed by Nigerian nationals. The course has achieved a set of different responses in individuals which again shows a different cultural response to the learning acquired.

To take a closer look at the impact of the course of marketing education upon the longitudinal sample it is necessary to disclose the findings of the McNemar tests, which are contained in appendices MP40.4 and MP40.5. At an aggregate level, summing all country responses, belief held in the value of models has not altered significantly; it was already at a high level, but the perceived application in practice has where there

are now significantly more respondents who believe that companies use these techniques now that they understand more about them. The movements were particularly noted for Malaysia, Singapore and Nigeria where the enthusiasm was heightened significantly. It appears that the course has produced in these three countries an artificial response that is almost an over-reaction to the acquisition of new knowledge. This perception must now be compared with that of post-qualified marketers.

From the earlier section of quadrant analysis statement 40 was identified by all countries surveyed as one of recurrent relative frustration, which implies that even though respondents believe the statement they have yet to achieve acceptance of it in their employing organisations.

It is from survey three respondents that we may now learn the 'truth' about the use of analytical models and techniques and discover how this actual use varies with the perceptions of those seeking to become professionally qualified marketers.

From table 20 it is very clear that a substantial gap prevails between belief and perceived practice. Over one-third of all respondents hold a firm conviction that statement 40 does not apply in practice. There are two ways to consider the implications of this finding; either to accept it as a statement of fact, which the author of this thesis personally supports; or to suggest that a proportion of respondents may not be fully aware and therefore partially blind to the realities of marketing planning in practice. This alternative perspective would need to be tested, but from first hand experience in the field, knowledge of models used in analysing markets certainly exists. Therefore they 'know how' but there is less evidence of use because the 'know-how' does not exist to convert a model into a valued framework for thinking for others. The threshold problem arises when there is a requirement to communicate the principles involved to others in the work place who have not been exposed to an external course of professional marketing education. At an individual level, the propensity for use among post-qualified marketers would therefore be much higher.

From table 20, the recurrent pessimism of the UK is now matched by Nigeria, Malaysia, Singapore and Hong Kong. There are a set of shared views about the reality

of a more scientific approach being taken to marketing planning by employing organisations. This raises an important question about the actual 'state of the art' for marketing planning among the professionally qualified world of marketers. Agreement has been secured about the contribution of marketing planning in statements 22 and 25, but the level of sophistication in current use suggested by these results is underdeveloped. It is this area of 'know-how' where ambition for more scientific marketing planning has yet to be matched with the ability to achieve it.

Of particular interest is the position of Hong Kong, who lag far behind the other five countries. This reflects the current economic and political position, which potentially threatens the commercial prospects for resident businesses and in turn the livelihood of resident individuals. The use of models is a time consuming activity, and time used in planning through modelling is perceived in Hong Kong as time that could be used for selling. In Hong Kong, time is precious, time lost is money lost, and the current frenzy of business activity in comparison with other Asian markets would suggest that there is little time for sophisticated marketing planning much beyond the conventional set of budgets to forecast and monitor financial performance. A significant percentage of qualified marketers are joining the 'brain drain' from Hong Kong, where future opportunities for individuals to exploit the value of the Diploma qualification may again be realised.

Table 20
Marketing planning – statement 40
Survey 3
Agreement with statement 40 by application in practice

		Home country						
			UK	Nig	Mal	Sing	HK	Total
Applies in practice	YES	Count	87	68	62	55	20	292
		Col %	67.4	68.7	66.7	67.1	47.6	65.6
	NO	Count	42	31	31	27	22	153
		Col %	32.6	31.3	33.3	32.9	52.4	34.4
	Totals		129	99	93	82	42	
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>				
6.75677	4	0.1493	14.440	None				

The convincing evidence of a gap between belief and practice conveyed in table 20, where the views are universal, needs to be further explored to discover whether the position is different for small or large companies. A tendency could be argued in favour of large company adoption from a rationale of more staff, more time, more resources to respect and value a more professional approach to marketing planning. Such views are not upheld however from the results achieved in the research.

At aggregate level, table 21 undermines any thought which claims that marketing modelling is the domain of large corporations.

Table 21
Marketing planning – statement 40
Survey 3
Global analysis
Agreement with statement by company size

		Agreement with statement		
		Applies in practice	Does not apply in practice	Totals
Small companies with less than 200 employees	Count	156	76	232
	Col %	62.4	56.3	60.3
	Row %	67.2	32.8	100.0
Large companies with more than 1,000 employees	Count	94	59	153
	Col %	37.6	43.7	39.7
	Row %	61.4	38.6	100.0
Total	Count	250	135	385
	Col %	100.0	100.0	100.0
	Row %	64.9	35.1	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
1.36377	1	.24288	53.649	None

The Chi-square test applied confirms that at the .05 level there is no significant difference between the application and non-application of statement 40 within small and large companies. This permits a further proposition to be made that the use of models may be retained at the level of the individual marketers rather than adoption at organisational level. This can only be a proposition and cannot be proven or disproven on this research programme.

When table 21 was subsequently analysed by treating small companies by individual country to test for significant difference, the evidence again was overwhelming (significance .70003) that there was no difference in the perception of respondents from different national cultures in relation to the application of statement 40 in practice.

Similar findings were made for large companies also. Therefore the position at aggregate level in table 21 has been verified within both small and large companies in each national culture.

The use of analytical models for marketing planning is certainly an arena for future marketing planners to grow into to enhance professionalism in their marketing practices.

The evidence now is well substantiated that the pattern of opinion is established cross-culturally. Nevertheless tests were conducted using respondents' experience in direct selling and in planning and controlling marketing operations and, as to be expected with significance scores of .81595 and .77443 respectively, there is absolutely no evidence to permit the claim to be made that the findings have been influenced by years of work experience.

The collective responses of all 15 samples of the research, that is, from the three surveys and across the five participating countries, are conveyed in maps one and two. Map one expresses the data in the form of three five sided polygons, each representing one survey.

The small narrow appearance of the green polygon indicates a strong cohesion between the beliefs of the survey one respondents. Survey one tends to differ more regarding the practice of statement 40, particularly between United Kingdom and Hong Kong respondents, as seen in the extreme positions in the polygon. The red polygon covers a much larger surface area, indicating that the perceptions of practice among the respondents have become much more diverse as a result of the course of professional marketing education. The polarity between countries is especially prominent now between the respective optimistic and pessimistic views of the United Kingdom and Nigeria.

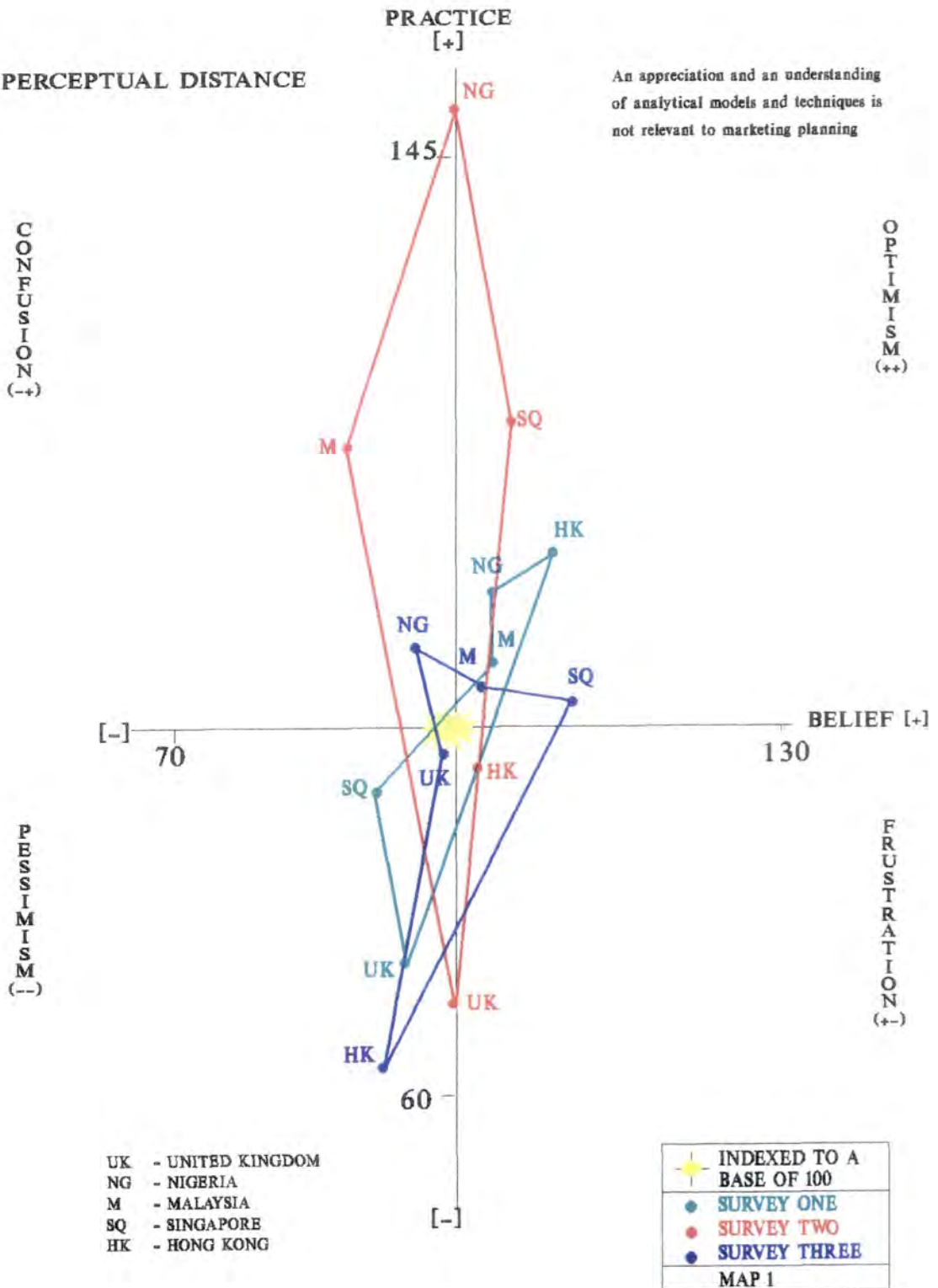
A distinctive feature of map one is how the course of professional marketing education has affected the perceptions of survey two participants in respect of perceived practice. When this substantial shift is then related to the blue polygon it is somewhat unnerving

MARKETING PLANNING STATEMENT 40

ALL COUNTRIES SURVEYS ONE, TWO AND THREE

PERCEPTUAL DISTANCE

An appreciation and an understanding of analytical models and techniques is not relevant to marketing planning

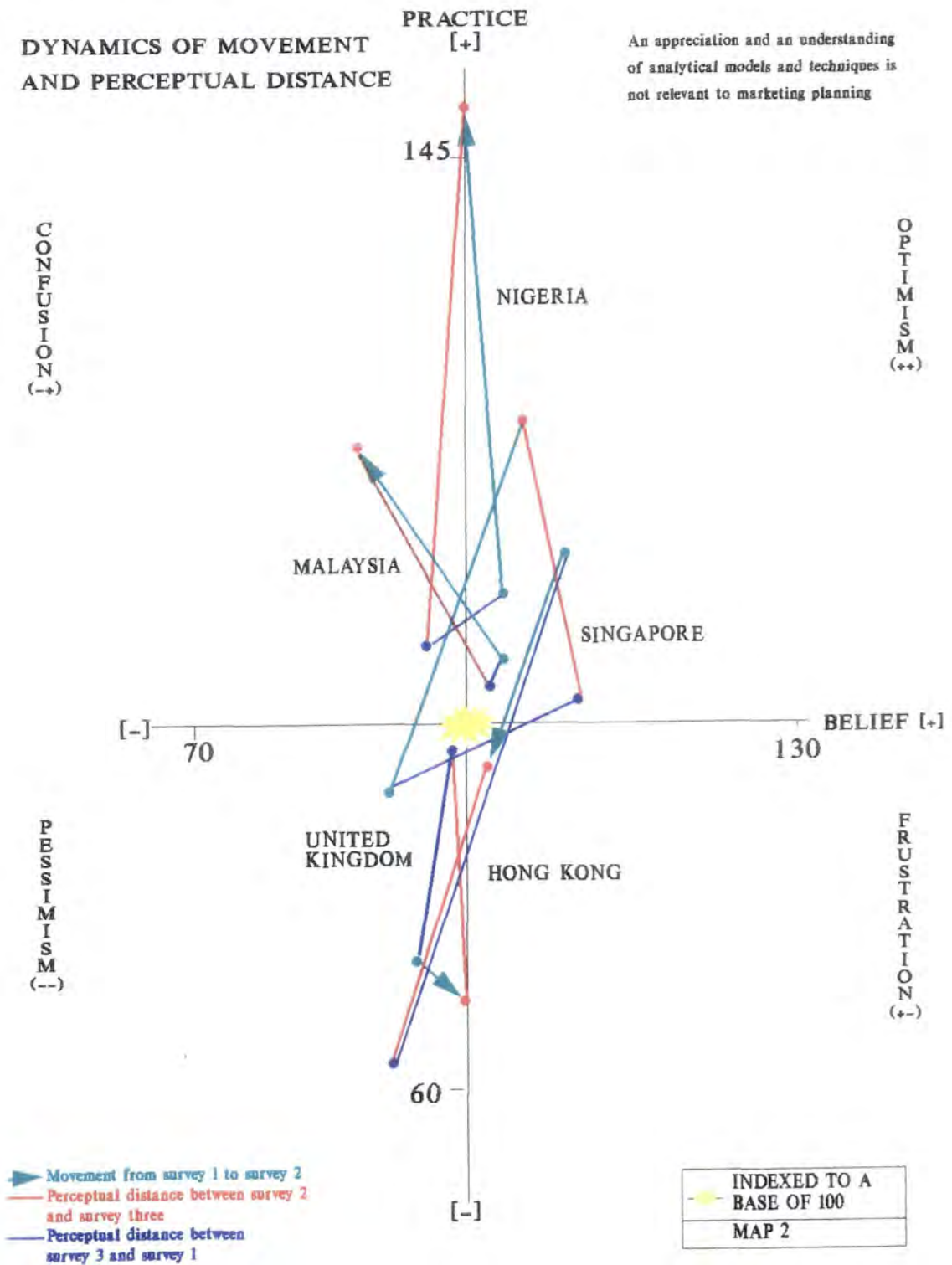


MARKETING PLANNING STATEMENT 40

ALL COUNTRIES
SURVEYS ONE, TWO
AND THREE

DYNAMICS OF MOVEMENT
AND PERCEPTUAL DISTANCE

An appreciation and an understanding
of analytical models and techniques is
not relevant to marketing planning



to see just how far the perceptions of survey two respondents are removed from real world marketing practice.

An interesting debate now emerges. Is the course out of touch with reality or have those who have now achieved professionally qualified status reverted back to existing practices because they cannot achieve positive support from companies for the new ideas introduced on the course of professional marketing education?

Map two uses the same recordings as map one but arranged whereby the movement and perceptual differences within countries may be observed. The size and shape of the five individual triangles varies a great deal. The largest triangle conveys the responses of Singaporeans which indicates that their beliefs in and perceptions of the practice of statement 40 differ considerably. The Nigerian triangle is also distinctive with a very optimistic view of application in practice taken by the survey two respondents. The United Kingdom and Malaysian participants are represented by the smallest of the five triangles. This suggests that, within both cultural groups, there exists a certain degree of conformity of opinion across the surveys.

It is worth noting again the UK position. As a national cultural group they are the most consistently pessimistic of the five countries.

Of special interest is Hong Kong, where the responses to the three surveys are increasingly pessimistic. Survey one pre-course respondents are relatively optimistic about the relevance of analytical models to Hong Kong marketers. They become less so after learning what is involved and the majority of real marketing practitioners in Hong Kong do not use these devices in their marketing planning.

The patterns displayed in map two for statement 40 demonstrate that there are well defined cultural distinctions that are much clearer than for certain other selected statements, notably statement 22. Not only are the perceptual differences between national cultures fascinating when visualised in this way, the method used also enables a visual comparison between statements to be made.

With reference back to the set of maps two for statements 22, 25 and 40 the following insights can be made.

1. The position of the UK has remained culturally distinct, but the views held are shared by Hong Kong in the use of analytical models as conveyed in statement 40. The UK entrenchment of relative pessimism for marketing planning reflects the position recorded for marketing orientation.
2. The Asian countries have a common set of perceptions for the belief and perceived application in practice of statement 22, the definitive description of the planning process, yet this is not maintained at the operational level because the views diverge for statement 25. This separation of perspectives is reinforced in statement 40 when the more scientific use of marketing needs to be considered. This pattern of convergence and progressive divergence as the statements move from a strategic to operational level occurs also for marketing orientation, which is understandable in that strategic intent for marketing can be subscribed to out of faith but at the operational level are either known or not known to be acted upon.
3. Nigeria has remained consistent in their appreciation of statements 22 and 25, but more bullish for statement 40, caused by an extreme reaction among Nigerian survey two respondents. If this is discounted, Nigeria has retained a consistent pattern of responses which overall convey an optimistic stance. This may be interpreted as a willingness to adopt new ideas arising from a high relative level of belief held in them. The desire for progression from the economic troubles that have confronted the Nigerian economy in recent years may inspire a willingness to attach real value to that which marketing planning can provide. Statements that relate to operational issues appear to be highly valued, a phenomenon peculiar to Nigeria that was conveyed also in the section on marketing orientation.
4. The case of Hong Kong is worthy of special mention. Marketing planning principles have been accorded value consistent with other Asian countries, but the use of strategic marketing planning in marketing is not perceived as a reality among those yet to become professionally qualified. This view is not shared by their professionally qualified counterparts who are attempting to use strategic marketing planning principles. The acid test is just how sophisticated is the marketing planning in Hong Kong. Statement 40 suggests that little time is given to a level of sophistication which calls for the use of analytical models.

MARKETING PLANNING

THE UNITED KINGDOM

The comparative position of the UK for marketing planning has been consistently pessimistic in relation to the other four countries surveyed. This relative pessimism for belief and practice reflects also the position discovered for marketing orientation. The combined recordings for both marketing orientation and marketing planning placed the UK in the lowest order by lagging behind the less developed national cultures of Nigeria, Malaysia, Singapore and Hong Kong.

The mean scores achieved by the UK respondents from all three surveys indicate that a substantial gap exists and has been retained between their belief in marketing planning and their perception of its application in practice.

	Survey 1	Survey 2	Survey 3
Belief	79%	79%	79%
Application in practice	58%	59%	61%

For the UK, across all three surveys, this gap was found to be the widest in comparison with the other countries surveyed. Although UK respondents have expressed good support for the concept of marketing planning through the scores achieved for belief this has not been matched by the perception of UK employing organisations in practice.

The potential contribution of strategic marketing planning to the survival, growth and profitability of British companies cannot be over-emphasised. It is therefore considered critical to discover the reasons behind this relative reluctance among British companies to practice marketing planning. Survey four will provide certain insights from which proposals may be made to increase the extent to which marketing planning is adopted in UK companies.

The research has confirmed that while the Chartered Institute of Marketing's Diploma programme reaffirms the individual opinions of course participants with reference to marketing planning, this course of professional marketing education is unable to ensure

that knowledge acquired and beliefs held can be applied in practice in organisations to the same extent to which they are supported individually.

From map MP.3 the impact of the intervention of this marketing course upon respondents' perceptions is clearly visible from the movements indicated. The most striking observation relates to the perceived practice of marketing planning. After completing the course for the CIM professional marketing qualification, the UK participants are generally more optimistic regarding the practice of marketing planning concepts embodied in the individual statements. The course has therefore achieved significant modifications to perception of marketing planning concepts in practice, but not all modifications have been positive, one noteworthy exception to this being statement 36, which retains a position of relative pessimism and reads:

"Market segmentation is feasible to apply in all markets" (S36).

UK respondents, having completed the course of market study and having now appreciated the application realities, are now far less inclined to support this statement and are much more pessimistic concerning the application in practice in UK organisations. The mean scores achieved for this statement were as follows:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 36	59%	48%	49%	27%

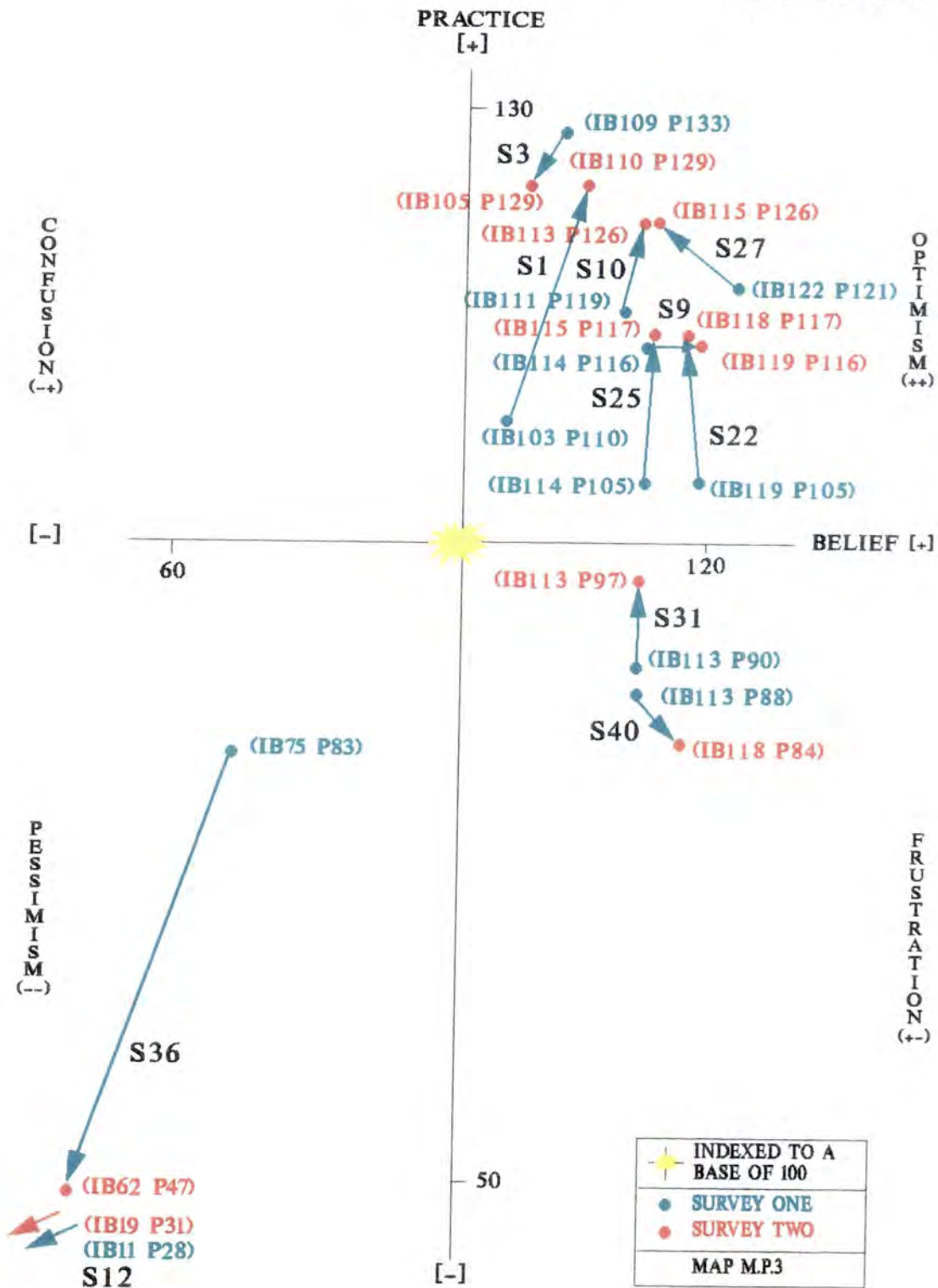
The contribution of market segmentation to marketing planning is of paramount importance. Marketing in the 1990s will depend upon effective segmentation as markets become more competitive. The advent of the wider European market is dawning and segmentation may enable companies to maintain the critical success factors of their business. Yet the science of segmentation has yet to be appreciated fully in the UK.

Of further interest is the negative response to statement 12, both in terms of belief and practice. This statement states that:

"Formal marketing planning guarantees success" (S12).

MARKETING PLANNING MOVEMENTS

UNITED KINGDOM
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



It received very little support from each of the three surveys. Very few participants across the five countries surveyed regard marketing planning as an automatic assurance of success; there can be no guarantee, but an element of business risk should be better understood as a result of formal marketing planning.

At the aggregate level professional marketing education received by UK respondents had little impact upon the individual beliefs held for marketing planning. Just low order changes in opinion were recorded, but overall these small fluctuations were evened out to produce identical mean scores for survey one and survey two. Appendix CS.UK.MP.1 examines survey one and two positions for each of the statements in greater depth.

The gap between belief and practice among the survey three respondents is substantial. (See appendix CS.UK.MP.2). The implications of this distance between post-qualified belief in marketing planning and its application in practice are that a proportion of companies have not yet adopted marketing planning despite having qualified marketing practitioners in their employ. Survey four will reveal the reasons for this gap and provide guidance regarding ways in which this phenomenon can be naturally overcome, thereby improving the adoption rate of marketing planning among UK companies.

Overall, the mean scores achieved by survey three respondents are similar to those achieved by their pre-examination counterparts. Yet in relation to the individual statements map MP.5 in appendix CS.UK.MP.3 records the gaps between respective perceptions. This chart indicates that survey two respondents take more extreme viewpoints regarding marketing planning in comparison to the post-qualified practitioners, who express opinions on the individual statements that are much closer to the aggregate mean scores. From the evidence produced it may be assumed that in the UK those who practise marketing with a professional marketing qualification are constrained from achieving their full ambition by the prevailing culture of the organisation in which they are employed.

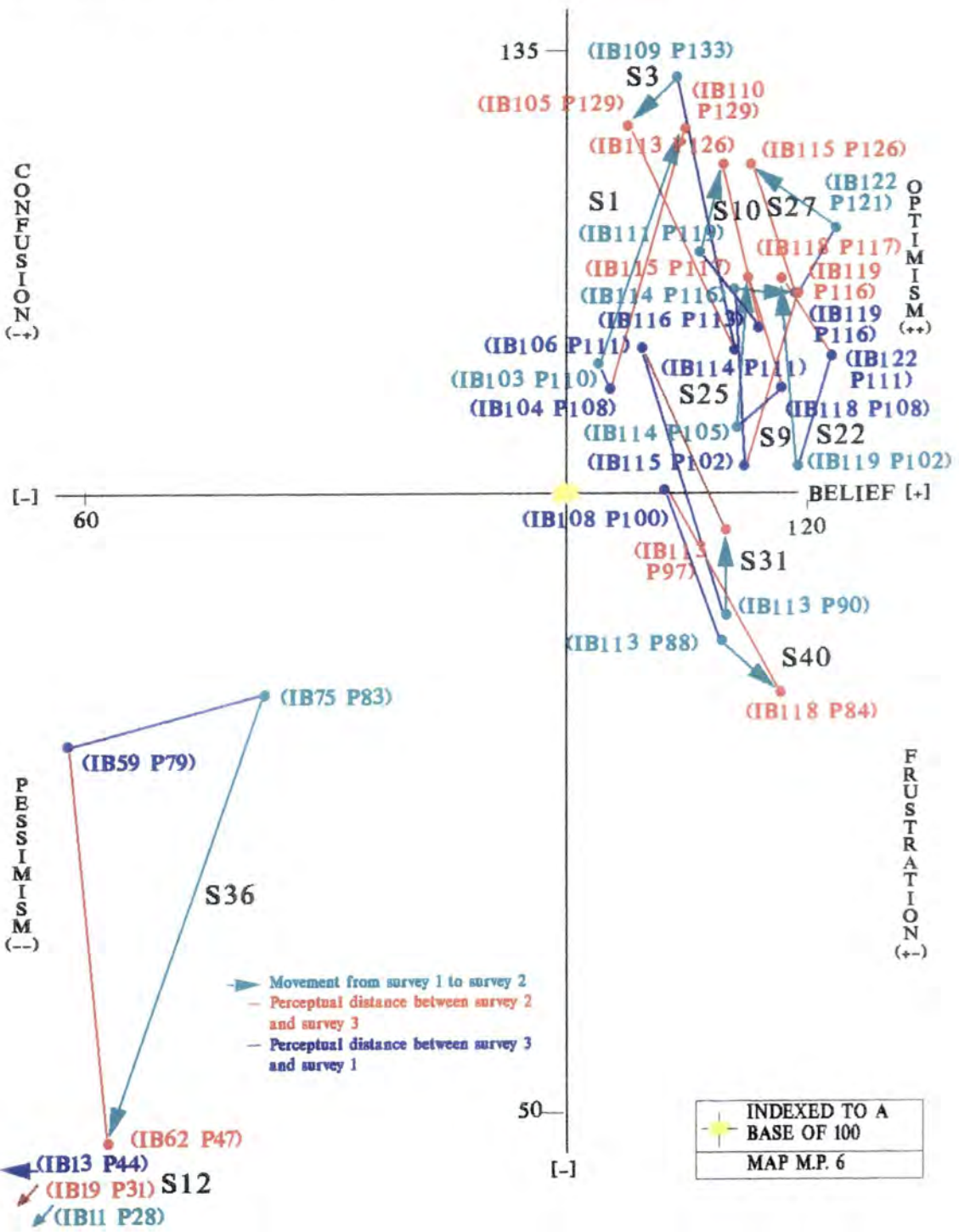
Map MP.6 combines the movement and perceptual distances between the surveys for each of the marketing planning statements. The map provides a visual representation

MARKETING PLANNING

UNITED KINGDOM
BETWEEN SURVEYS
ONE, TWO AND THREE
ALL STATEMENTS

DYNAMICS OF MOVEMENT
AND PERCEPTUAL DISTANCE

PRACTICE
[+]



of the interrelationship between the various marketing planning concepts in addition to the degree of disparity between the three surveys regarding each statement.

It is interesting to note overlapping triangles for the majority of these statements, which is clear evidence of the same conceptual structure being confirmed, and hence indicates the similar way in which they are perceived. This clustering contrasts sharply with the more isolated positions of statement 36 and statement 12, which indicates the extreme and pessimistic response these statements received; in particular, statement 12, where the triangle lies beyond the scope of the map due to the negative polarised location. Both statements were structured as negative statements, i.e. statement 12 'Formal marketing planning does not guarantee success' and statement 36 'Market segmentation may not be feasible to apply in all markets, yet the scores have been inversed to conform to the responses received for all statements. Statement 12 could be viewed as a statement of fact, but of further interest is the relatively large area covered by the triangle for statement 36, which shows a disparity of views between respondents from each survey because market segmentation remains an area of both conceptual difficulty for students and practitioners, and yet focus is the way ahead for marketing in the 1990s.

To consider belief as an independent variable, the mean scores achieved in the UK for belief in marketing planning remain at a constant 79% across the three surveys. This unusually high degree of conformity shows that the course has had no impact upon previously held and retained views. Even the separate scores of the independent marketing planning statements achieve little difference between the three surveys. Map MP.7 conveys this position in appendix CS.UK.MP.4.

Yet when application in practice is considered independently, the profile achieved shows a less cohesive pattern, as seen in map MP.8, appendix CS.UK.MP.5. The profile displayed in this map is more erratic than that of the corresponding profiles of belief. This implies that while the statements are regarded as having an all-pervasive theme in terms of belief, their perceived practice is more disparate among UK marketers at different stages of their professional career development.

MARKETING PLANNING

NIGERIA

In the case of these Nigerian respondents, the perceptual distance between belief and practice is quite narrow, particularly for the longitudinal samples of respondents yet to achieve professional marketing status.

The aggregate mean scores for Nigerian nationals' response to the statements for marketing planning practised were as follows:

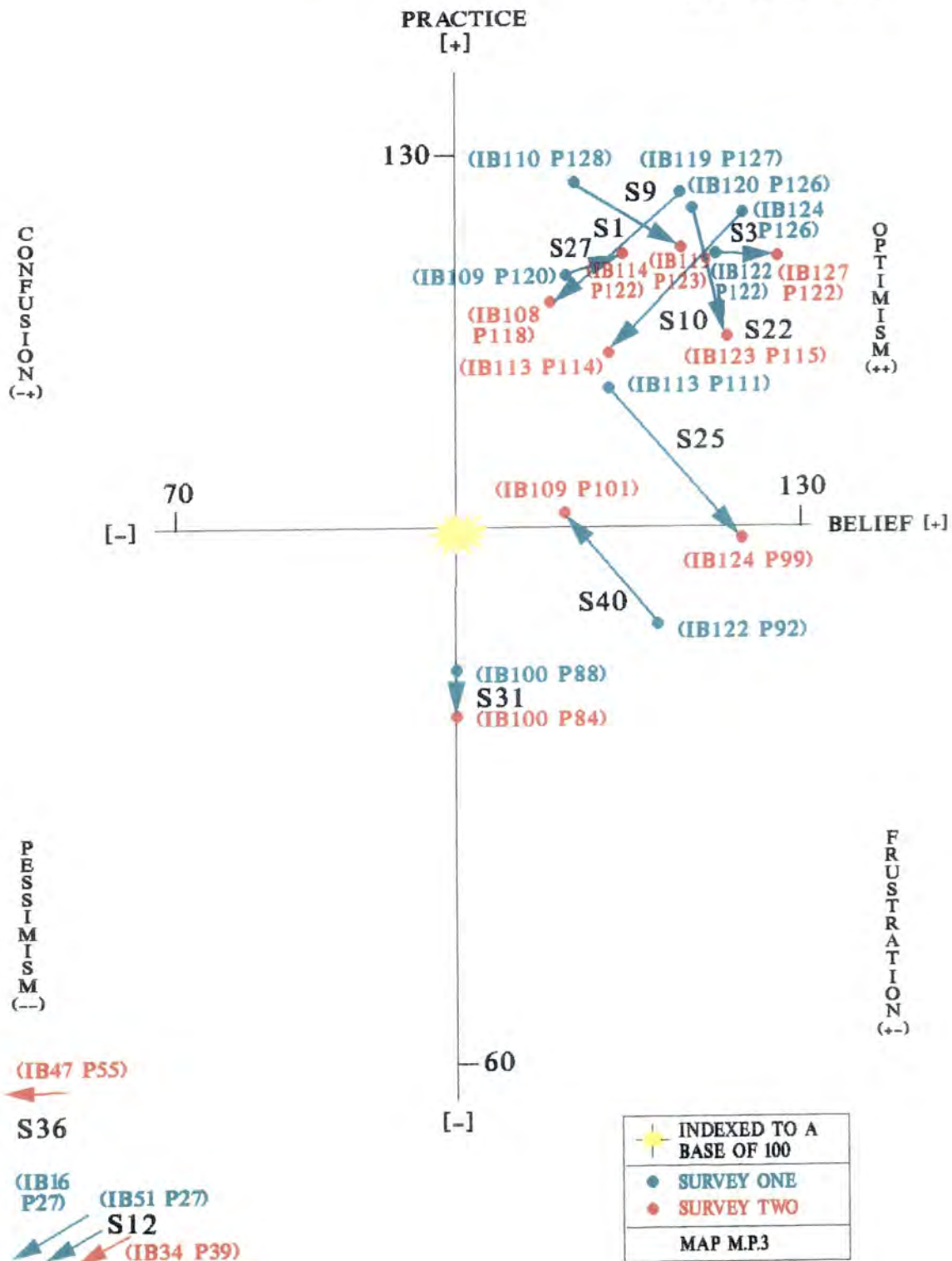
	Survey 1	Survey 2	Survey 3
Belief	79%	80%	79%
Application in practice	74%	73%	68%

From the above it is evident that the gap is slightly wider among the Nigerian practitioners of marketing in survey three. These results imply that the real world position in Nigeria for the practice of marketing planning techniques and procedures is slightly less ambitious than that anticipated by the respondents of surveys one and two. It should be noted that across all three surveys among all countries surveyed that Nigerian respondents have achieved the narrowest gap between personal conviction held through belief and the stated application of marketing planning in practice. This is a position which in particular contrasts strongly with the wide perceptual distance between belief and practice recorded for the UK.

The course of professional marketing education attended by Nigerian respondents has had little impact upon the views held for marketing planning in general. But differences have occurred between the surveys with respect to individual statements. Movements in perception which have taken place are displayed in map MP.3. The chart shows that the course has had a mixed impact upon respondents' perceptions regarding each of the eleven statements. The shifts in perception are moderate for each of the statements and no clear pattern of optimism or pessimism is in evidence as a result of the course undertaken.

MARKETING PLANNING MOVEMENTS

NIGERIA
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



In particular it is interesting to observe the impact the course has had upon the response to statements 36 and 12, where both statements retained their positions of relative pessimism. For statement 36 the shift in perception has been the most dramatic:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 36	13%	20%	37%	41%

The impact of the course of professional marketing education has caused a substantial proportion of Nigerian respondents to become more optimistic in terms of their belief in and perceived practice of statement 36, which states that:

"Market segmentation is feasible to apply in all markets" (S36).

The response to statement 12, which claims:

"Formal marketing planning guarantees success" (S12)

has remained extremely pessimistic across the two surveys. In general the impact of the course on the longitudinal sample has reinforced the bipolar positions of the selected statements for marketing planning. Appendix CS.N.MP.1 gives a more detailed analysis of the separate positions for each statement at the pre-course and pre-examination stages.

To provide a benchmark for comparison, survey three comprised Nigerian practitioners of marketing who have already achieved professional qualified status. Survey three responses shown in appendix CS.N.MP.2 represent the real world of marketing planning in Nigeria against which the preceding surveys can be compared. The aggregate mean scores achieved for survey three demonstrate a gap of eleven percentage points between belief in and actual practice of marketing planning. It appears that Nigerian organisations are not quite as fully committed to the practice of marketing planning as the longitudinal sample had indicated. This gap implies that a proportion of qualified marketers are as yet not able to implement marketing planning techniques in their employing organisations. Survey four will disclose potential reasons why this gap prevails and the means whereby it may be reduced.

The discussion earlier of the movements between surveys one and two respondents can now be supplemented to examine the perceptual gaps between survey two and survey three. Map MP.5 in appendix CS.N.MP.3 conveys the different perceptions held for marketing planning, by the real world sample of survey three with a sample of course participants in preparation for the CIM professional marketing examinations. This chart shows that while no clear pattern emerges in terms of the two sets of responses, the perceptual distance between pre-examination and post-qualified respondents is clear to observe.

Responses to statement 25 are of particular interest:

"The design and implementation of a strategic marketing plan is the key to successful marketing" (S25).

Nigerian respondents in both surveys have demonstrated firm belief for this statement, but in relation to its application in practice, Nigerian marketing practitioners are much more receptive to this concept than perceived by the survey two respondents. It is encouraging to record that 83% of Nigerian organisations involved in survey three recognise the important contribution of strategic marketing planning and perceived to be practised.

Map MP.6 combines the movements between surveys one and two with the perceptual distances between surveys, thereby permitting a comparison of viewpoints for the selected statements. Each statement is represented by a triangle, the size and shape of which conveys the dynamics of movement and perceptual distance for each marketing planning statement.

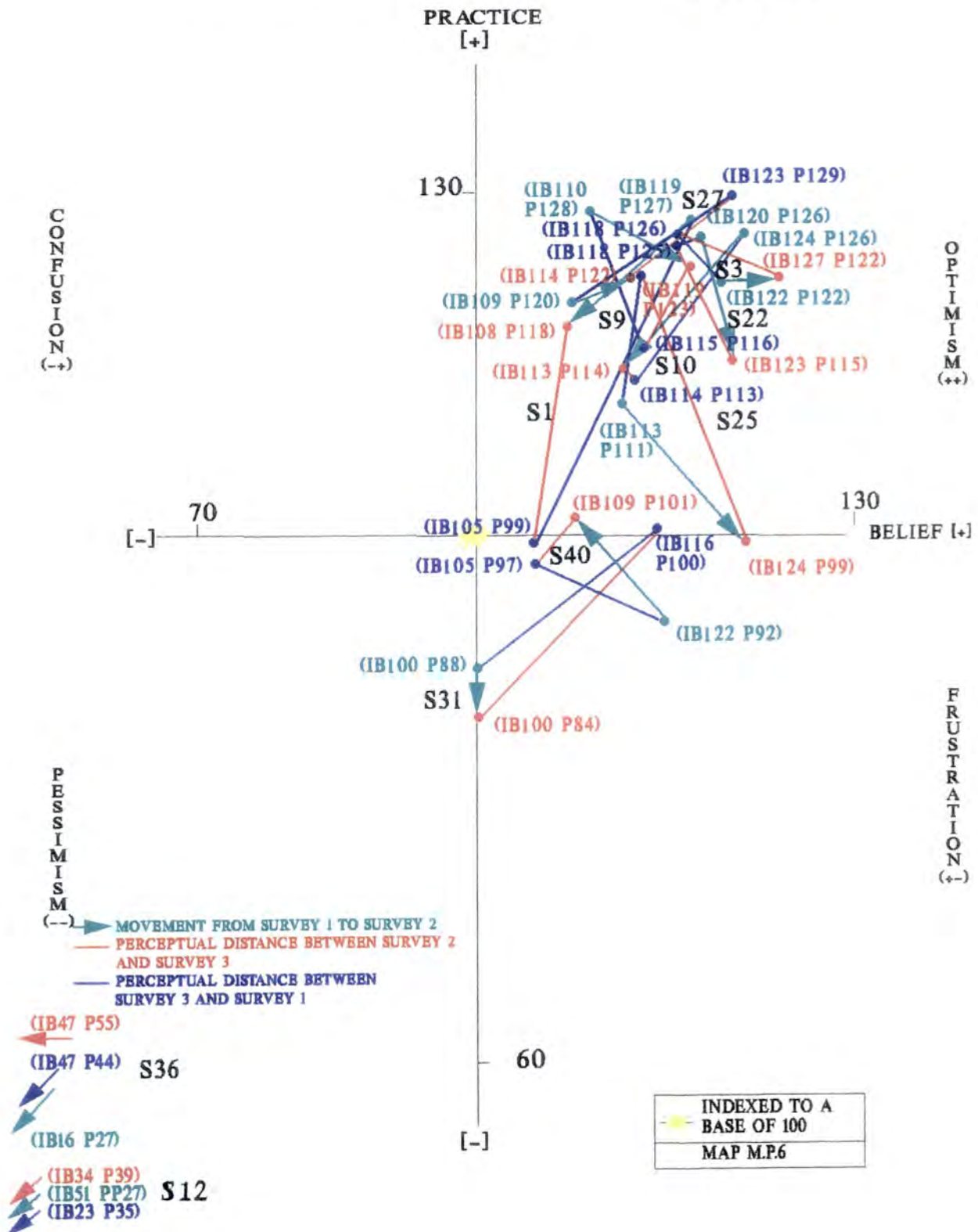
The clustering of seven of the statements in the quadrant of relative optimism and the subsequent overlap of the triangles therein indicates that these concepts are seen as a cohesive group by Nigerian nationals.

The distinct positions displayed for statements 40, 31, 36 and 12 reflect the separation of viewpoints towards them held by all three surveys. The extreme responses toward

MARKETING PLANNING

DYNAMICS OF MOVEMENT
AND PERCEPTUAL DISTANCE

NIGERIA
BETWEEN SURVEYS
ONE, TWO AND THREE
ALL STATEMENTS



statements 36 and 12 are common throughout the research undertaken among Nigerian nationals.

To return to the dimensions of belief and practice and now to treat belief as a separate variable, belief in the concepts of marketing planning as represented by the eleven statements is explored in appendix CS.N.MP.4, where map MP.7 provides a profile across all three surveys. In general, Nigerian respondents have displayed a high level of support for marketing planning, with the noted extreme response to statements 36 and 12, which indicate the perceived realism of these statements in Nigerian business culture. The strength of conviction is demonstrated clearly for the statements concerned.

By contrast, to examine the variable of marketing planning as practised in Nigeria, map MP.8 has been compiled to record the responses received. The immediate impression created is that a wide range of responses has been recorded denoting the disparate perceptions of the practice of marketing planning in Nigerian organisations. This again reflects and details the gap between belief and practice.

The comparison of maps MP.7 and MP.8 reveal two interesting general observations:

1. The impact of the course as an intervening variable has created a heightened perception in the belief held in selected marketing planning statements which exceeds the views held by those actually practising marketing in Nigeria as qualified practitioners, a trend witnessed in other countries.
2. Post-qualified Nigerian practitioners take a more modest position for the application of these statements in practice than those seeking to acquire professionally qualified status, a trend now known to be expected.

Overall, with the notable exceptions of statements 12 and 36, the position within Nigeria for belief in and perceived practice of marketing planning is most encouraging. This optimism echoes that also shown toward belief in and practice of marketing orientation in Nigeria.

MARKETING PLANNING

MALAYSIA

Across the three surveys support for marketing planning among Malaysian nationals was high. Over 80% of respondents claimed belief in the statements which pertained to marketing planning. The mean belief scores are:

Survey 1	Survey 2	Survey 3
84%	87%	81%

Despite this high level of commitment, these mean scores were not matched by the application of marketing planning in practice in Malaysian companies.

Survey 1	Survey 2	Survey 3
71%	75%	69%

The differences between the means scores for belief and practice for each survey show a gap range of between 12% and 13%. These perceptual distances among Malaysian nationals imply that survey one and two respondents perceive that the level of adoption of marketing planning in Malaysian organisations has yet to become widespread. This is verified by survey three post-qualified Malaysian marketing practitioners. The exploration of this gap will be examined in survey four.

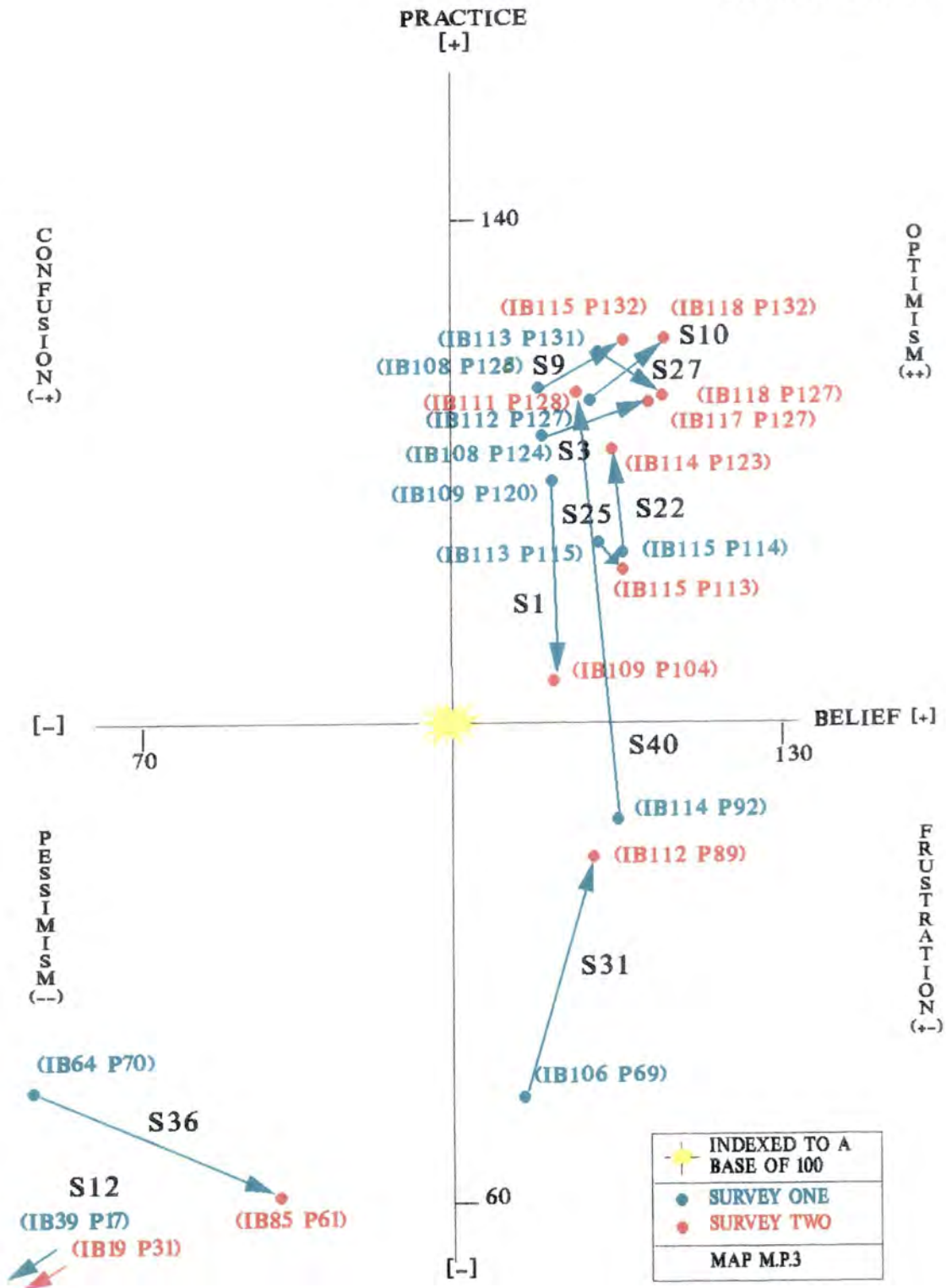
A comparison of the mean scores recorded for surveys one and two displays an increase in belief and perceived practice of 3% and 4% respectively. The implications of these increases are that by undertaking a course of study to achieve a professional UK Diploma in Marketing, a positive impact upon Malaysians' belief in marketing planning and the associated perception of its respective application in practice has been achieved.

This general position conveys the aggregate views across all statements which pertain to marketing planning. Malaysian respondents have not become more optimistic about every marketing planning statement. The extent to which perceptions have altered are charted in map MP.3. (The original positions for surveys one and two for the individual statements in relation to the mean scores can be referred to in appendix CS.M.MP.1).

The shifts that have occurred between the intervals of taking recordings for surveys one and two have been within the relative quadrant of optimism, pessimism and frustration,

MARKETING PLANNING MOVEMENTS

MALAYSIA
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



with one exception, which moves across the quadrant of relative frustration to the quadrant of relative optimism; that is, statement 40. The net effect of the professional marketing course upon Malaysian respondents' perceptions of this statement has been strongly optimistic in terms of the perceived application in practice. Prior to the commencement of the course, 65% of Malaysian nationals claimed that:

"An appreciation and an understanding of analytical models and techniques is relevant to marketing planning" (S40)

applies in practice in Malaysian organisations. However, by the time these same respondents had reached the pre-examination stage, 92% claimed that this aspect of marketing planning is practised in companies in their home country.

The knowledge input of the course exposes course participants to a wide range of models that are applied in the design and implementation of the marketing plan and hence the increased levels of awareness and understanding have provoked this response. Many of the models introduced during the course have direct practical application and could become part of the 'tool kit' of the individual professionally qualified marketer if organisations are prepared to respond to their use positively.

Statement 40 has been selected as a statement of special interest and has been examined in greater detail earlier in this thesis.

In common with the other national country samples, an extreme level of pessimism was displayed toward statement 12, which claims that:

"Formal marketing planning does not guarantee success" (S12).

There is a crystal clear realisation that planning alone is not a panacea for business success. Course participants were also pessimistic about statement 36, yet movement has occurred for both statements. Statement 36 features segmentation, a subject contained in all base marketing textbooks, essential for business survival, growth and indeed competitive advantage, yet often not understood or applied to maximise business potential. Respondents reflect this prevailing practice. It would be particularly interesting to discover why the application of segmentation techniques appears so

different – a proposition is that it may be the difference, again, between 'knowing what the concept is' and 'knowing how' to make it work in practice.

With the aforementioned exceptions, the majority of marketing planning statements retained positions of relative optimism. The clustering is quite clear in map MP.3. This course of professional marketing education undertaken by respondents has served to confirm previously held positive views regarding most aspects of marketing planning.

Yet within the quadrant of relative optimism, the arrow representing statement one moves in a downwards direction toward the aggregate mean practice score. This suggests that upon reaching the examination stage Malaysian participants have grown less optimistic regarding the application in practice of statement one. This statement claims:

"Marketing communications designed for actual and potential customers are detailed in the marketing plan" (S1).

This shift is of particular interest in that it is the only statement of relative optimism to have shown a movement contrary to the general trend within the quadrant. This may imply a perception where the relative absence of marketing planning indicates that marketing communications planning is separated. Also in many companies planning for advertising and sales promotion exists but a total marketing plan does not. These views for statement one concur with those held by survey three participants as shown in map MP.5 (appendix CS.M.MP.3). (Appendix CS.M.MP.2 contains map MP.4, which conveys the collective responses of the survey three sample for the marketing planning statements). Yet from MP.5 many respondents' views for each of the marketing planning statements actually differ substantially from survey two to survey three. The mean scores for these two samples were:

Survey 2		Survey 3	
Belief	Practice	Belief	Practice
87%	75%	81%	69%

This greater optimism on behalf of the pre-examination candidates (survey two) is visible in their attitude to the majority of the individual marketing planning statements,

displayed in map MP.5. This level of confidence regarding the practice of marketing planning is manifest in responses to statement 40. Here the respective pre-examination and post-qualified positions are really quite distinct.

Evidently, the use of the more scientific methods of marketing planning is far more limited within the Malaysian business community than is believed by those respondents working toward qualified status (see appendix CS.M.MP.3).

Marketing planning is perceived to be less widely practised in Malaysian organisations than is the belief of the survey two respondents preparing for their professional examinations. A most interesting discovery upon comparing all three sets of mean scores, is that qualified practitioners share similar views to the survey one participants at a stage before they have been exposed to a professional marketing education. This may infer a reversal process among survey three respondents who have faced difficulties in implementing marketing planning in their organisations after completing their professional marketing studies. The course attended therefore has engendered in its candidates a level of 'false optimism' in respect to the receptivity of Malaysian organisations toward marketing planning.

Relationships across the three surveys are examined for the eleven marketing planning statements in map MP.6. This map uses triangles to symbolise the movement from survey one to survey two (the green line) and the perceptual distances between survey three and surveys one and two (the blue and red lines respectively). The profusion of small overlapping triangles in the quadrant of relative optimism indicates a concordance in viewpoint for selected statements across the three surveys. Exceptions to this situation are:

Statement 31, where the position grows progressively more optimistic from survey one to survey three;

Statement 40, where the course has resulted in a dramatic increase in enthusiasm and confidence which exceeds the 'real world' position;

Statement 36, where the participants practising marketing with professional status are more negative than their non-qualified counterparts.

To return to the independent dimensions of belief and practice, these are examined closely in maps MP.7 and MP.8, appendices CS.M.MP.4 and CS.M.MP.5. Map MP.7 displays the heightened set of beliefs among the survey two sample, a phenomenon now characteristic across the countries surveyed.

As noted previously, statements 36 and 12 deviate strongly from the mean and from the other statements. If these two statements were excluded there would be very little difference in opinion shown across the three surveys for the remaining nine statements.

Map MP.8 provides a profile of marketing planning practices in Malaysia. In marked contrast to the high level of conformity shown towards these statements in terms of belief, the profile map for practice shows a number of highly disparate views across the surveys and in particular between statements. Maps MP.7 and MP.8 show that while respondents collectively agree with the various dimensions of marketing planning, their perception of practice differs distinctly from statement to statement. With rare exceptions is harmony in belief among Malaysian actual and aspiring marketers matched by conformity of respective viewpoints in practice.

MARKETING PLANNING

SINGAPORE

All Singaporeans surveyed in this research programme expressed high levels of support through the belief held in marketing planning. This is reflected in the mean scores achieved:

	Survey 1	Survey 2	Survey 3
Belief	80%	90%	84%

These high mean scores recorded for belief did not match those for the perceived and actual application of marketing planning in practice.

	Survey 1	Survey 2	Survey 3
Application in practice	67%	73%	68%

One of the more interesting findings from the Singaporean surveys was the measurable impact of the Chartered Institute of Marketing's Diploma course upon the course participants' belief in marketing planning. Furthermore, the perception of the application of marketing planning in practice also improved. Of particular interest is the mean belief score. It is the highest achieved across the three surveys by any of the countries selected for this research programme.

Yet this confidence and enthusiasm in the belief held in marketing planning has not been matched by the claimed application in practice. A very real gap exists, a pattern that was discovered for marketing orientation. In fact, the gap between belief and practice is relatively wide in comparison with other countries at all three stages of the research. While it is not the purpose of this research to account for this gap, further investigation should be undertaken to explore this phenomenon. Nevertheless, survey four will disclose some of the possible reasons behind the marked difference between respondents' beliefs held in and application of marketing planning in practice.

To pursue this line of inquiry further, it is appropriate to examine the individual statements more closely. Maps MP.1 and MP.2 display the combined responses of the survey one and survey two participants respectively. These maps may be found in appendix CS.S.MP.1. The combination of maps MP.1 and MP.2 are summarised in

map MP.3, which records the shifts in belief and practice among the longitudinal sample researched in surveys one and two. The movements are recorded and the direction of the movements conveyed by green arrows.

An examination of map MP.3 shows that most statements conform to a pattern of increased optimism across both dimensions of belief and practice. Notable exceptions to this are statement nine and statement one. In both cases the course of professional marketing education has reduced considerably the level of perceived optimism concerning the application in practice of these statements. The table below shows the reduction that has occurred.

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 9	95%	<u>87%</u>	94%	<u>63%</u>
Statement 1	93%	<u>88%</u>	98%	<u>67%</u>

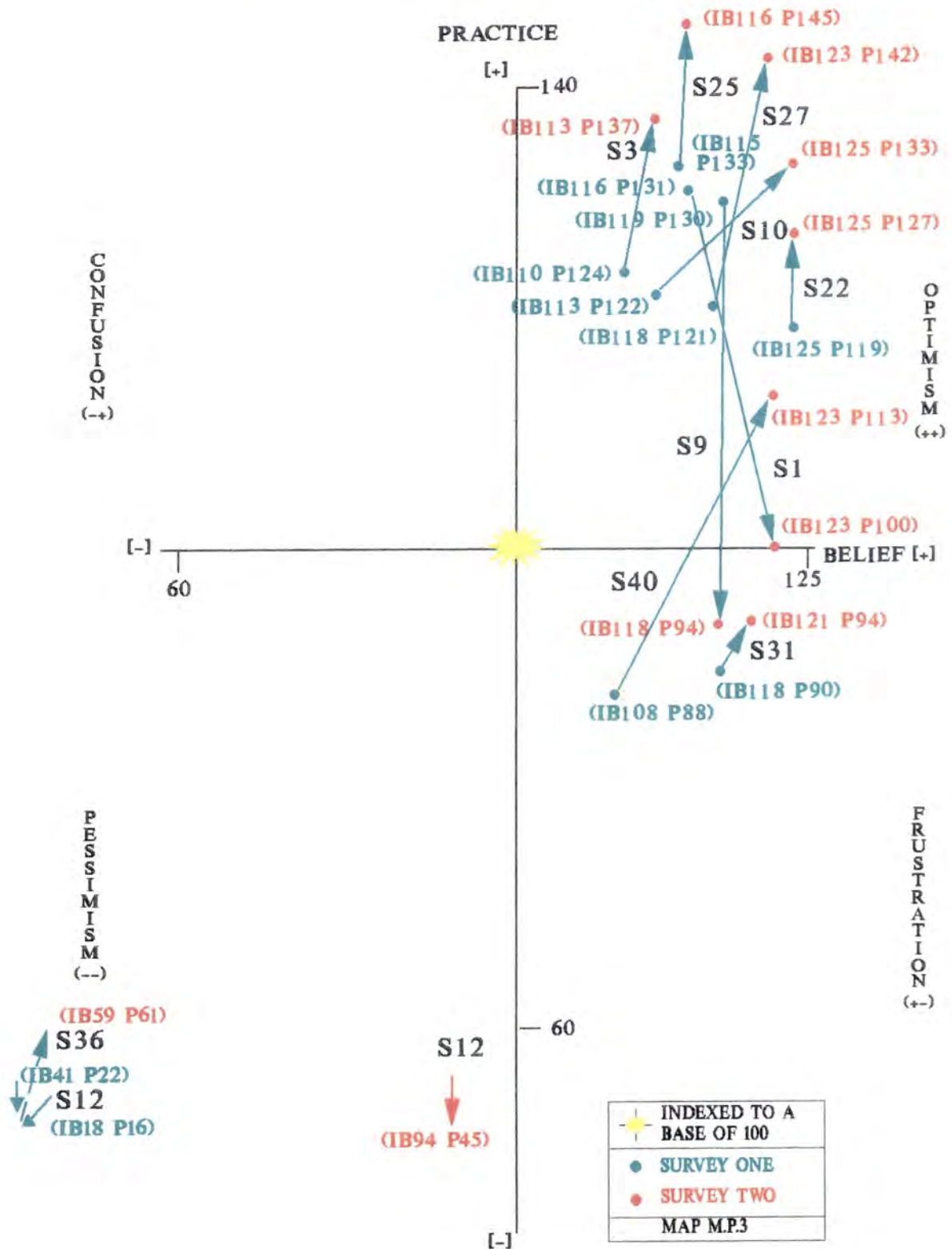
Statement one claims that 'marketing communications should be contained in the marketing plan'. Indeed they should, as being an essential part of the company's marketing mix strategy. Yet if there is no marketing plan, communications activity cannot be contained within it.

Statement nine follows a similar logic. It features distribution decisions, again part of the marketing mix contained within the marketing plan, yet the perception is that this happens less than previously perceived. This can be accounted for by the absence of marketing planning.

Responses to statements retained in the quadrant of relative pessimism show that before embarking upon a professional course of marketing the vast majority of Singaporean respondents did not agree with the notion contained in statement 12 that formal marketing planning guarantees success. They did not believe that the statement would apply in practice.

MARKETING PLANNING MOVEMENTS

SINGAPORE
FROM SURVEY ONE
TO SURVEY TWO
ALL STATEMENTS



Statement 12	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
	<u>14%</u>	11%	<u>75%</u>	30%

However as the table above indicates, upon reaching the examination stage as many as three-quarters agree with the statement (although just 30% believe that it applies in practice). This level of agreement with statement 12 is unprecedented; in all other countries the majority of participants disagree with it. This implies that the course has indoctrinated students into a revised set of values concerning the commercial benefits of marketing planning. They must have been a receptive audience or the power of persuasion by the course team must have been particularly effective in Singapore. This may also reflect the national culture in which Singapore over the past 25 years has developed.

Statement 36 features the controversial issue of universal feasibility of market segmentation. Respondents are more inclined to agree with the statement and to claim its applicability in practice after having studied for this professional marketing qualification.

Survey three seeks to attain the 'real world' response of post-qualified marketing practitioners of Singapore. Their collective responses are recorded in map MP.4 in appendix CS.S.MP.2. The map displays a strong commitment to marketing planning (seven of the statements achieved belief scores in excess of 90%). There is however a characteristic gap between belief and practice in Singapore amounting to 16 percentage points between belief and practice. This tension suggests that the Singaporean qualified marketers still face resistance which restricts the introduction and application of marketing planning in practice.

The results from survey four will expose this position and assist in the formulation of plans to narrow and attempt to remove this gap in Singapore. The perceptual distance between pre-examination respondents from survey two and post-qualified respondents (survey three) is shown in map MP.5 in appendix CS.S.MP.3. Perceptual distances between the two survey groups are apparent for all of the marketing planning

statements. Map MP.5 displays greater optimism from respondents completing the professional education process. (This is reflected by the position of the red dots on the chart). These survey two respondents are generally more confident concerning application in practice of the marketing planning statements.

Exposure to the experience of qualified marketing practice in Singapore companies has caused survey three respondents to be more cautious than their pre-examination counterparts. (The clustering of the blue dots on map MP.5 provides clear evidence of this). The combined recordings for surveys one, two and three for all statements of marketing planning are shown in map MP.6.

Of particular interest is the small triangle representing statement 22. The size indicates a solidarity of belief in this definitive statement of marketing planning and also in its application in practice in Singaporean organisations. The attitude towards this statement is one of relative optimism from all three surveys. Statement 22 claims that:

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods."

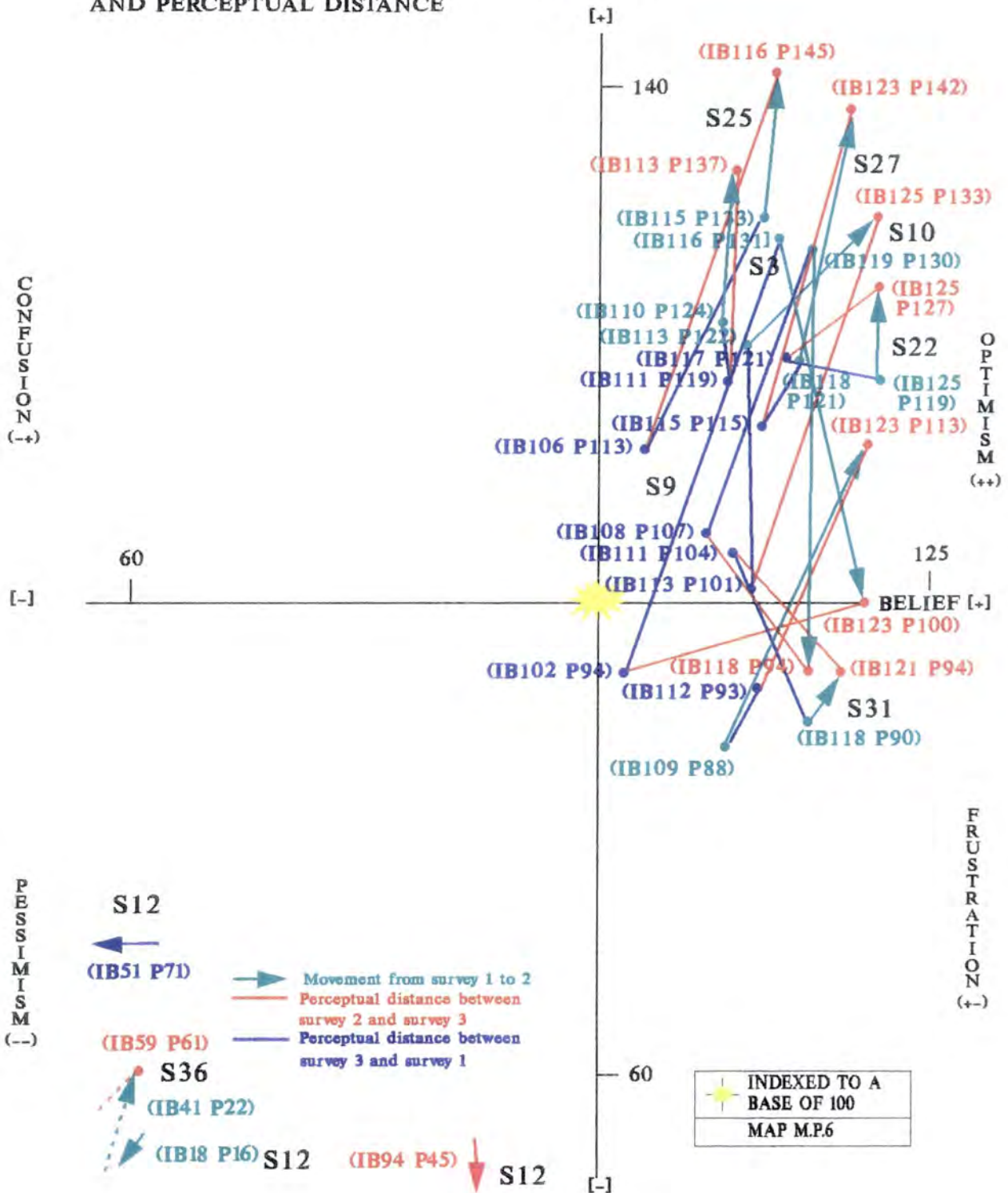
In contrast to this cohesive viewpoint is the dispersion of opinions surrounding statement one reflected by a very large triangle which represents this statement. At the pre-course stage participants express an optimism toward the idea that marketing communications are included in the marketing plan in Singaporean organisations. This initial enthusiasm has been eroded substantially by the time respondents have completed the course and are about to take professional marketing examinations. Survey three respondents have distinct frustration in putting this into practice. The result is a large triangle conveying these divergent views and must be explained by the extent to which marketing planning is used to embody marketing communications activity. In Singaporean organisations it may be viewed as a tactical marketing instrument and not be related to the strategic marketing plan.

MARKETING PLANNING

SINGAPORE
BETWEEN SURVEYS ONE,
TWO AND THREE
ALL STATEMENTS

DYNAMICS OF MOVEMENT
AND PERCEPTUAL DISTANCE

PRACTICE



To reflect again upon the separate variables of belief and practice, these have been isolated and are treated in appendices CS.S.MP.4 and CS.S.MP.5. Map MP.7 conveys a consistently high level of agreement expressed by all respondents for the eleven marketing planning statements. The greater enthusiasm conveyed by those survey two participants is apparent in the responses for most of the individual statements.

Map MP.8 displays a greater confidence conveyed by survey two respondents regarding the application in practice of marketing planning. This is contrasted by the less optimistic views of survey three post-qualified Singaporean marketing practitioners. The more diffuse appearance of MP.8 reflects the differences in opinion about the application of marketing planning in practice in Singaporean companies.

MARKETING PLANNING

HONG KONG

Belief held in marketing planning is well supported within all three survey groups of Hong Kong respondents, as the following mean scores demonstrate:

	Survey 1	Survey 2	Survey 3
Belief	81%	81%	80%

From these mean scores it would appear that the course of professional marketing has had no effect at all upon the candidates' support for the general theme of marketing planning; they embarked upon the course 'pre-sold' and possibly pre-exposed. A further point to note is that beliefs held for marketing planning do not differ from those of post-qualified Hong Kong marketing practitioners. However Hong Kong perception of marketing planning in practice is less enthusiastic:

	Survey 1	Survey 2	Survey 3
Application in practice	69%	74%	67%

The main observation arising from these lower mean scores is that yet again a gap exists between belief in marketing planning and perception of its practice at each stage of the research. Having now reviewed five countries, the gap appears universal, albeit wider in certain countries. In the case of Hong Kong it is most interesting to discover that the perceptual distance between belief and practice is similar within the pre-course group (survey one) and the post-qualified survey (survey three).

Survey three sample was selected and the survey administered to reflect real world marketing practice in Hong Kong. From the mean scores above it can be suggested that survey two course participants have become over-confident in their perception of the practice of marketing planning in Hong Kong organisations. Again this recurrent phenomenon arises that the course of professional marketing has created a halo effect for selected fundamental dimensions of marketing and adjusted the cognitive framework around which marketing practice is perceived. This discovery among survey two respondents reflects similar results attained for marketing orientation.

Responses to the individual marketing planning statements, both prior to the commencement of studies and upon reaching examination level, may be viewed in maps MP.1 and MP.2 in appendix CS.HK.MP.1. A comparison of the two maps is related in map MP.3. This map conveys shifts in perception resulting from the educational process undertaken to attain professionally qualified status.

The progression toward increased optimism in relation to application in practice is most striking. The course as an intervening variable has produced a greater confidence for the perception of marketing planning practices in Hong Kong companies. The notable exceptions to this claim are what by now have become the ubiquitous statements 12 and 36.

Having examined the perceptual movements from survey one to survey two, it is important to compare Hong Kong post-qualified responses of survey three with those provided by respondents preparing for the CIM professional marketing examinations. Map MP.4 in appendix CS.HK.MP.2 records survey three responses independently. The mean belief and practice values achieved by the responses of the survey three participants show that a gap of 13% exists between the two in the real world of Hong Kong business. The gap between belief and practice suggests that a tension prevails between respondents' individual beliefs in marketing planning and the acceptance and practice of it in their employing organisations. Survey four breaks new ground to help to understand why this gap between belief and practice prevails.

A comparison between pre-examination perception of marketing planning and actual marketing planning practice in Hong Kong organisations is attempted in map MP.5, located in appendix CS.HK.MP.3. An immediate visual impact is created by the multiple variations in perceptual distance which display no general pattern of perception between the two survey groups. Clearly there are distinct differences between pre-examination candidates and qualified marketers in Hong Kong that are complex and not easily explained. Upon closer examination survey three responses have a greater propensity to concur than survey two, where the plottings are more disparate. It would lead to an interesting debate between these two survey groups to understand the dimensions of the differences in opinion.

To extend the analysis and lines of inquiry further, map MP.6 has been constructed as a development of maps MP.3 and MP.5.

From map MP.6 for Hong Kong the small triangles of statements 1, 3 and 27 signify a high degree of conformity among the three groups. Conversely the statements that are symbolised by larger triangles have evidently provoked wider variations in response. Among these statements are statements 25 and 40, which will be explored in greater detail later in this thesis.

Overall, it is interesting to observe the optimistic stance of Hong Kong practitioners of marketing. This evidence suggests a recognition of the vital role of marketing planning within Hong Kong organisations.

To reflect again upon belief and practice, they are now treated independently and separate profiles constructed which appear in appendices CS.HK.MP.4 and CS.HK.MP.5. They contain profile maps MP.7 and MP.8 for belief and practice respectively. It can be recalled that the mean belief scores attained by the three separate Hong Kong surveys vary by just 1%.

From map MP.7 it can be seen that this level of general concordance is not quite matched by the responses to the individual statements, yet overall a distinct pattern emerges. The contrasting low levels of agreement generated by statement 36 and statement 12 account for the very wide range of responses recorded. If these two statements were excluded it is obvious that the remaining statements would receive a high degree of collective support.

By comparing MP.7 with MP.8 the contrast in responses is most marked, with a wide ranging set of perceptions for the application of marketing planning in practice. The instances of higher levels of enthusiasm by the survey two pre-examination survey is clearly marked as is the perceptual distance between survey one and survey two. Post-qualified Hong Kong marketers tended to have taken a midway, or moderate, position between the more extreme views of marketing practice conveyed by survey one and survey two respondents.

MARKETING PLANNING

CROSS-CULTURAL REVIEW OF MOVEMENTS AND DISTANCES IN PERCEPTION

SURVEY ONE AND SURVEY TWO

The country studies conducted for the UK, Nigeria, Malaysia, Singapore and Hong Kong have independently examined the shifts in perception for the belief held in and the perceived practice of marketing planning as manifest through the eleven statements. Visually these have been recorded and displayed in maps MP.3 for each of the countries above to reflect responses from the different national cultures. Each map shows the movements which have taken place in the perception of country respondents between the pre-course stage and the pre-examination stage in the career development path of aspiring professionally qualified marketers.

Visually the impact created by exposure to professional marketing education is most marked. The course has served to reinforce viewpoints and to extend them to new boundaries of relative optimism and pessimism.

The recordings at survey one are mainly bipolar between positions of relative optimism and relative pessimism and for survey two the limits have been extended further. In simple terms, relative pessimism has increased and relative optimism has also increased, creating new bipolar extremes. The educational process has therefore produced a clear understanding of the concepts contained in the statements and their implications.

For independent national cultures, this is most distinct in Hong Kong and Singapore, apparent in the UK, and less marked in Malaysia. As often, there is an exception to general tendencies; in this case it is Nigeria, where the impact of the course has diminished the levels of relative optimism.

As in the case of marketing orientation, the course of professional marketing has led to more extreme views than previously held; in particular for marketing planning an enhancement of the perceived application in practice of statements which were already perceived as optimistic.

The bipolar position evident in map MP.3 has been created mainly by the responses to statement 36 and statement 12, which have retained a very pessimistic position from all countries.

A most striking feature of these maps is the similarity in appearance, showing that the movements which have occurred have a tendency towards being universal in principle. In the case of marketing orientation it was possible to group the countries with those displaying convergent and those displaying divergent tendencies. In the case of marketing planning this is more difficult to detect owing to the inherent nature of the polarisation of viewpoints for the eleven statements. Yet it is most noticeable that for each individual statement pertaining to marketing planning, a movement in perception has been recorded so that the course has actually produced a modification to views previously held before course commencement. In general, this modification has been to produce increased levels of relative optimism for the perceived application of marketing planning in practice.

The purpose of this short review is to compare the perceptions of pre-examination candidates with marketing practitioners who have already qualified with the CIM Diploma in Marketing. This review has been undertaken for each country and recorded on maps MP.5 in the country study appendices.

It is conclusive from the charts that there is a consensus across national cultures among qualified marketing practitioners with the majority of the statements for marketing planning. The views recorded show in the case of each country a clustering that is not apparent among pre-examination candidates who have displayed more extreme tendencies than their post-qualified counterparts. Qualified marketers are therefore more conformist in opinion and this must be accounted for by the intervention of and exposure to working experience after attaining the professional marketing qualification.

When a qualified marketer re-enters the organisation having completed a course of professional marketing education, the ambition to introduce change runs high. This is confirmed by the responses received from survey four. The individual has acquired a new cognitive repertoire, but the organisation has not. The systems of professional

marketing learning with objectives set for course completion and graduation and the corporate system with objectives set for profit through effective resource deployment are not in harmony. The latter constrains initiatives created by the former. This in turn leads to a more rational view of marketing planning in practice demonstrated in maps MP.5.

Again, as witnessed in response to statements of marketing orientation, the expectations of individuals at the end of the course of study have been varied beyond that which is currently operated in organisations. The feasibility for improved levels of sophistication in marketing planning remain a direct function of the respective corporate and national cultures and become dependent upon the need for change within foreseeable time horizons. The dynamic which prevails between those who are 'fresh from the course' and those who are no longer 'raw graduates' is fascinating. The energy that the course has created among individuals is in fact channelled in the need for change which is considered in the next section of the thesis. It must be acknowledged that the research has revealed the tension which exists between the 'know that' created from the course and 'know how' which is dependent upon the ability to obtain organisational support for marketing planning initiatives. It is 'know-how' and the intervention strategies needed to acquire it in organisations that is a vital yet missing ingredient of most management and marketing education because it requires on-going sustained organisational involvement and active commitment. This is not part of the course design for the CIM Diploma programme.

SURVEYS ONE, TWO AND THREE

The independent country studies have explored the dimensions of belief and practice within each country for each survey and have been visualised on a series of country maps each numbered MP.6 within each country study. These maps remarkably have a similar appearance, which suggests that the cognitive receptivity to the statements in general has common accord; that is, that there exists a prevailing optimism among aspiring and practising qualified marketers for marketing planning.

This is interesting, but also to be expected because the development of the marketing profession has been in evidence over the past thirty years at least, even though the Diploma programme which all respondents have attended has a far longer history. Furthermore marketing planning is the one tool which marketers should have and be able to implement. It is therefore rational to expect high levels of prevailing optimism for statements that evoke a clear conception for individuals and their respective internal organisational environments.

Within this common accord for optimism there is also reality. Responses to statements 12 and 36 have been universally confirmed as relatively pessimistic. There is a prevailing judgement that has, across all national cultures, produced a universal clarity of viewpoint that marketing planning is not a panacea for success and that market segmentation has yet to become the state of the art in country marketing plans.

The cross-cultural perspective for statements 31 and 40 has produced views of relative frustration in each country, showing another common pattern of response. This offers an insight into the levels of involvement for marketing plans and the levels of sophistication perceived to be in use. Clearly respondents are frustrated that the use of models has yet to gain the levels of acceptance desired in company marketing planning. Furthermore, there appears to be a residual disappointment in the interface between marketing strategy and distributor/dealer relationships, which is both a symptom of sales orientation and a lack of perceived integrated marketing planning.

Even though the overall message is one of optimism, it is now clear that there is substantial room for improvement before marketing planning is accredited by

organisations with the respect it deserves. It will require the climate of a marketing oriented business philosophy to work within, supported by systematic, periodic, integrated marketing training for the development and implementation of planning systems, thereby to achieve the rewards from marketing orientation. This means that a climate for change must be created by marketers within their organisations and it is to this that the thesis is now directed.

SECTION C

MARKETING PLANNING

THE MISSING LINK BETWEEN BELIEF AND PRACTICE

THE AMBITION FOR AND MANAGEMENT OF CHANGE

MARKETING PLANNING

THE AMBITION FOR AND MANAGEMENT OF CHANGE

SURVEY 4

INTRODUCTION

Survey four comprised a sub-sample of survey two respondents who were approached at the pre-examination stage having completed the course of study for the CIM Diploma.

Survey four required respondents to identify three key changes that they would like to introduce as a result of their course of study, then inquired of the intention to implement the change, then to identify the areas of resistance to be faced and why, and the means to overcome the resistance in their organisations to accomplish the changes they had originally identified.

A sample of 250 respondents was secured across the five countries involved in the research and all were in management positions, and hence familiar with the dynamics of employing organisations.

The desire for change for marketing planning and control in respondents' employing organisations globally was overwhelming. 72.8% of all respondents cited the intention to make changes in this area. The value of marketing planning and control to companies has not only been acknowledged by course members but has produced firm intentions to change the way in which marketing works in companies.

This is clear evidence of tremendous support for professional marketing education and its approach to make marketing more scientific through effective planning and control.

In total 182 independent changes were desired from the total of 250 respondents. On the questionnaire these were recorded as follows and are not ranked in order of priority:

	Change 1	Change 2	Change 3	Total
Marketing planning and control	60	71	51	182

The impact of the desire for change has produced considerable insight into the intentions for change in the area of marketing planning and control. To digest the cross-cultural impact of these responses the table below should be consulted.

Table 22

Survey 4

Marketing planning: desire for change by country

	UK	Nig	Mal	Sing	HK	Total
Change 1	16	3	20	11	10	60
Change 2	20	7	23	10	11	71
Change 3	10	3	17	10	11	51
Total	46	13	60	31	32	182
Sample size	46	52	62	38	52	250
% of sample	100	25.0	96.8	81.6	61.5	72.8

The cross-cultural comparison is fascinating. The UK, which throughout this research programme has been so culturally detached from the other four countries, has given total support to the desire to introduce change to achieve effective marketing planning and control within respondents' employing organisations – 100% support for the change was recorded – followed very closely by the Malaysian respondents at 96.8% and Singapore with 81.6%. Yet of Hong Kong respondents, just 61.5% desired to make changes to marketing planning. Organisations in Hong Kong are sales driven in the current climate: time spent in planning is time lost in selling; therefore marketing planning is not valued when the prevailing climate is tactical not strategic.

The bi-polar position of Nigeria in comparison to the UK is worthy of special note; just 25% cited marketing planning as an area for change, a desire long removed from the ambitions of UK respondents. It could possibly be argued that in the case of Nigeria it is first important to establish marketing orientation before change is proposed to achieve systems for marketing planning, and conversely the UK, having attained marketing orientation to a desired perceived level, seek to build on this situation with

the introduction of marketing planning and control in employing organisations. (Reference to table 1 in the section on marketing orientation will confirm the position).

A typical sample of the changes desired is provided below verbatim:

The UK

Implement formal marketing plans. [UK - R6]

Marketing planning. At present planning is based mostly on % increases/decreases on previous years' figures. It is totally quantitative and the factors taken into account cover far too narrow a spectrum. [UK - R10]

Produce and implement proper marketing plans. [UK - R13]

Implement a marketing plan control procedure alongside the annual marketing plan to analyse achievements and failures. [UK - R16]

NIGERIA

To bring a marketing outlook into the organisation starting with proper marketing planning. [N - R7]

To introduce marketing planning to meet the dynamism of the market place. [N - R11]

To make the organisation recognise the immense contributions that can be made from marketing planning. [N - R26]

Introduce a marketing planning culture into the company because the company has been operating without any definite plans and goals. [N - R39]

MALAYSIA

To introduce a marketing planning system to replace the present sales forecasting and simple budgetary control system. [M - R1]

Emphasise and organise a more effective marketing plan. [M - R20]

As it is now we are very much sales oriented. I wish to inject marketing planning and control to upgrade our business strategies. [M - R21]

Implement a better control system for our marketing activities. [M - R26]

SINGAPORE

- To have a structured marketing plan for the development of the business. [S - R1]
- To pursue a more structured approach towards the identification, evaluation and monitoring of marketing opinions. [S - R5]
- Develop an integrated marketing plan to market a potentially profitable area of business. No such plans exist at present. [S - R9]
- Develop a structured marketing planning system. [S - R16]

HONG KONG

- To review and restructure the current marketing plan used by existing operations. [HK - R6]
- Implement a formal marketing planning system. [HK - R10]
- Establish a systematic marketing planning discipline. [HK - R17]
- Follow a more systematic and structured approach to marketing planning. [HK - R50]

INTENTION TO IMPLEMENT DESIRED CHANGES

The overwhelming ambition to make these changes for marketing planning is heightened further by the discovery that 94% of those who cited change in the area also intend to implement their desired changes. This is surprising. Not only is the support among post-course participants very high to recognise the need for change to marketing planning and control, but also this support is matched by an almost total commitment to implement change. The faith perceived in the benefits to be accorded to respondents' organisations is overwhelming because there is potential for realisable corporate pay-off and in turn career enhancement. Respondents are at the stage of course completion, equipped with the 'know that' of marketing planning, and are intent now to 'give it a try'. The enthusiasm to achieve professional 'know-how' is outstanding.

Marketing planning and control change
Intention to implement

	YES	NO	% YES
Change 1	54	6	90.0
Change 2	69	2	97.2
Change 3	48	3	94.1
	---	---	---
Total	171	11	94.0
	---	---	---

To compare this ambition between countries to enable a cross-cultural assessment to be achieved the table below enables this comparison to be made.

Table 23

Survey 4

Positive intention to implement change

	UK	Nig	Mal	Sing	HK	Total
Change 1	15	2	18	10	9	54
Change 2	20	6	22	10	11	69
Change 3	8	2	17	10	11	48
	---	---	---	---	---	---
Total	43	10	57	30	31	171
Designating marketing planning changes	46	13	60	31	32	182
% with an intention to implement	93.5	76.9	95.0	96.8	96.9	94.0

It can be clearly observed and confirmed that the intention to make change in this vital area of marketing is extremely high. There is clearly strong support for marketing planning and control matched with an intention to implement procedures to achieve the changes desired.

The enthusiasm for and commitment to changes in marketing planning and control were tested by the years in current position held by all respondents to detect any meaningful difference between the responses achieved and the structure of the sample. The results are displayed in the table below.

Table 24
Changes specified for marketing planning
and control by years in current position

Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample number	structure %	% of sample seeking change
Up to 2 years	28	38	25	91	50.0	109	43.6	83.4
3 to 5 years	21	27	16	64	35.2	80	32.0	80.0
Over 5 years	8	3	8	19	10.4	40	16.0	47.5
No answer	3	3	2	8	4.4	21	8.4	38.1
Totals	60	71	51	182	100.0	250	100.0	

% citing changes
for marketing
planning 72.8

The comparison produces an interesting finding that more ambition for change is held by those with fewer years in current position. To expand, those with over five years in their current position comprise 10.4% of those who desire marketing planning and control changes, yet the structure of the sample for those with over five years in post was 16%. Similarly, those with up to five years experience represent 75.6% of the sample of the 250 respondents, but 85.2% of those specifying changes have less than five years experience.

Changes desired have been proposed by proportionately more people with up to five years experience in their current job than those beyond five years in the same company. In fact even more ambition for change is within the 'up to two years'

period, when enthusiasm for change runs high, as shown by the final column in table 24.

This tends to suggest that the innovator for marketing planning changes is likely also to be more recently employed in a company than being in an established position in the organisation for a period of five years or more. Hence, the more job mobility increases among qualified marketers then the higher the probability of bringing about change to make marketing planning and control apply in practice.

These findings do not concur with the discoveries for changes proposed to achieve marketing orientation where those with over five years had a higher propensity for change. The nature of the change is obviously very different: marketing planning changes are directly operational in nature, with clearly defined boundaries for implementation; marketing orientation requires company wide commitment to a change programme, which will alter the business philosophy of the firm and therefore requires seniority in the company to achieve.

To examine the impact of experience held by the intention to make changes for marketing planning and control, a cross-tabulation of those with experience in direct selling and intending also to make change for marketing planning is shown in the table below.

Table 25

Changes desired for marketing planning and control by years of experience in direct selling

Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample number	structure %	% of sample seeking change
Up to 2 years	10	15	6	31	18.0	38	15.2	81.6
2 to 5 years	14	15	17	46	26.7	56	22.4	82.1
5 to 10 years	23	30	19	72	41.9	94	37.6	76.6
Over 10 years	9	7	7	23	13.4	40	16.0	57.5
No answer						22	8.8	
Totals	56	67	49	172	100	250	100	

% citing changes
for marketing planning
and control 68.8

For those with very little experience in selling through to those with up to five years experience, over 80% of the sample desire to introduce marketing planning change, yet after 10 years experience in the field of direct selling with systems and methods established there is less desire for change. It can be seen that the percentage of sample respondents drops to 57.5% for the most experienced group of respondents. The majority of enthusiasm for change comes from those with up to 10 years of experience, after which there is much less enthusiasm to make change. As years in current position extend, so the desire for change diminishes among those in sales positions.

To compare the position with those having attained experience in marketing planning already the following table records the results of the cross-tabulation.

Table 26

Changes desired for marketing planning and control by years of experience in planning and controlling marketing operations

Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample number	structure %	% of sample seeking change
Up to 2 years	8	16	10	34	19.5	44	17.6	77.3
2 to 5 years	21	21	13	55	31.6	92	36.8	59.8
5 to 10 years	24	22	19	65	37.4	73	29.2	89.0
Over 10 years	4	9	7	20	11.5	20	8.0	100.0
No answer						21	8.4	
Totals	57	68	49	174	100	250	100	

% citing changes
for marketing planning
and control 69.6

The table reveals a progressive demand for marketing planning and control changes as the years of experience in the area become larger. The last column reveals that even those with over 10 years experience still see the need for change.

This is an important finding because it suggests that even though respondents are working in the field of marketing planning and control, the 'state of the art' leaves a lot to be desired and hence there is need for more change, change that has been appreciated as a result of the weaknesses now acknowledged by respondents who have completed the CIM Diploma course. The more senior in years of experience, the more change has been recognised as being necessary in respondents' organisations. Also those with the experience may be in a better position to see the weaknesses in the current employing organisation.

As the maturity of experience in direct sales reaches the 10 year level, so the demand to introduce changes for marketing planning increases, but after the 10 year period the enthusiasm wanes considerably. For people with sales experience only the likelihood of needing marketing planning changes for those with in excess of 10 years in the field is not appreciated, maybe because vision or career ambitions have been conditioned by a sales environment where the need for marketing planning is less appreciated.

Yet for those with marketing experience, experience in the field of planning and controlling marketing operations, the position is different. As experience increases through the two year, the five year, the 10 year barrier and beyond, so does the intention to introduce changes for marketing planning and control.

Indeed this is very encouraging, for even those with mature experience, with substantial years in the area of marketing, still recognise the need for change. The essence of successful marketing is to adapt to market needs. The science of marketing planning has changed in recent years; also the recognition of it by companies. It is very reassuring to know this is the view held also by those seeking to acquire professionally qualified status, even after considerable experience in the field.

The changes proposed are not substantially affected by company size. Whether small or large companies there is little discrimination towards an intention to make changes to marketing planning and control, enabling a conclusion to be made that the intention to bring about marketing planning and control changes is not really influenced by company size and may have universal appeal. Table 31 below confirms this position.

Table 27

Changes specified for marketing planning
and control by size of employing organisation

Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample structure number	%	% of sample seeking change
Small companies Up to 200 employees	31	39	29	99	54.4	136	54.4	72.8
Large companies Over 1,000 employees	25	28	19	72	39.6	92	36.8	78.3
No answer	4	4	3	11	6.0	22	8.8	
Totals	60	71	51	182	100.0	250	100.0	

% of companies citing
changes for marketing planning
and control 72.8

As can be seen, there is little evidence to enable the research to claim a real difference between the intention to implement change for marketing planning and the size of company in which the change agent is employed. The favour in terms of large companies is marginal.

RESISTANCE PERCEIVED TO ACCOMPLISH CHANGES

The majority of those intending for marketing planning and control changes as a result of the CIM Diploma course, i.e. almost 60%, do not anticipate resistance from their organisations in the introduction of the changes specified. This gives confidence to those intending marketing professionals who are anxious about the acceptability of new views in organisations. But is this low level of anticipated resistance a direct function of the high levels of enthusiasm that have been demonstrated by respondents? The issue of naivety needs to be raised as a cautionary note because any change to marketing systems and procedures will inevitably attract resistance. The responses received may be caused by blind

ambition, which has not been tempered by the course of marketing education because the systematic approach to the management of change has not been a taught component on the course of study undertaken.

Marketing planning and control

Resistance anticipated

Global

	Yes	No		Total% resistance anticipated
Change 1	26	34		43.3
Change 2	35	36		49.3
Change 3	13	38		34.2
Totals	74	108	182	40.7

However, from the responses of all countries, the global position records a resistance of 40.7%. The positive side of this is that 72.8% of all respondents desired to make changes for marketing planning and control, of which 94% claimed they would implement these changes and of them just 40.7% perceive resistance in making the change a reality.

This reassurance is conditioned by the fact that at least 40% of those who intend for marketing planning and control change will face resistance. A cross-cultural assessment will now reveal the cultural disparity in the levels of perceived resistance.

Table 28

Survey 4

Resistance anticipated by country

	UK	Nig	Mal	Sing	HK	Total
Change 1	3	1	4	1	4	13
Change 2	12	6	9	3	5	35
Change 3	10	2	5	5	4	26
	--	-	--	-	--	--
Totals	25	9	18	9	13	74
Total designating marketing planning changes	46	13	60	31	32	182
% facing resistance	54.3	69.2	30.0	29.0	40.6	40.7

The range in the resistance runs from 29% in Singapore to 69.2% in Nigeria. Malaysia and Singapore are clustered as those countries with the lowest levels of perceived resistance. Hong Kong takes the mean position at 40.6%, leaving the UK and Nigeria higher than average.

The UK is a particularly interesting case to follow through. All respondents require change to marketing planning and control. 93.5% intend to implement, of which 54.8% perceive they will face resistance. Even though the ambition is confirmed, the ability actually to achieve the change is met with a perceived force field of resistance.

By referring to the section on marketing orientation, a search for cultural consistency has been made to examine how resistance per se has been viewed. Malaysia have retained a position of ultimate optimism matched with blind faith that organisations will receive marketing orientation and marketing planning with 'open arms'. This level of innocence is surprising, and individuals may find their ambition thwarted. By sharp contrast, Nigerian managers have a shared perception for resistance for both marketing orientation and for marketing planning. Companies may have been

exposed to a series of changes created by the turbulent economic position in more recent times which have caused companies to be more conscious of financial control and survival than to be more expansionist through the introduction of growth strategies characteristic of marketing oriented business strategies and coincident planning systems.

Hong Kong has taken a more rational view of resistance for marketing planning changes, perhaps because the levels of resistance anticipated for marketing orientation by comparison are much higher in terms of scale. In fact this view is retained at aggregate level, that organisational resistance to accomplish changes to achieve marketing orientation are perceived to be greater than to introduce new or upgraded marketing planning systems.

The areas of perceived resistance are common with those identified for changes desired to accomplish marketing orientation. These are shown in table 29. Even though the areas are common the levels of resistance within each area are not because the nature of the changes to achieve marketing orientation are different from those to achieve marketing planning changes.

Whereas the finance department is seen to be involved in both changes, naturally as a resource centre, the production department is not perceived to be a real threat for marketing planning changes. This is not so for marketing orientation, where the fundamental change in corporate outlook will inevitably affect production and be a prime source of resistance. These perceptions are very real, which underpins the integrity of the research programme. Further evidence of this is the perceived resistance within the marketing department for the intended marketing planning changes. It implies that respondents' own colleagues will resist change even though it may have substantial benefits for the performance of the department.

The overriding sources of resistance remain with top management, senior management and general management, the power houses of authority and corporate decision making. Without their support, intended changes simply will not happen.

Again this is supported by the literature on the management of change and reconfirms the work of expert authors in the field.

Table 29

Survey 4

Sources of perceived resistance to
restrict the attainment of marketing planning
and control changes in employing organisations – global

	No.	%
1. The finance department	7	8.8
2. The production department	2	2.5
3. Staff involved	4	5.0
4. Top/senior management	25	31.2
5. Personnel department	0	0
6. Sales department	10	12.5
7. Marketing department	11	13.8
8. Head office	5	6.2
9. General management	16	20.0
	---	----
	80	100
	==	===

From the table the four key areas producing more than 10% of the area cited as sources of resistance are as follows:

	%
1. Top/senior management	31.2
2. General management	20.0
3. The marketing department	13.8
4. The sales department	12.5

Areas one and two above are by now legend in this research as providing the authority for change and hence the key sources of resistance to be faced. The two

functional areas of concern have now also been revealed because they will be directly involved with the design, implementation, review and total impact of the changes that have been nominated.

The position of the change agent will affect the perception of the force fields of resistance. In the case of the marketing department, the established methods of operation within the department will change and there may well be resistance from those involved in the change. Similarly the sales department will also have to respond to changes in approach to the planning and operation of sales and selling activities.

It is not surprising to find that the key functional areas involved in the change may also be resistant to the changes. Ubiquitous areas of resistance have here again been identified as sources of resistance to marketing planning and control change – the top, senior and general management. It is also important not to overlook the resistance that may be faced from the functional areas of the business involved, i.e. the marketing department and the sales department. All change is perceived to be potentially threatening; therefore strategies for coping with change need to concern the functions concerned as well as the organisational hierarchy.

Ultimately the perception of resistance will be a direct function of the perceived level of leverage bestowed in the role of the change agent, who must be alert to the requirements of the role and aware of the 'know-how' to accomplish it.

REASONS FOR PERCEIVED RESISTANCE

The reasons why resistance is perceived are complex and intertwined and include individual self-interest, having a lack of faith in the changes to be made, conflict with prevailing corporate culture, a lack of understanding of what is involved, and the constraints of time, people and money needed. This combination of perceived resistance is not easy to unravel, yet this is necessary if changes to marketing planning are to be accomplished.

The perceptions of respondents have been classified and recorded in the table below.

Table 30

Reasons cited for the perceived resistance
to restrict the attainment of marketing planning
and control changes in employing organisations – global

	No.	%
1. Individual self-interest	31	31.9
2. Lack of faith in change	16	16.5
3. Lack of top management support	9	9.3
4. Finance/time/resource constraints	12	12.4
5. Conflicts with corporate culture	17	17.5
6. Lack of understanding	12	12.4
	--	----
Totals	97	100.0
	==	====

The complexity of these resistance perceptions spans the six areas in the table, each of which has a part to play and cannot be ignored. By far the most frequently cited reason for the perceived resistance is the individual self-interest of those perceived to be involved in the change process where the self-interest is not matched with the intentions of the change agent. The nature of marketing planning changes will disrupt marketing operations and resistance therefore is to be expected at the operational level.

In the case of marketing planning and control changes there is also conflict with corporate culture to be taken into account, where the existing behaviour of the organisation may not recognise the value, importance or contribution to be made by marketing planning. This is supported by a similar number of respondents claiming that lack of faith in the change being accomplished is an important reason for resistance that cannot be overlooked. It can be combined with individual self-interest also, which then places the main source of resistance with the individuals

involved, who perceive loss of status, loss of power and a concern over whether they can cope.

Clearly changes to marketing operations will incur extra cost, time and resource needs, for which operational constraints exist. To achieve such change, again top management support is perceived to be required.

Areas of perceived resistance and the reasons why the resistance prevails must be treated as a battleground for manoeuvre and attack, with appropriate strategies for intervention to overcome the resistance perceived.

OVERCOMING PERCEIVED RESISTANCE

The complexity of the perceived force fields of resistance need to be matched with a complex set of strategies that are planned tactically to achieve impact where they are needed. The change agent must use position power to show the need for the change and to participate and be involved to motivate and progress the change.

To secure commitment, communication programmes must be designed to impart relevant, timely information to all those involved in the change. In places, training will be needed to operate and monitor the changes and again top management support must be achieved to gain support for the intended changes for marketing planning and control.

In survey four, respondents were asked to suggest ways to overcome the problems they had envisaged. Table 31 which follows has examined and classified the responses to achieve an understanding of the interventions that can be achieved so that the changes intended can be accomplished.

Table 31

Methods cited to overcome the resistance perceived in companies
when seeking to make changes to marketing planning and control – global

	No.	%
1. Training and education	11	9.9
2. Participation, motivation, negotiation and influence	16	14.4
3. Information and communication	24	21.6
4. Top management support	16	14.4
5. Using one's position	11	9.9
6. Planning, monitoring evaluating the change	8	7.2
7. Showing the need for the change	25	22.6
	---	----
Totals	111	100.0
	===	=====

The complexity of the perceived reasons for resistance have been matched with an equally complex set of methods to overcome the resistance.

Above all, it is essential to show the need for the change to those who are involved in it and those who will benefit from it. The benefits of marketing planning and control must be clear, understandable and communicated to those involved. Therefore, pertinent information must be made available.

Using one's position to accomplish the changes is essential and this may need to be supported with internal marketing education and training programmes.

Together these devices will then need to be combined to achieve top management support for these changes.

The responses obtained fall naturally into the groups contained in table 31, which are well substantiated by the literature as being appropriate (LS 38-40). This implies

that respondents possess the 'know-how' to accomplish change from their own experience. They do not possess a framework from the course for this, know that does not exist, and if it were introduced on the course, more intelligent marketers would be making progressive change in organisations globally.

4.3 **MARKETING TRAINING**

SECTION A A CROSS-CULTURAL COMPARISON OF BELIEF AND PRACTICE

SECTION B THE MISSING LINK BETWEEN BELIEF AND PRACTICE



SECTION A

A CROSS-CULTURAL COMPARISON OF BELIEF AND PRACTICE

PROFESSIONAL MARKETING EDUCATION AND TRAINING

A CROSS-CULTURAL COMPARISON OF BELIEF AND PRACTICE

Training provides the fundamental link between 'the organisation' and its ambition to acquire marketing orientation business philosophies and subsequently marketing planning systems because relevant attitudes, skills, knowledge, procedures, methods and frameworks for thinking need to be understood and valued to ensure that constructive organisational development is attained. All respondents in this research have been subjected as individuals to professional marketing training. Such has been the impact created upon them that as a consequence the 'need' has now been recognised for 'their organisations', to introduce marketing training more formally. This desire is confirmed in survey four.

In this section one statement has been selected from the research questionnaire to examine the dimensions of belief and practice. Statement 21 claims that:

"Training for all marketing personnel should be planned for and contained within the marketing plan."

At survey one respondents produced the following mean scores in relation to the belief held in statement 21.

Respondents' home country	Survey 1 Mean scores for belief in statement 21	
	%	Rank
UK	71	5
Nigeria	73	4
Malaysia	81	2
Singapore	88	1
Hong Kong	78	3

Support within each country was good with Singapore, a country where training and education are high on the list of national priorities, taking first rank. By the time professional marketing studies had been completed an enhancement in belief had occurred within most countries, especially Malaysia where economic growth has created a climate of business optimism.

Respondents' home country	Mean scores for belief in statement 21			
	Survey	Survey	Survey	Survey
	1 %	2 %	1 Rank	2 Rank
UK	71	79	5	4
Nigeria	73	87	4	3
Malaysia	81	96	2	1
Singapore	88	94	1	2
Hong Kong	78	72	3	5

The single exception is in Hong Kong, which is in part influenced by the pressure on business operating cultures at this present time. The preoccupation is with achieving sales and little thought is given to formal planning in the medium to long term. This perception of course participants in Hong Kong has been matched with the real world beliefs of qualified Hong Kong marketers, which is verified in the table below.

Respondents' home country	Mean scores for belief in statement 21					
	Survey	Survey	Survey	Survey	Survey	Survey
	1 %	2 %	3 %	1 Rank	2 Rank	3 Rank
UK	71	79	66	5	4	5
Nigeria	73	87	80	4	3	3
Malaysia	81	96	86	2	1	2
Singapore	88	94	90	1	2	1
Hong Kong	78	72	71	3	5	4

Hong Kong have prevailing economic pressures of a very special nature with the impending occupation of Hong Kong by mainland China in 1997. Such economic anxiety cannot however be attributed to the UK, a developed economy where the belief in planned professional marketing training ranks at the bottom of the pile.

From the table, distinct cultural differences emerge between beliefs held in marketing training. This supports the viewpoint that the value attributed to formal marketing training is certainly influenced by national cultures, and is not culture free as in the case of beliefs held in marketing orientation and marketing planning. Training is a move towards implementation and it is in this area of 'practice' where the differences between cultures become exposed at country level.

This review must now be compared with the mean scores attained for the claim that statement 21 is applied in practice in employing organisations in respondents' home countries.

Respondents' home country	Mean scores for perceived practice of statement 21 in home country companies						
	Survey 1 %	Survey 2 %	Survey 3 %	Survey 2 to 3 Gap %	Survey 1 Rank	Survey 2 Rank	Survey 3 Rank
UK	39	43	31	-12	5	5	5
Nigeria	76	74	67	-7	1=	2=	1=
Malaysia	75	76	66	-10	3	1	3
Singapore	76	56	63	+7	1=	4	4
Hong Kong	66	74	67	-7	4	2=	1=

From the above table, the most outstanding observation is the UK where a consistent minority claim application in practice. The UK should be ashamed of the respective position that has been discovered. Professional marketing education qualifications were designed and developed, tested and applied in the UK. The Chartered Institute of Marketing has an 80 year history, but the rate of diffusion of professionalism in marketing training is remarkably slow, not only by way of perception but in actual practice. The gap in the UK between belief held and the application in practice is immense and must be one of the most devastating discoveries of this research.

Across the other four countries practising marketers claim that training is planned for and contained within the marketing plan in about two-thirds of companies, which is a note of reassurance. It must not go unnoticed that among all aspiring marketers in

survey two, but most notably in Nigeria and Malaysia, perceptions exceed those of the real world. The course has produced again a halo effect to yield an over-optimistic response which exceeds realism reported by survey three respondents.

The gap between belief and practice is worthy of special comment.

From survey one:

Belief only matches perceived practice in Nigeria. For other countries the gap is perceptible and very wide in the case of the UK.

From survey two:

The gap has now really formed. The substantial gap which has been maintained in the UK is now supported by Singaporeans. The gap is also most apparent for Malaysian respondents, but non-existent in Hong Kong.

From survey three:

The gaps previously anticipated between belief and practice among aspiring marketers in Singapore, Malaysia and the UK have been substantiated in actual practice and the perceptions by survey two respondents in Hong Kong have also been confirmed.

Despite the fact that for all three research surveys there exists a consistently high degree of support for belief in statement 21, across the five countries there are very marked differences between these national cultures in respect to beliefs held and the practise of training decisions being planned for and contained within the marketing plan. The process of professional marketing education has served to enhance and confirm the importance of planned marketing training but the level of cross-cultural agreement has not been matched with the perceived or actual application in practice.

The priority attached to training and the value of it in different national cultures is indeed an interesting dimension to pursue. In a western culture, such as the UK, and as attested from the practice scores just reviewed, marketing training appears to be grossly under-valued in relation to other non-western cultures. The irony is that professional marketing education and training have been developed in the west for a western cultural palate, yet it is a diet more easily consumed and appreciated in cultures foreign from that for which it was originally intended. The value system that surrounds

the training of management personnel has a marked difference between the west and the east. In Asian countries, at the individual level, pride, stature, professional standing and personal development are all qualities that are associated with the attainment of management qualifications. Companies also take pride in the academic and professional credentials of their staff. This is far less the case in the UK, where the prevailing attitude may be to undermine the value of qualifications attained because they may not be seen to relate to the application needs of the companies concerned. There is no doubt, in the UK management development is under-valued. It would appear as if the UK is 'anti-academic' where knowledge even related to a profession such as marketing is not perceived as important; hence professional education is under-valued. If this continues, so will the 'cult of the amateur', which means that British companies will continue to 'learn by doing'. Professional know-how will not be founded upon the solid foundation that professional marketing training provides. The converse is true in Asian countries where economic growth is really based upon sustainable competitive advantage. If attitudes prevail in the UK, the economic prospects for the country will look bleak.

A question that must be asked, if not answered, is where is training specified for UK marketing personnel – if at all? Why does the UK lag behind so seriously with the proactive intentions for training marketers? There is clearly a credibility gap between the attainment of a qualification and its perceived value by employers. This may be supported by the fact that the societal value of qualifications may be under-valued in comparison to other national cultures.

To return to the structure of the research, it is consistent with the review taken of the statements of special interest to consider the views between the pre-course and pre-examination stage and then account for the stance taken before considering survey three participants in much greater depth.

The dimension of marketing education and training would have been uppermost in the minds of respondents at the two survey stages, just at the course commencement and later at the examination stage; it is therefore deemed relevant to treat this single statement with special interest.

At the pre-course stage the cross-cultural comparison between the five countries demonstrated a positive support for this statement. In fact two-thirds of all respondents perceived that companies in their respective home countries actually put statement 21 into practice.

A Chi-square test among this group of five country samples and an associated significance rating at the .05 level produced an interesting discovery; that is, that there is a confirmed significant difference between the national cultures in respect to the application in practice of this statement.

The most substantial and outstanding contribution to the Chi-square value was from the UK sample. The views held by the UK had no resemblance at all to those for the other four countries. Nigeria, Malaysia, Singapore and Hong Kong all discriminate in favour of the practice of marketing training to be contained within the framework of the marketing plan. The UK take the opposing view to perceive this to be the case in the minority of employing organisations.

This relative pessimism displayed by UK course participants at the beginning of a course of professional marketing education is really most remarkable and may reflect the source of individual motivations to decide to study marketing. There may have been little company support for the training decision taken by the individuals involved in this research programme. In fact a national study of UK training decisions conducted by the author of this thesis on behalf of the Manpower Services Commission, the APEP report, discovered that the motivation for personal and career development was driven by the individual, not the employer. This report was completed in 1978, 10 years before this research commenced, yet the trend is still apparent.

The data for survey one is contained in the table below.

Table 1
Professional marketing education and training – statement 21
Survey 1

Agreement with statement 21 by application in practice by home country

		Home country							
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	49	52	75	23	36	235	
		Col %	43.4	74.3	82.4	76.7	72.0	66.4	
	NO	Count	64	18	16	7	14	119	
		Col %	56.6	25.7	17.6	23.3	28.0	33.6	
	Totals			113	70	91	30	50	354
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>			
41.40628	4	0.0000	10.085		None				

From the analysis of other statements of special interest in this thesis there is evidence to suggest that the views of pre-course participants may have changed by the time marketing studies have been completed.

From table two it is clear that some adjustments have occurred within national cultures, but the net effect of the cross-cultural analysis again confirms a significant difference between countries. The course has not realigned views sufficiently to obtain a common or universal set of values across the five countries.

The position of Singapore is of particular interest. By comparing the results in table 1 and table 2 there is a marked shift in a negative direction which needs to be accounted for. At the pre-course stage it is quite wistful that the perception is valid to assume marketing plans in companies make provision for training the personnel who would be included in the design and implementation of such plans. After reflecting upon this in actual practice, it appears that Singaporeans realise that it is not happening that way and that marketing training decisions are taken either by themselves or elsewhere in the company. This reflects the position perceived by UK course participants.

Table 2
Professional marketing education and training – statement 21
Survey 2

Agreement with statement 21 by application in practice by home country

			Home country						
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	54	42	86	33	27	242	
		Col %	50.0	79.2	78.2	55.9	87.1	67.0	
	NO	Count	54	11	24	26	4	119	
		Col %	50.0	20.8	21.8	44.1	12.9	33.0	
	Totals			108	53	110	59	31	361
	<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>		<u>Cells with E.F. < 5</u>			
32.88115	4	0.0000	10.219		None				

The position of the UK, although improved at survey two, still lags behind the other countries at this critical step in the professional development of aspiring marketers.

To increase the depth of analysis the dimensions of belief and practice have been treated independently by using the McNemar test to determine the level of the shift in perception caused by the course of professional marketing education as the intervening variable during the time intervals of each sampling point of this longitudinal survey.

The detailed analyses are contained in appendix ME21.4. The findings were as follows:

1. In the case of belief, there has been a significant movement at the aggregate level towards an increased level of belief that marketing training should be planned for and contained within the marketing plan. The education process achieved by the course has engendered the need and appropriateness for this to happen. Apart from Hong Kong this positive movement in belief has occurred in all other countries.
2. When practice is treated as an independent variable, the application in practice of statement 21 has received no significant shift in perception. This aggregate assessment has occurred from the changes that have occurred within the independent country samples, where for example in the case of Singapore the

position has become more negative contrasted with a more positive reaction from the UK respondents.

The net effect is really a set of entrenched views. Aspiring qualified marketers believe with increased conviction in statement 21 but realise it is not the case in practice. Yet again the gap between belief and practice is confirmed because training has not traditionally been valued as a high corporate priority in companies. The onus has been upon the individual to be self-motivated in this respect. A set of double standards often prevails. The employer wants trained staff but is less happy to fund the process proactively or even sponsor the process reactively after the initiative has been made by the individual. A concern that is frequently voiced is that trained staff become upwardly mobile at the expense of the employer. The underlying issue is that companies do not know how to manage organisational development and therefore see it as a threat.

Marketing plans therefore feature the need to achieve financial targets through product/market combinations and often do not contain provision for the development of staff to achieve marketing objectives. This culture does and will prevail until the marketing training received can demonstrate real corporate benefits – in turn this also requires a substantial adjustment in corporate culture. The issue becomes really very complex, and therefore the results from survey three will be of particular interest.

All survey three respondents have followed and completed a course of professional marketing education and hence now as qualified practitioners will hold views about where training for marketing should be planned for. Table 3 below reports the level to which this perception has been upheld.

Table 3
Professional marketing education and training – statement 21
Survey 3

Agreement with statement 21 by application in practice by home country

			Home country						
			UK	Nig	Mal	Sing	HK	Total	
Applies in practice	YES	Count	41	78	67	57	27	270	
		Col %	39.8	78.0	70.5	69.5	75.0	64.9	
	NO	Count	62	22	28	25	9	146	
		Col %	60.2	22.0	29.5	30.5	25.0	35.1	
	Totals			103	100	95	82	36	416

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
39.70623	4	0.0000	12.635	None

So from where does this distinction of application in practice appear? From within the body of table one the most striking finding is with the proportion of UK marketing practitioners. The UK perception is almost the reverse position in comparison with the other four countries. The UK claim that the majority of companies do not plan marketing training as part of their companies' formal marketing plans. So in the UK is the training of marketers spasmodic, unplanned activity or does it fall to become the responsibility of another area of functional business activity? This will be discussed in survey four. The UK, which has developed professional marketing education and training through its own world renowned chartered body, has yet to get more than 35% of companies to plan for marketing training as part of an integrated development process of the business. It may in fact be an afterthought or, as often is the case, initiated by individual employees' ambition rather than be a proactive intention.

Across the other four national cultures the claimed application of statement 21 in practice is positive with a narrow range of opinion between the countries concerned. In simple terms the UK is out of step with the rest of the qualified marketing world in this important dimension of marketing. This again supports the rationale for treating training as a separate line of inquiry, so that it can be brought to the notice of UK companies either directly or through the chartered body that they are really falling way

behind in terms of practising professional marketing. Companies' marketing planning in the UK has not recognised their most important asset – people. This distinct cultural difference must be accounted for. Why is endemic relative pessimism now consistently attributed to the UK?

It is now essential to try to discover why this position prevails. Statement 21 will therefore be examined by company size to determine the effect, if any, upon the way in which training is planned for marketers.

Across the population of qualified marketers within the five countries, there was evidence of a high level of support of statement 21. The vast majority agreed that training should be prescribed within the plan and be part of the strategic development of the company's markets. It follows that the structural and human resource development needs should be tailored to the needs of the organisation so that the plan, over its respective time scales for achievement, can be accomplished professionally. As can be seen from the table below, the ambition for planned training of marketing personnel is not met with reality. Of those who believe in statement 21, just 65% claim it really is applied in their companies. The gap between belief and practice is substantial.

The propensity for planned marketing training to be specified and integrated with the marketing plan is not approached with the same enthusiasm and commitment in all countries; according to the statistical tests completed there could not be a higher level of significant difference.

Table 4 below relates the aggregate position and from the Chi-square value derived from the data there is no significant difference between small and large companies in their response to statement 21.

Table 4
Professional marketing education and training – statement 21
Global analysis
Agreement with statement by company size

		Agreement with statement		
		Applies in practice	Does not apply in practice	Totals
Small companies with less than 200 employees	Count	144	87	231
	Col %	61.8	65.4	63.1
	Row %	62.3	37.7	100.0
Large companies with more than 1,000 employees	Count	89	46	135
	Col %	38.2	34.6	36.9
	Row %	65.9	34.1	100.0
Total	Count	233	133	366
	Row %	63.7	36.3	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
0.47423	1	.49105	49.057	None

It is therefore intended to pursue the claims of small companies and large companies separately to determine how the propensity to adopt statement 21 is distributed across the five national cultures. Small companies with less than 200 employees are treated in table five below.

Table 5

Professional marketing education and training – statement 21

Belief held by application
in practice by small companies

		UK	Nig	Mal	Sing	HK	Totals
Applied in in practice	Count	18	54	35	26	11	144
	Col %	35.3	77.1	64.8	66.7	64.7	62.3
Not applied in practice	Count	33	16	19	13	6	87
	Col %	64.7	22.9	35.2	33.3	35.3	37.7
	Totals	51	70	54	39	17	231

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
22.91531	4	.00013	3.407	None

Yet again the significant difference achieved is accounted for mainly by the position of the UK, which demonstrates an inverse relationship in comparison with the aggregate mean scores.

Contributing also to the Chi-square value is the relative optimism of Nigerian small companies, who have a claimed propensity for planned training greater than the other four countries. This is surprising for the least developed nation to have the most professional approach to marketing training. This observation is difficult to reconcile. Throughout the history of the provision of professional marketing education qualifications the CIM has had, until very recent times, a large market in Nigeria. Up until 1987 Nigeria represented over 30% of the market for the CIM. It may therefore be fact that the number of qualified marketers in Nigeria in relation to the number of comparable companies may be proportionately higher than for other countries and hence the response received from Nigerian small business marketers. This can only be supposition and not backed by evidence produced from this research programme.

To consider large companies, table six reflects the general response given by marketers employed in large companies.

Table 6
Professional marketing education and training – statement 21

Belief held by application
in practice by large companies

		UK	Nig	Mal	Sing	HK	Totals
Applied in in practice	Count	23	14	28	10	14	89
	Col %	44.2	73.7	75.7	100.0	82.4	65.9
Not applied in practice	Count	29	5	9	–	3	46
	Col %	55.8	26.3	24.3	–	17.6	34.1
	Totals	52	19	37	10	17	135

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
20.18102	4	.00046	3.407	1 of 10 (10.0%)

Although in comparison with small companies there has been a modest increase in the propensity to have adopted statement 21 in practice by large companies, the differences between the UK and the rest of the qualified marketing world are again in evidence.

From tables five and six there exist significant differences between national cultures and the application of statement 21 in practice. Within national cultures, the propensity for adoption of marketing training plans as part of the company's marketing plans is consistent between small and large companies in Hong Kong, Malaysia and Nigeria. Singapore shows total commitment from large companies but this is a small sample response so would need to be examined further to confirm this finding. The UK, while having a higher proportion of large companies than small applying statement 21 in practice, still have a very long way to go to achieve the professionalism claimed by their other national culture counterparts (see appendix ME21.1).

The two tables below consider the respective position for years of working experience in direct selling and years held in planning and controlling marketing operations.

Table 7

Professional marketing education and training – statement 21

Belief held by application in practice
by years of experience in direct selling

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applied in practice	19	51	95	79	244
Column %	43.2	57.3	68.8	75.2	64.9
Not applied in practice	25	38	43	26	132
Column %	56.8	42.7	31.2	24.8	35.1
Totals	44	89	138	105	376
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
17.23079	3	.00063	15.447	None	

Table 8

Professional marketing education and training – statement 21

Belief held by application in practice by years of
experience in planning and controlling marketing operations

	Up to 2 years	2 up to 5 years	5 up to 10 years	Over 10 years	Total
Applied in practice	53	91	79	27	250
Column %	62.4	63.2	71.8	75.0	66.7
Not applied in practice	32	53	31	9	125
Column %	37.6	36.8	28.2	25.0	33.3
Totals	85	144	110	36	375
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>	
3.93165	3	.26894	12.000	None	

The Chi-square value obtained for years of experience in direct selling demonstrates a significant difference between experience bands at the .05 level between the propensity to apply statement 21 in practice. This is not surprising because the body of the table confirms that the propensity actually increases as the years of experience increase, showing a direct causal relationship. Obviously training decisions for marketing would not be within the boundaries of corporate exposure for those personnel involved in direct selling unless they were personnel involved. The knowledge of how training decisions are taken and hence where they are planned and if they are contained within the company's marketing plan will only increase with involvement over time. Hence those with over 10 years direct selling experience will have clearer insights into the integration of training marketing personnel than those with up to two years experience in the field. This proposed interpretation is not applicable to those with experience in planning and controlling marketing operations – they should know because it is part of their job responsibility. This is borne out by the statistical analysis shown in table eight. There is however some evidence of an incremental effect even among those employed in marketing, that as experience widens through years of exposure, so the recognition of the application of statement 21 in practice is better appreciated. Within the independent countries, with acknowledgement that each national culture is different, the effect is apparent with up to 10 years experience in planning and controlling marketing operations (see appendix ME21.3).

Therefore as far as marketing experience as a discriminator is concerned clearly there are differences between national cultures and the UK has demonstrated an extremely pessimistic position in this respect. Those employed in marketing should have insight into whether training plans for marketing personnel are part of the marketing plan, whereas those with selling experience may not be in a position to know until they have had more experience at a senior level and may have become involved in the process of planning staff development.

The collective responses from all surveys to statement 21 are recorded in maps one and two. These charts plot all the recorded data regarding the belief in and practice of this statement across all five countries in surveys one, two and three.

Map one displays the individual country recordings in the form of three polygons whereby their shape is determined by the indexed values for belief in statement 21 and the perception of its application in practice.

The long and narrow appearance of the green polygon signifies a consensus of opinion regarding the respondents' belief in statement 21; there is however considerable disparity in regard to views on its application in practice, the UK taking an extremely pessimistic position.

The red polygon, which represents the same participants after they have attended the marketing education programme, is much wider than the green polygon. This change in shape indicates that the respondents' beliefs have become more divergent, yet overall they have become more positive, as can be seen by the respective positioning of the red polygon in relation to the green polygon.

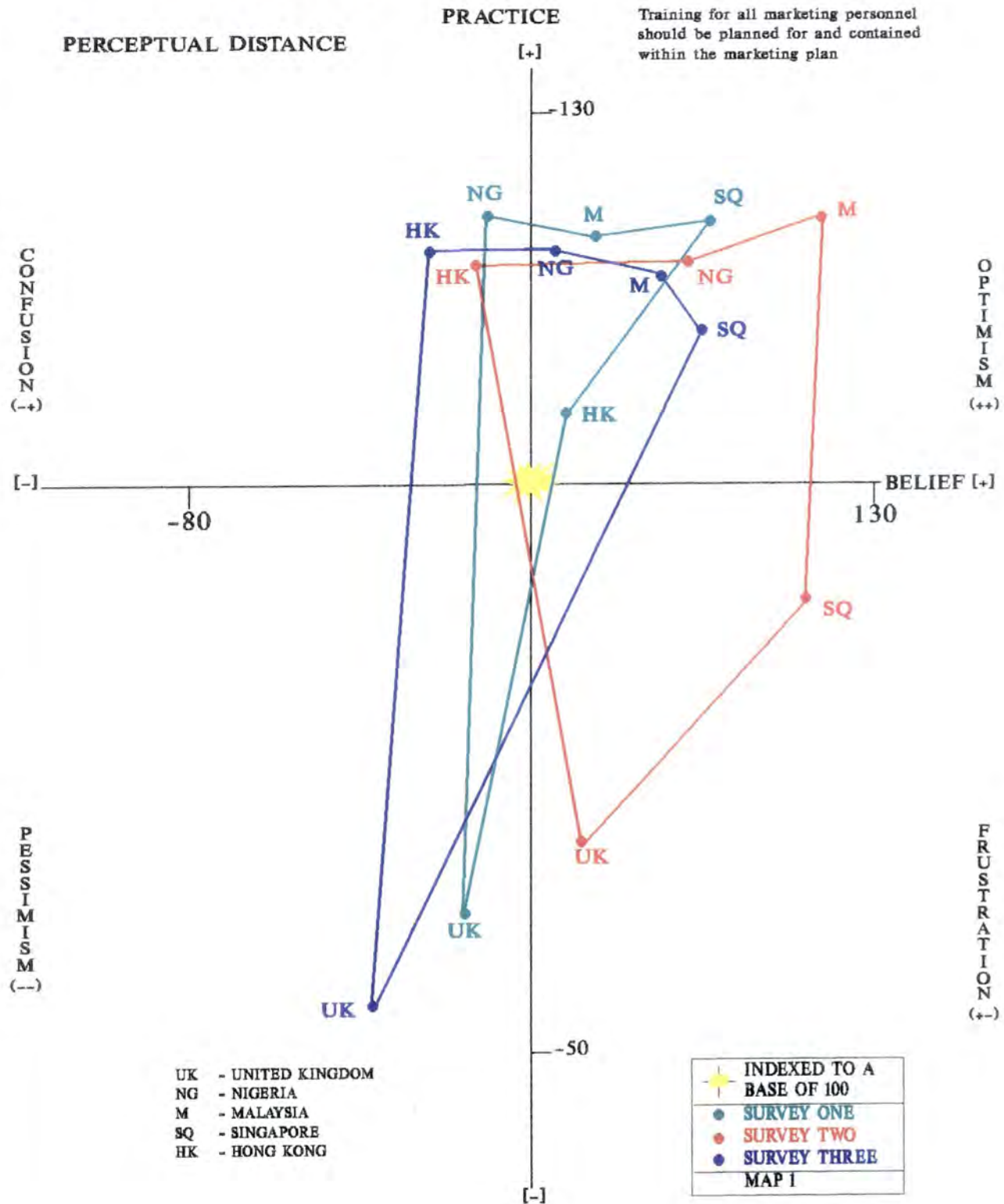
The post-qualified response, which is represented by the blue polygon, is long and relatively wide in appearance. This shape and size indicates that the practitioners of marketing internationally do not have a cohesive view toward statement 21 either through belief or the extent to which it applies in practice. The blue polygon lies to the left of the survey one and two polygons, conveying a more pessimistic attitude regarding belief in the statement than is expressed by the pre-course and pre-examination participants. It demonstrates a reversion to prevailing corporate practices and the status quo after qualifying as professional marketers.

Map two has tremendous visual impact in that it clearly demonstrates the isolated position of the United Kingdom. The other four triangles representing Hong Kong, Nigeria, Malaysia and Singapore are more closely proximate, indicating (with the possible exception of the survey two group of Singaporeans) similar viewpoints.

The size of the triangles signifies the disparity of opinion between the three surveys. The Hong Kong and Nigerian triangles cover a small surface area which suggests that there is a consensus of opinion amongst respondents in regard to their attitude towards statement 21. There is less apparent harmony within the other countries, in particular

PROFESSIONAL MARKETING EDUCATION AND TRAINING STATEMENT 21

ALL COUNTRIES SURVEYS ONE, TWO AND THREE



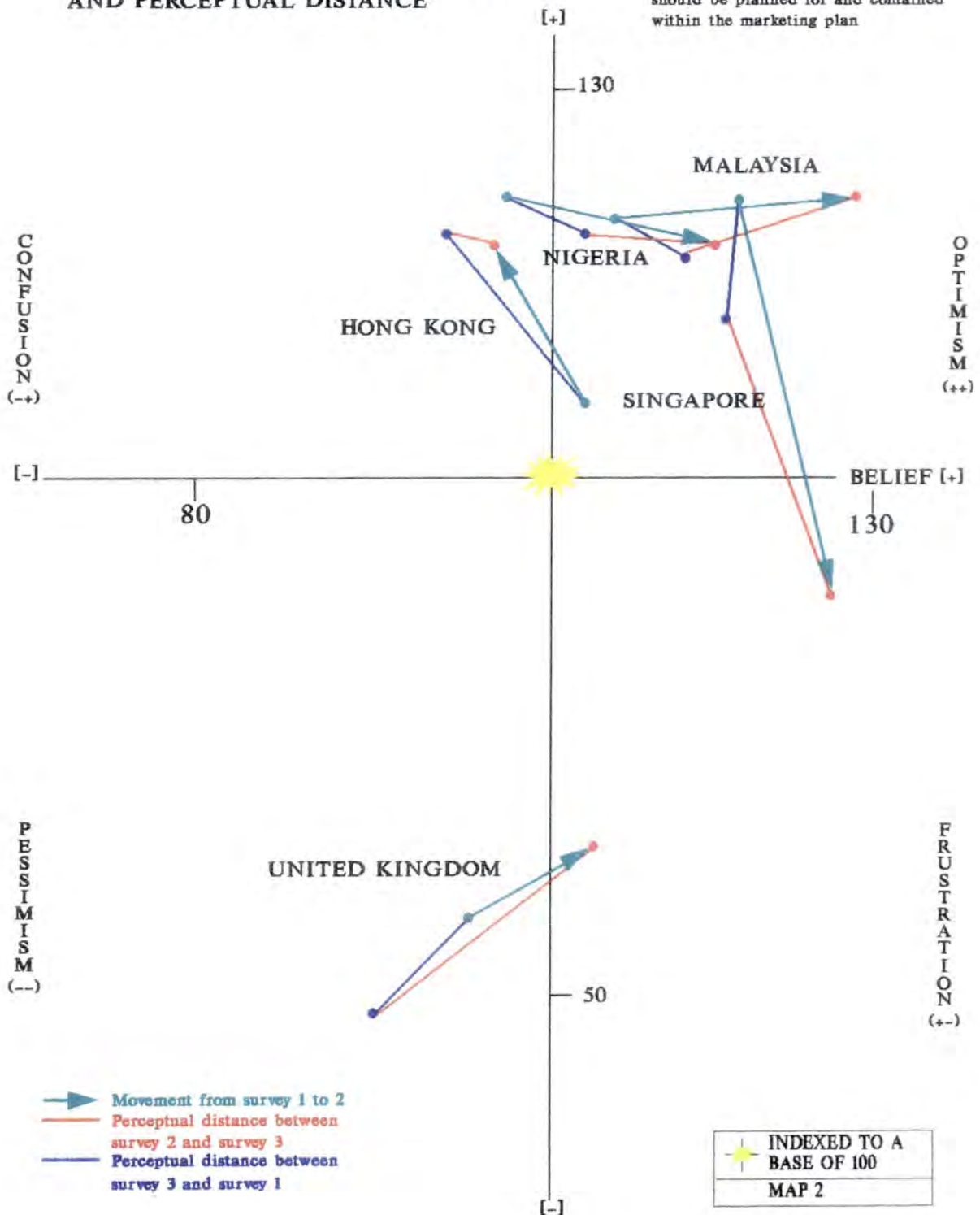
PROFESSIONAL MARKETING EDUCATION AND TRAINING STATEMENT 21

ALL COUNTRIES SURVEYS ONE, TWO AND THREE

DYNAMICS OF MOVEMENT AND PERCEPTUAL DISTANCE

PRACTICE

Training for all marketing personnel should be planned for and contained within the marketing plan



Singapore, which is conveyed by the largest of the five triangles. The green arrowed line represents the shift in perception experienced by participants after having attended a professional marketing education course. It is interesting to note that the difference between pre-course and pre-examination positions is generally greater than the gap between the pre-course and post-qualified positions. By selecting the survey three response as the actual corporate position in Singapore, it would appear that the effect of the programme of marketing education has been to produce somewhat extreme responses among those at the pre-examination stage.

Evidence of the positive shift in belief experienced by all respondents (except those from Hong Kong) as a result of the marketing course undertaken, is seen in the direction of the green arrows which move from left to right, but these points are a long way removed from the reality of the market place (i.e. the blue dots).

The somewhat 'flat' appearance of the country triangles, with the exception of Singapore, reflects the perception of the application in practice of statement 21. The most pessimistic position of all in terms of belief and practice is occupied by the post-qualified respondents of the United Kingdom, who state that in many UK organisations marketing training is not included in the marketing plan.

Map two conveys the cultural detachment of the national culture on this issue of training. There are no commonly shared views, which is known from the Chi-square tests conducted. The issue is that the integration of training plans for marketers being contained within the body of the marketing plan remains contentious, belief is not matched by practice, it remains now to consider how this 'gap' can be bridged thereby to improve marketing professionalism.

SECTION B

THE MISSING LINK BETWEEN BELIEF AND PRACTICE

THE AMBITION FOR AND MANAGEMENT OF CHANGE

MARKETING TRAINING

THE AMBITION FOR AND MANAGEMENT OF CHANGE

SURVEY 4

INTRODUCTION

Of the 250 survey four respondents, a total of 53 changes were cited for training. This is interesting to note because marketing training has been the intervening variable in the current experience of respondents and as such is recognised to have a place, if not a priority, in the changes that have been desired to be accomplished in respondents' employing organisations. While these changes do not appear in rank order, they were recorded as follows:

	Change 1	Change 2	Change 3	Total
Marketing training	19	17	17	53

Because respondents were required to state up to three changes to be made, priorities were implied from the volume of response for marketing orientation and marketing planning and the more tactical areas of marketing. It is nonetheless to be appreciated that these changes will not be effective without an educational process to be delivered either internally as in-company training or through the attendance on external courses. This means that marketing training is necessary even though it has not been perceived as the highest priority.

Allowing for the relatively small sample response by country, it is of interest to record the respective positions across the national cultures.

Table 9
Survey 4
Marketing training: desire for change by country

	UK	Nig	Mal	Sing	HK	Total
Change 1	6	3	3	2	5	19
Change 2	5	4	6	1	1	17
Change 3	8	3	3	1	2	17
Total	19	10	12	4	8	53
Sample size	46	52	62	38	52	250
% of sample	41.3	19.2	19.4	10.5	15.4	21.2

It is important to realise that despite the fact that the UK has been out of step during much of this research, as a priority for change, the UK is much more disposed towards training than any other country.

The incidence with which marketing training has been cited as an area of desirable change is at least twice as frequent as for other countries. Over 40% of all changes desired by the UK sample were for marketing training. This reinforces the priority attached to training in the UK among those who are in the process of acquiring professionally qualified status.

Yet the UK is 'out of step' again, in this case backing the need for changes to introduce programmes of marketing training in respondents' employing organisations. This is a reassuring finding to support work of the professional body which designs the professional marketing education programme. The interest in and commitment to marketing training in the UK in relation to the rest of the world is to be noted as a key finding.

The implications are naturally difficult to interpret. Does this imply an absence of marketing training in the UK and the need to correct this shortcoming? By contrast,

in a country where training is a national priority, Singapore, just 10.5% claim training for marketing as a priority for change, yet with small cell sizes this finding would need further substantiation. Clearly Singaporeans had other priorities to achieve before training was considered.

A verbatim selection of typical responses that specified the nature of the changes desired is shown below.

The UK

- Introduce compulsory formal marketing training at all levels of the marketing department. [UK - R1]
- Send product and senior managers on this professional marketing education programme. [UK - R2]
- Actively promote the benefits to all marketing personnel of formal marketing training. [UK - R14]
- To promote professionalism in the marketing function by encouraging non-qualified staff to pursue the CIM Diploma programme. [UK - R27]
- Provide more marketing training for all middle and senior management. [UK - R35]

NIGERIA

- To retrain everybody here to understand that the customer is central to all our activities. [N - R2]
- Intensive education and training of employees on marketing concepts and to develop a stronger marketing team. [N - R4]
- Introduce a marketing consciousness training programme to all our personnel to make them 'think marketing'. [N - R23]
- Instruct all staff on basic marketing principles. [N - R43]

MALAYSIA

- To recommend that all members of staff should have very basic marketing training. [M - R1]

- Up-grade the marketing and sales staff through professional marketing training. [M - R2]
- Develop a marketing training programme at three levels - management, executive and general management. [M - R30]
- To send my senior managers to attend this programme of professional marketing education. [M - R45]

SINGAPORE

- To introduce marketing training programmes for key personnel. [S - R18]
- Introduce training on marketing planning to raise interest in the future's future. [S - R21]
- To install a training scheme for staff at all levels on the concept of total marketing to service customer needs. [S - R24]
- Recommend that more senior managers take this programme of professional marketing education than by concentrating on short non-examination courses. [S - R25]

HONG KONG

- Convince my boss to attend the same programme (of professional marketing education). [HK - R9]
- Educate all salesmen and sales executives in the marketing concept. [HK - R10]
- The mentality of the sales people is too sales oriented. They are not trained to have any degree of marketing insight. After the course I will impart basic marketing concepts to them to widen their perspectives of viewing the market situation. [HK - R14]
- Marketing concept training should be urgently implemented for all staff. [HK - R33]

INTENTION TO IMPLEMENT CHANGES DESIRED

Globally, the intention to implement programmes of marketing training has been sustained at 86.8% of the total sample who desired to make change in this area. The implication is that intentions have been made to make change to accomplish training programmes for company personnel and that those intentions then will be carried out.

Again this is clear evidence for the necessity for programmes of marketing training, which is quite different from the desire to make change to introduce marketing training but having no intention to see the change through to implementation. The 'know that' of training has been acquired by respondents from their course; there is a desire to transfer it from an individual perspective to organisational level. That requires 'know-how'.

Changes for marketing training by intention to implement

	YES	NO	% YES
Change 1	16	3	84.2
Change 2	14	3	82.4
Change 3	16	1	94.1
	--	-	---
Total	46	7	86.8
	--	-	---

Further analysis by country supports this high level of desire to implement. This is witnessed in table two below.

Table 10

Survey 4

Positive intention to implement changes for marketing training %

	UK	Nig	Mal	Sing	HK	Total
Change 1	5	2	3	2	4	16
Change 2	4	3	6	1	-	14
Change 3	8	3	2	1	2	16
	--	-	--	-	-	--
Total	17	8	11	4	6	46
Designating marketing training changes	19	10	12	4	8	53
% with intention to implement	89.5	80.0	91.7	100.0	75.0	86.8

Even though, for four of the five countries surveyed, marketing training was not the highest priority, the intention to implement the changes desired ranged from 75% in Hong Kong to 100% in Singapore. This is clear evidence of the support for training and the intention to see that it is introduced where needed.

The intention to make change may be a function of the years employed in a current position in that there may be more confidence to introduce changes after more years have been held in the company. The distribution of responses for changes desired for marketing training has been outlined in table three with the intention to reveal how years in current position influence desired changes in this area.

Table 11
Changes specified for marketing training by years in current position
Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample number	structure %	% of sample seeking change
Up to 2 years	7	5	4	16	30.2	109	43.6	14.7
3 to 5 years	4	5	7	16	30.2	80	32.0	20.0
Over 5 years	7	6	6	19	35.9	40	16.0	47.5
No answer	1	1	-	2	3.7	21	8.4	
Totals	19	17	17	53	100	250	100	

% citing changes
for marketing
training 21.2

The sensitivity to training needs increases as the years in current position also increase. An appreciation therefore of the value of training to the organisation becomes deeper as exposure to the training weaknesses is increasingly encountered. If years in current position suggest closer rapport with senior management, then the opportunity to implement the changes with lower levels of resistance may now arise. A similar pattern of response was received for changes desired for marketing

orientation. The link to achieve this will therefore most likely be through training programmes introduced by those with in excess of five years experience in their companies. It is interesting to discover also that the enthusiasm for training is a function of the length of time an individual stays in the current position in the employing organisation.

When the experience base is further analysed by type of experience, i.e. whether in sales or marketing, the position has been recorded in the following tables 12 and 13.

Table 12

Changes specified for marketing training
by years of experience in direct selling

Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample number	structure %	% of sample seeking change
Up to 2 years	2	1	2	5	10.4	38	15.2	13.2
2 to 5 years	1	6	3	10	20.8	56	22.4	17.9
5 to 10 years	7	4	6	17	35.4	94	37.6	18.1
Over 10 years	7	4	5	16	34.4	40	16.0	40.0
No answer						22	8.8	
Totals	17	15	16	48	100	250	100	
								% citing changes for marketing training 19.2

Table 13

Changes desired for marketing training by years of experience in planning and controlling marketing operations

Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample number	Sample structure %	% of sample seeking change
Up to 2 years	1	2	2	5	10.2	44	17.6	11.4
2 to 5 years	6	7	4	17	34.7	92	36.8	18.5
5 to 10 years	8	7	6	21	42.9	73	29.2	28.8
Over 10 years	2	0	4	6	12.3	20	8.0	30.0
No answer						21	8.4	
Totals	17	16	16	49	100	250	100	

% citing changes
for marketing
training 19.6

Again it is confirmed that experience is a discriminator for the desire to make marketing training changes in the individual's employing organisation. In the case of those with marketing experience the take-off period is often five years, which concurs with earlier findings, whereas those whose experience is restricted to sales the enthusiasm for marketing training takes off after the ten year period. Clearly there is not a loss of interest in training as the individual's career path matures. The benefits from training for others within the company are more greatly appreciated as the years of experience unfold. The perceived value of the experienced personnel of training may also be a function of the need for updating so that those with substantial experience do not lose contact with their discipline.

It was considered necessary to discover if the desire for changes to introduce marketing training was influenced by company size. Table 14 confirms a negligible difference between small and large companies. As marketing orientation and marketing planning are universal in concept, so is marketing training and therefore training programmes are equally appropriate for small and large companies.

Table 14
Changes specified for marketing training by size of employing organisation
Survey 4

	Change 1	Change 2	Change 3	Total	%	Sample number	structure %	% of sample seeking change
Small companies Up to 200 employees	10	10	8	28	52.8	136	54.4	20.6
Large companies Over 1,000 employees	8	5	9	22	41.5	92	36.8	23.9
No answer	1	2	0	3	5.7	22	8.8	
Totals	19	17	17	53	100.0	250	100.0	

% of companies citing
changes for marketing
training 21.2

The universality of the desire for marketing training for companies is hence established, again suggesting that the task of providing appropriate training programmes is not influenced by the size of the employing organisation to meet the nature of the changes desired.

RESISTANCE PERCEIVED TO ACCOMPLISH CHANGES

Marketing training changes have taken a lower order of priority in comparison to marketing orientation and marketing planning changes. By implication marketing training decisions are lower involvement decisions for the organisation. Either a training culture prevails, or it does not within organisations, and in the case of the latter it requires a modest adjustment in organisational culture to attain acceptance for training. However if the training is linked to a major strategic decision, such as that to introduce marketing orientation, then resistance will be in direct concordance with the nature of the change to be introduced.

At aggregate level approximately 60% of respondents did not anticipate resistance for the training changes desired.

<u>Marketing training</u>				
<u>Resistance anticipated</u>				
<u>Global</u>				
	Yes	No	Total	% resistance anticipated
Change 1	5	13		27.8
Change 2	12	6		66.7
Change 3	2	8		20.0
Totals	19	27	46	41.3

The enthusiasm of respondents at this stage in their professional career development may be overstated at the pre-examination stage when they as individuals have a heightened awareness of training and the benefits to be derived. It must be assumed that there is a level of naivety to be accounted for in these responses, because all change breeds resistance; it is the level of and extent of the resistance that needs then to be understood so that appropriate change strategies can be applied.

The perception of resistance cross-culturally indicates a difference in perspective between countries, but the cell sizes in the analysis were too small to enable a meaningful statement to be made. Insights have been achieved for the perception of organisational resistance by national culture in the earlier section on marketing orientation and marketing planning.

It has been possible to record at aggregate level the perceived sources of resistance and these are shown in table 15. They conform to the classification applied and considered valid for marketing orientation and marketing planning and present no real surprises. Naturally, the nature of changes derived to introduce marketing training will not only receive resistance from senior management but also from the

functional area of the business concerned with training decisions, i.e. the personnel department.

The insight achieved also among respondents is that they perceive resistance from the individuals who would be subjected to the training, as it would be imposed upon them rather than be personally motivated by them.

Table 15

Survey 4

Sources of perceived resistance to
restrict the attainment of marketing training
changes in employing organisations - global

	No.	%
1. The finance department	1	4
2. The production department	0	0
3. Staff involved	4	16
4. Top/senior management	10	40
5. Personnel department	3	12
6. Sales department	1	4
7. Marketing department	1	4
8. Head office	1	4
9. General management	4	16
	---	---
	25	100
	==	===

The force fields of perceived resistance are less complex for marketing training decisions and therefore intervention strategies need to be directed at three main sources, i.e. the individuals affected, the personnel department and senior management.

REASONS FOR PERCEIVED RESISTANCE

The perception of resistance was further researched to discover the reasons why the resistance was to be anticipated. The main reason was individual self-interest of those to be involved in the change process where the self-interest is not shared with the intentions of the change agent, the survey four respondents. This was the main reason stated and achieved a 33.4% score.

Table 16

Reasons cited for the perceived resistance
to restrict desired changes to be introduced for
marketing training in employing organisations – global

	No.	%
1. Individual self-interest	9	33.4
2. Lack of faith in change	2	7.4
3. Lack of top management support	0	0
4. Finance/time/resource constraints	7	25.9
5. Conflicts with corporate culture	6	22.2
6. Lack of understanding	3	11.1
	--	----
Totals	27	100.0
	==	====

The classical area of reasons why not to make training change has been featured; that is, no time, no money. This is a problem vocalised universally and is really not about resource constraints at all; it is to do with the fact that training is often under-valued by employing organisations and therefore time and money issues become an excuse for no action. Of particular interest is that there is no perceived resistance arising from the lack of top management support. This is because training is rarely seen as a policy issue and becomes a functional routine decision. It is only where training is linked to major business philosophy changes that top management would become directly involved.

OVERCOMING PERCEIVED RESISTANCE

The proposed strategies for dealing with the reasons cited for resistance are shown in the table below.

Table 17

Methods cited to overcome the resistance perceived in companies to introduce marketing training changes – global

	No.	%
1. Training and education	8	19.5
2. Participation, motivation, negotiation and influence	8	19.5
3. Information and communication	5	12.2
4. Top management support	4	9.8
5. Using one's position	3	7.3
6. Planning, monitoring and evaluating the change	3	7.3
7. Showing the need for the change	10	24.4
	---	----
Totals	41	100.0
	==	=====

Respondents concluded that the need for marketing training must be established and communicated to the sources from which the resistance originated. This means that information and communication must flow to reduce suspicion and inhibition in the mind of the decision taker. Personal involvement is of paramount importance by the change agent in this process. The irony is that for decision makers to accept the value of and hence support marketing training programmes, they also need to be trained.

A route is needed through this maze of intervention strategies. This is 'know that' and is absent in most fields of marketing education. 'Know-how' is implicit in the above table, but the approach, the sequence, and hence the success may be through trial and error linked with sheer perseverance.

In general marketing training and education is outside the boundaries of an operating company; it is rarely linked to the attainment of profit and hence the patterns of resistance and means of overcoming them will be different. In simple terms, marketing orientation is major change; marketing training is not. This is why the need for information and communication and the need for top management support is much reduced for the level of change desired.

If corporate decisions are made to adopt marketing orientation and the coincident marketing planning systems in organisations, it is unlikely that the commitment needed to achieve the effective training programmes intended would receive levels of resistance that would inhibit progress, provided that the motivation for change is sustained activity from top management.

CHAPTER 5

DISCUSSION OF RESULTS AND CONCLUSIONS



DISCUSSION OF RESULTS AND CONCLUSIONS

This thesis has pursued a cross-cultural inquiry into prevailing beliefs and perceived practices of the 'essence of marketing'. Thereby the ambitions and realities of those aspiring to achieve professionally qualified status have been compared with those who have attained that status.

The perceptual gaps which prevail between belief and practice provide insight into the appropriateness of marketing as a viable system for business. In particular a focus has been given to the components of marketing orientation, marketing planning, marketing training and the management of change to discover the effectiveness of the CIM Diploma as a programme of professional marketing education as applied internationally and in particular in the five countries selected for this research programme.

The research design has discovered the current position for the major components of the essence of marketing among individual marketers and makes proposals to encourage them to bridge the gap between theory and practice in the future.

MARKETING ORIENTATION

The origin and development of marketing orientation is well documented. The literature for this central component of marketing is clear in definition, intention and purpose. In keeping with the established literature, the research programme achieved a high level of common understanding, agreement and belief among aspiring and practising marketing professionals about the essentials of marketing orientation. It would appear that the dispositions held for marketing orientation represents a cross-cultural universal and as such the support for the doctrine of marketing orientation is free from national cultural influences. Despite a substantial following, by way of belief, in marketing orientation, this support is not synonymous with the implementation of this philosophy. It is now established that gaps prevail, which restrict the potency of marketers to fulfil their ambition to practise marketing orientation. The extent of these gaps is however affected by national cultures.

The research has revealed a differential level of adoption for marketing orientation between national cultures despite a universal belief held in it.

For the UK, the most developed economy from among the five countries surveyed, has the widest gap between belief and practice, not only as perceived by those embarking upon and attending a course of professional marketing education but also among marketing professionals working in UK companies. This discovery can only lead to a conclusion that marketing education produces high levels of conviction for marketing orientation but faces a real crisis as to how it is actively valued within UK employing organisations. The UK appears to have built up change resistance over time, a legacy of our economic development and even the protection from the welfare state. Moreover, the programme of professional marketing education developed by the only chartered professional body worldwide achieves less impact at home in the domestic market than in overseas markets. In marketing terms, the implication is that the programme of professional marketing education, as a product, is relatively more successful in overseas markets than in the home market.

In Malaysia, where the rate of economic development has progressed substantially in recent years, the gap between belief and practice is at its widest among those who are employed as professionally qualified marketers. The perception of their counterparts who have yet to achieve qualified status is that there is but a narrow gap between belief and practice. The course of professional marketing has produced an impressionable impact upon its current participants and a sense of perceived pride in the practice of marketing orientation in their employing organisations, yet there is a perceptible difference in perspective between the views held by respondents at different stages of career development. It is apparent that marketing practice in Malaysia has yet to receive full organisational support even though the intention is in evidence for it to be accomplished. The economy is posed for take-off into self sustained growth, companies will need marketing orientation for successful growth and profitability and although this is recognised, it has yet to happen in all companies who employ qualified marketers.

By contrast, the perception of the reality of marketing orientation practice manifest by the gap between belief and practice is similar among all groups surveyed for Nigeria. The understanding of the gap among those at pre-course and pre-examination stage is verified by qualified marketers employed in Nigerian companies. Nigerian respondents

yet to qualify, appear in touch with the reality of the market place. Professional marketing education qualifications awarded by the CIM have been given high esteem among Nigerian nationals over the last 10 years, and those embarking upon a course of study appear to be aware of the vagaries of the market place, and in particular how marketing philosophy does not quite appear to be matched with practice. Yet the gap which exists is at its narrowest point in Nigeria, the least developed of the five economies surveyed. The readiness to adopt professional marketing ideas from a western culture to assist in the survival and growth of companies, and in turn the economy is notable. This may be influenced by past colonialism and the value system attached to it in that in former times western ideas were seen to, and made to, work.

There is also an element of this potential impact of colonialism in Singapore, Hong Kong and Malaysia, where British rule historically has contributed substantially to the progress of respective nations.

Hong Kong, densely populated, with a rapid pace of commercial life and a common goal for short term gain, is understood well. In Hong Kong the prevailing gap between the belief and practice of marketing orientation recognised by pre-course participants is matched by those already working in the marketing profession as qualified marketers, many of whom have survived on sales orientation.

Yet in Singapore, where the realities of commercial life begin to reflect the pace of Hong Kong, 'the gap' does not echo the position recorded for Hong Kong. In Singapore, an independent country since 1966, where education and training are national priorities, there is a wider gap between belief and practice claimed by qualified marketers than among their unqualified counterparts. Those attending the course of professional marketing education have a heightened perception of the realities of marketing practice than is actually the case. The level of 'social engineering' in Singapore and the associated impact of the media places a high value upon excellence and achievement. It is not surprising that those embarking upon a course of professional marketing education and those who complete the programme expect their qualified counterparts who have previously undertaken the programme should be putting into practice the knowledge, skills and attitudes they have acquired. Yet the traditional

corporate culture in many Chinese owned and Chinese managed companies has yet to fully accept and implement the advent of marketing orientation.

From this review, it is clear that national differences prevail between countries in their propensity to adopt marketing orientation in practice. The rate and level of adoption are influenced by many uncontrollable factors beyond the authority and responsibility of the qualified marketer. The practice of marketing orientation depends upon a sound understanding of the marketing concept; the complete unity between the two, as yet, is not apparent. It will most certainly depend upon the prevailing corporate culture and the attitudes of top management, and the ability to accomplish change. For many organisations marketing is understood in a symbolic way only; it is not fully understood that there is a need for substantial adaptation to gain the full rewards from marketing orientation. Indeed, it may be necessary to establish a system of internal incentives to gain momentum for the changes that will need to be made.

A reticence still exists about the need for organisations to adjust to become marketing oriented. The options of sales orientation or even production orientation remain in use. Companies who are now to be considered late in the adoption process will need undeniable evidence that marketing orientation really works substantially better than the current system in use before change to operating business cultures and to the underlying philosophies upon which they are based will even be considered as a viable alternative.

The change towards marketing orientation has achieved rapid progress within the past 40 years, but the marketing profession may have to remain patient well beyond the turn of the century to witness the total adoption of marketing orientation as a working business practice internationally.

The literature of marketing orientation in general is focused upon 'know that', yet there is insufficient literature support to assist with 'know-how'. The literature is also weak in providing evidence to understand the failings of marketing orientation. This offers some reasons as to why the diffusion process is not yet complete. It remains that there is as yet insufficient proof of its effectiveness, possibly because marketing has been

formulated into practice through sales orientation and the gradual transition has not been monitored to be fully appreciated.

Clearly for some cultures, and notably the UK, marketing orientation has not provided the panacea which may be looked for as a formula to long term survival, growth and corporate financial health. It may however be an expectation. It is ironic that a country which, through an established and chartered body has developed programmes to achieve marketing orientation, is the last in the cross-cultural queue to adopt that which is advocated.

Furthermore the British government, through the Department of Trade and Industry marketing initiative, has funded substantially market research and marketing consultancy services to assist small to medium size organisations. From the findings of this research, it is now a question of very real debate as to the most appropriate use of these funds, when the willingness to adopt and apply the know-how for marketing orientation in the UK lags so far behind the rest of the aspiring and professionally qualified marketing world. The research has identified a national level problem which potentially threatens the economic prospects of the country, the DTI initiatives now may need to be re-evaluated in first providing the assistance to achieve marketing orientation organisationally before research and consultancy services are provided at market level. There is a fundamental need to search out the root cause of corporate inhibitions and to work on these before dealing with mere symptoms of poor market performance or opportunity exploitation.

A deeper issue, which does not confine itself to the UK, is what will succeed marketing orientation, when, and if at all? Total quality management covers a wider corporate scenario and this may present another opportunity for marketing orientation to flourish.

A vision 2020 for marketing may provide interesting and important scenarios to debate. It is a fundamental function of marketing to anticipate and adapt in order to achieve profit. Today companies need sustainable competitive advantage. Will marketing orientation offer the route to achieve it in the longer term?

For organisations yet to move towards the practice of marketing orientation, a certainty is needed, a guarantee that it will work, but it will never be available. Proof may be needed that is convincing. Without a marketing intelligence achieved by linking 'know that' with 'know-how' this cannot happen. Organisations may need to be more entrepreneurial to make a fundamental change in business philosophy and take courage in the conviction that marketing means business.

Within the main body of the thesis, three statements of special interest were selected for in-depth treatment for the component of marketing orientation. These were statements 32, 28 and 7. A discussion of these statements through the literature and the fieldwork now follows.

STATEMENT 32

"Marketing orientation is the adapted attitudes, structures and behaviours of organisations to achieve profit by making what the customer wants rather than selling what the company makes."

This definitive statement of marketing orientation provided by Cravens and Woodruff (257) has emerged to explain the present day construct which has evolved from the eras of production and sales orientation. Even though companies maintain business philosophies which place emphasis upon sales and production, the global trend for modern marketing is towards a customer focus [258-260].

It has been argued by White and Slater that marketing orientation has not only provided a foundation for business but is the *raison d'être* of the western world [261]. Clearly they have overlooked the 'non-western' world where in fact marketing orientation may be working to greater effect than the authors have realised. The seminal work of Robert Keith, 'The marketing revolution' [262], clearly outlines the role of the consumer in business and did not draw the boundaries for this around the western world. Although the experience base upon which he was drawing at the time was the US, his vision was more global in intention. In general, the literature is overly parochial; it treats marketing as the domain of the western world and overlooks that the hub of

world business activity is now focused upon the Asia Pacific Rim, within which this research programme has explored the dimensions of belief and practice of the above statement.

The statement above has been derived through a series of progressions in the literature. It is possible to consider this syndrome of marketing orientation over five steps. Initially, marketing orientation depended in the literature upon customer orientation, in which the customer is at the centre of all business decisions. The contributions are legend and include the thoughts of Drake and Miller, Hodges and Tillman, Cascino, Kelly and Lazer, Holmes and Robert Buzzell (263–268). In fact the theme of 'customer as king' was irrefutable and provided a foundation for selected theoretical constructs of marketing.

Later a more balanced approach was taken whereby corporate profit objectives should be balanced with the needs and wants of the customer. Williams, Stanton and Buskirk, Kaikati and Nation, Oxenfeldt, and John Adams [269–273] agree that profit must be placed in perspective, that by satisfying customer needs companies should aim for long run profits. The argument is simply this: that profit is 'good profit' if the process of attaining it is through customer satisfaction, i.e. profit is a consequence of customer orientation.

The literature then sought to achieve organisational integration through marketing orientation. Authors were concerned with a 'total marketing effort' [274] whereby the organisation should adopt modified structures, behaviour and attitudes to accomplish the totality of marketing throughout the business. It is this idea which has been so well encapsulated in the statement above. It is here where change is needed. Marketing authors recognise the need, but few have ventured into these waters. It is through this research programme that the missing link for achieving integration is considered through the dynamics of managing change. Authors who demand a totality for marketing have not considered 'how' to achieve this through the organisation in which a marketing orientation is to be adopted. This is an interesting but imperative gap in the literature and has yet to be pioneered.

Marketing thought then developed a conscience. What about the societal considerations? Environmental and social marketing ideas were developed to make marketing orientation appear respectable in the pursuit of profit. Prominent authors including Charles Saunders, Bell and Emory, Feldman, Fisk and of course Kotler followed this fashion [275-279].

This move enabled marketing thought to be broadened to include non-profit organisations, voluntary bodies, charities, public service organisations and others [280-282]. Today marketing orientation has a valuable contribution to make but as yet is really in a stage of infancy.

This concise description of marketing orientation as an actionable business philosophy demands that the route to profit is through the customer who is at the nerve centre of decision making. In simple terms, the customer should be the focus of all business decisions. This requires organisational adaptation and coincident internal adjustments to policies, procedures and methods which have hitherto been applied historically. This transition takes time, positive attitudes and an adaptive organisational culture to accomplish.

The knowledge of 'what' marketing orientation is as defined in the statement is but one part of the equation; to achieve it requires organisational change processes and 'know-how'. Professional 'know-how' is lacking because a fundamental framework for implementation against which the requisite learning can be achieved is nebulous in the literature. It is for this reason that the implementation of marketing orientation within organisations has not been accomplished to the levels that are desired by marketing professionals. This phenomenon is prevalent internationally. Marketing orientation has yet to be fully absorbed by the tissues of employing organisations, and as such has to reach the central framework of employing organisations. The implications are that companies do not achieve the development they desire, and even among those with marketing planning systems in use may find that these are isolated from the business philosophy upon which they should be based (LS 6-7).

Marketing orientation should be at the heart of business; marketing means business; it should be the driving force within the organisation. This business philosophy has yet to receive universal accord.

Yet it is important to realise that the effect of a course of professional marketing education as an intervening variable in the experience of aspiring marketers creates a perceptual shift in the value system of those exposed to the educational process. The net effect is to increase the support for the practice of marketing orientation, and not to detract from the intrinsic values therein.

The power of the marketing educational process should not be underestimated. In many educational processes, the learning achieved modifies the cognitive framework of those exposed to the process, which in turn modifies the depth at which the main tenets of the education are appreciated. The net effect has the potential for non acceptance through disbelief in that the enhancement of the learning creates incongruity. It is reassuring to know that among aspiring marketers the process of attaining professionally qualified status builds individual conviction in the philosophies contained therein to the extent that the perception of application in practice also actually increases. At the pre-examination stage these perceptual horizons exceed reality. The proximity to a stage of final assessment with the pressures of revision for the professional examinations may have contributed to this misconception, which may in colloquial terms be viewed as 'blind faith'. These adjustments are not retained far beyond the acquisition of the professional qualification. The dawning of the realities of the market place recur when those who qualify join the 'real world' of qualified practitioners having now left the temporary 'less real' vacuum created by marketing education. There is almost certainly a re-entry problem among newly qualified marketers to gain acceptance for fresh ideas among those who have not been exposed to the educational process in their respective organisations.

The return to reality is fascinating. In fact, there is a reversion back to the value system that was previously held at the pre-course stage, i.e. those entering the system to acquire professionally qualified status have a similar perceptual map of the belief in and practice of marketing orientation as those who are working as qualified marketers.

Upon qualifying there may be an inhibition to put theory into practice through organisational resistance. The motivations for change may be misinterpreted as being individually motivated to acquire individual personal development, moves not in the interest of the organisation as a whole. The residual effect may be little return for the personal investment made unless a career move is made. As an independent observation, this is indeed interesting but it also implies that the level of awareness among those embarking upon a programme of marketing education may actually motivate and inspire the course enrolment process that is personally motivated. The tension between individual drive and company support may also account in part for the gap between theory and practice.

By recognising that the full acceptance of marketing orientation was not yet complete within and across national cultures in turn led the research programme to a line of inquiry to account for the propensity for adoption by size of employing organisation. At the aggregate level across all countries surveyed, the impact of company size was found to be negligible, which supports a claim that marketing orientation can be applied by organisations of any scale. At this level, this helps to dispel the notion that marketing and marketing orientation are large company games in which there is no effective place for the small company player. While this claim is effective at aggregate level across national cultures, it may have partial validity within certain countries, where the proportion of large companies who claim the application of marketing orientation in practice exceeds that for smaller organisations.

For those with direct selling experience the perception of marketing orientation at work in their respective employing organisations increased after a two year period in the job. This is realistic because the boundaries of job responsibility and the coincident exposure to the total process of marketing orientation would be restricted at the early stages of career development. Insight through familiarity and knowledge of how organisations' marketing policies are determined and practised nationally also increases as responsibility extends and personal development progresses incrementally. While this underlying process applies to those with experience in planning and controlling marketing operations, the stepped effect discovered for the less experienced sales personnel is not apparent among marketing personnel with similar years of experience.

It is therefore appropriate to claim that as a result of exposure, even within the first two years of work experience in planning and studying marketing operations, that the awareness of marketing orientation being applied, or not, is apparent and understood. In most organisations the number of sales personnel far exceeds the number of marketing staff. Therefore the involvement in the full dimensions of marketing orientation is likely to be more immediate through the need for teamwork to accomplish effective marketing planning and control systems.

At country level, the perceptual distance between national cultures across the two variables of belief and practice in this definition statement of marketing orientation has been interesting throughout the research programme. At the commencement of the research it was anticipated that the extent of belief and related practice of UK marketing orientation would certainly exceed the less developed economies selected for the research programme. As the analysis programme emerged it became apparent that this may not be the case. An initial insight of this was evident from the results to survey one and the pre-course stage. The illusions led to disillusionment when the data was subsequently analysed for survey two, the pre-examination stage. The final confirmation came from survey three results for the post-qualified UK marketing practitioners. The three surveys confirm that the UK, in comparison with Malaysia, Singapore, Hong Kong and Nigeria, remain in relative terms pessimistically entrenched to have retained consistently the lowest levels of marketing orientation in employing organisations.

This is a real cause for concern, not only at professional level but at national level. If the UK economy in the context of Europe and wider world markets is to survive and develop any sustainable competitive advantage, then this can only be achieved by a series of corporate intervention strategies to achieve marketing orientation. These should be initiated by the CIM and by marketing, together with the Confederation for British Industry (CBI) with government backing. The benefits of marketing orientation must be imparted convincingly to top management. It is not enough for the government, through the DTI, to support marketing research and marketing consultancy when the need is a corporate-wide programme to achieve marketing orientation as an

adopted business philosophy. To be effective a system with an in-built incentive for participation may be necessary initially to obtain the desired level of corporate response.

STATEMENT 28

"Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental changes."

At the very heart of the marketing concept lies a sensitivity to the needs of customers [283]. This primary concern with the customer has been articulated by numerous authors [284–289]. The marketing concept has been defined as involving:

"... consciously and actively accepting the notion that long term survival (and even profitable growth) is only possible by identifying, anticipating and meeting customer requirements' [290].

Customers are but one element in an organisation's marketing environment. It also includes suppliers, marketing intermediaries, competitors, governmental forces and publics, all of which represent a change environment [291]. It is only through a knowledge of that environment through marketing information systems that the marketing concept can be put into effective practice [292]. The business environment is characterised by an unrelenting acceleration of change [293]. In order for any organisation to survive it must be willing and able to adapt to those changes [294–297]. The crucial role that the marketing concept has to play in this adaptation is expressed by Lear:

"The demands of the market place are changing in such a way that a marketing oriented approach is dictated regardless of the complications involved" [298].

This truism is self-evident, but Lear does not offer propositions for overcoming the complications. He offers no 'know-how', yet being responsive to changing consumer and industrial buyer needs is of paramount importance [299].

This view is quite clearly deliberated in 'Essentials of marketing' by Lancaster and Massingham:

"Marketing firms need to monitor social trends and be prepared to adapt to social changes if they intend to serve their customers effectively and remain competitive" [300].

Marketing research as part of a marketing information system is the means by which an organisation is able to monitor and thus respond to its environment. It:

"... links the organisation with its market environment. It involves the specification, gathering, analysing and interpretation of the information to help management understand that market environment, identify its problems and opportunities, and develop and evaluate courses of marketing action" [301].

The application of the marketing concept is through responsive marketing strategy. The insight offered by Alderson cannot be refuted:

"Marketing strategy is directed toward identifying opportunities to serve customers, cementing relationships so that it will be difficult for competitors to lure them away, while preserving the elements of efficiency that make it possible to serve the market efficiently" [302].

The claim that the business environment is the key to organisational survival was made by Kotler, who describes strategical marketing planning as:

"the managerial process of developing and maintaining a viable fit between the organisation's objectives and resources and its environmental opportunities" [303]

i.e. the essence of marketing orientation and a view upheld by Michael Baker, who recognises the need for adaptation through innovation [304]. Statement 28 appears to be irrefutable through the literature and indeed the field work may also present high levels of support. Where the literature has yet to be developed is in the cross-cultural acceptance of the marketing concept and upon the 'know-how' to achieve responsive marketing strategy through it.

Statement 28 achieved a position of universal optimism across all three surveys in all five countries and was the only statement within the set statements for marketing orientation that achieved such universal acclaim both by way of belief and practice. The overriding conclusion can be summarised in one word – faith. Marketers' believe and claim that they can and do make the marketing concept work in practice. It is so important to the marketing profession to attest that the marketing concept is not a theoretical notion but one that is applied in practice universally. There is a universality of belief in the statement.

One could postulate that the advent of marketing is upon us and that the 1990s will be the decade in which marketing can make a positive, visible and valued contribution to corporate performance. The aggregate perspective has verified high levels of support among pre-course and pre-examination course participants, levels which have been confirmed by working marketing practitioners. This acceptance of the marketing concept appears to be very real indeed, which must give those aspiring to become qualified in this profession confidence in their chosen path for personal and career development.

Even though the aggregate position is most encouraging it is pertinent to note that even within this statement of universal optimism, the UK still ranks in fifth position behind the other four countries, which demonstrates a level of residual reluctance in UK companies to commit fully to even the most fundamental aspects of marketing – the marketing concept. Even though the gap between belief and non application is narrow overall, it is at its widest in the UK, who throughout the research programme, have remained distinctly apart from the other four countries. Perceptually the impression is similar to the geographic positioning of the UK in relation to the rest of Europe, distinct and separated. These cultural dimensions have been remarkable in respect of the UK marketing profession. The question must be raised: Is there a lack of professional know-how?

The aggregate position, when treated for company size, is again reassuring, which leaves a conclusion to be drawn to claim that the marketing concept is universally applied across all organisations irrespective of size or national culture. The propensity

for higher or lower application levels for small and large companies are only just apparent at national culture levels, with very small differences recorded, which again supports the universality of or the propensity to adopt the marketing concept in practice. With this awakening, the sustained growth in marketing education internationally is essential. As the UK economy faces the commercial pain of recession, despite the problem of contracting economic growth and coincident inflation, the marketing concept remains a universal value system among marketers, in essence their *raison d'être*.

STATEMENT 7

"Policies for customer service should be drawn up by the marketing department."

If the customer is to be at the centre of all marketing activity in a marketing oriented company, then it is logical to make the projection that customer service should be organised by the marketing department.

Customer service is essentially the level of support both before and after a purchase that a company provides to its customers. The degree of such service as Levitt points out will depend upon the nature of the product or service provided [305]. The literature in this area has only begun to emerge in recent times. Hitherto customer service was perceived to be a complaints handling unit within a sales department and not considered to be the domain of marketing. Yet, according to Karmarkar and Lele [306] expectations of service and a company's ability to meet those expectations are critical to successful marketing effort. It is a very powerful competitive tool and hence the integration of policy setting with marketing strategy is essential, yet few authors have made this connection. The classical work of McCarthy in the four Ps of marketing mix strategy completely ignored the customer. According to Wagner [307] the emphasis should move from marketing mix elements such as price to service as a means of staying ahead in the market place and argues further that customer service is not an afterthought but a prerequisite for conducting business. This notion has been sadly missed in the literature, little thought has been devoted to 'how' to serve the customer: the overriding consideration has been providing the notion of the customer with products and services to meet their identified needs. Once again in the literature the

implementation process has been completely avoided, yet the means by which customers are served is the basis upon which company performance is measured. The awakening has been experienced by service oriented industries, hotels, airlines, credit cards and banks, who now support the acknowledged need for customer care.

Hutchinson and Stolle have agreed that while it may be difficult to measure the effect of customer service, it does have a major perceived impact upon company profits [308]. In very recent times customer care has become one of the popular buzz-words in business language. An 'industry' of customer care training has arisen dealing with customer service and customer relations aimed at increasing customer service skills [309]. These initiatives are aimed at increasing the competitiveness of companies, to provide differential advantage and in so doing to win more business. The CIM slogan is 'marketing means business', yet on their Diploma programme customer care strategy is not a part of the course. Even the professional body awarding professional qualifications in marketing have failed to make the connection between customer service policy determination and marketing strategy. Maybe the reality of the market place has yet to be perceived worthy by the academic fraternity to comment about, maybe there is insufficient opportunity for intellectual debate, but maybe it has been completely overlooked.

If an intelligence is to be developed for marketing then customer service will need attention in the reference journals so that marketing itself can retain academic respect. In a recent international survey conducted by Jill Goulder, the findings were that the vast majority of managers believed that the key to competitive success for the future was from the combination of quality and service [310]. The Financial Times [311] also realise that in the Far East, particularly in Singapore, there is a move towards marketing orientation and claim that organisations are realising that customer service is a strategic rather than a tactical matter. In British Airways the critical role of customer service is fully recognised. Their change in corporate culture has had very real corporate pay-off. It has become an organisation which makes a 'promise' of recognising and meeting passengers' individual needs and emotional expectations [312]. This experience is new and provides an opportunity for others to attempt to emulate.

Dobree and Page have instructively pointed out that the self-service era is over and that customers once again want the benefits of service [313]. Any organisation that is truly marketing oriented should be able to attract customers through service and retain those customers through the consistent quality of that service. Bernard J. Lalonde and Paul Zinszer have claimed insightfully that customer service is:

"a corporate philosophy whereby customer service is treated as an element of the total corporate philosophy rather than as an activity or a set of performance measures" [314].

The issue on where customer service belongs has not been properly addressed in the literature so 'know-how' cannot be developed from 'know that' because the knowledge does not exist. It may be that new thought will emerge in this decade to provide the basis upon which the practice of customer service policy determination can best be founded. As yet the literature merely offers opinions such as that of Thomas, who succinctly writes:

"A concern for the customer, for customers' service experience, should pervade a marketing company and be an important part of its logic" [315].

Yes, who would not agree, but 'how'?

A recent body of thinking has offered a new pathway to the broader area of quality [316-320]. Given the increasing attention to total quality management, any work on customer service would be incomplete without an appropriate acknowledgement. Quality control is the control of quality during and after the operational process. Quality assurance is the achievement of specified quality levels by removing the fundamental causes of poor quality. Total quality is the application of quality assurance to all company activities so that zero defects are achieved. Total quality management (TQM) has been described by Wilkinson and Witcher as greater than the sum of these three preceding principles [321]. In common with a marketing orientation it is about:

"continuously improving customer satisfaction by quality-led company-wide management" [322].

TQM is described as a way of life for an organisation, which permeates every aspect of the corporation. The authors predict a slow and incomplete adoption of TQM in UK

organisations arising from resistance factors akin to those that have been explained in this thesis. The issue of customer service policy determination remains an unsolved mystery. Without guidance from the literature to 'know that' customer service policy determination should be the domain of the marketing department it was interesting to explore the 'know-how' of practitioners in the field.

In any actual or aspiring marketing oriented organisation in a Western, Far Eastern African or in fact in any national culture, the customer should be at the focus of all business and commercial activity. Indeed customer centredness applies equally in non-business and non-profit making organisations. The customer therefore is at the heart of marketing strategy determination to retain existing business gained and to secure growth through new marketing initiatives. Customer expectations of service are equally critical to customer expectations of benefits to be purchased. Motivators to purchase are not entirely bounded by product attributes, but also by the way in which the marketer attends to the servicing of the customer prior to the sale, during the selling process and after the sale has been secured. Customer service is an effective and vital competitive tool, and in markets where 'products' are difficult to differentiate may be the only way to attain distinction in the market place. Customer service is therefore essential to marketing strategy and hence policies for customer service should be drawn up by the marketing department so that customer care can be effectively planned, organised, implemented and controlled.

Yet how have these views been accepted by actual and aspiring professionally qualified marketers where the educational process in this important area has been overlooked in the course syllabus laid down by the Chartered Institute of Marketing? This omission could be considered as a fundamental flaw in the provision of marketing education for future marketers.

The overall reaction to this statement in relation to the set of statements treated for the theme of marketing orientation was that of relative pessimism and frustration. This, by way of belief held in the statement, is not at variance with expectations among those embarking upon a course of professional marketing education or at the completion of their studies if the area of customer service has not been expressly taught or examined.

However the perception of the statement's application in practice is clear: that which should be the case in marketing oriented companies has yet to be realised in relation to customer service policy determination.

Therefore to research this among post-qualified marketers provides a conclusion on the 'current state of the art' within and across national cultures. The conclusion remains pessimistic. Despite high levels of belief in 'what should happen', the reality is that it is lagging behind other dimensions of marketing orientation that have been tested.

As yet customer service policy determination, by a significant proportion of qualified marketing practitioners, remains in uncharted waters. This must be a priority for action to achieve totally integrated customer focused decision making. This conclusion raises a number of questions that have yet to be answered:

1. Do companies set policies for customer service?
2. If so, who is involved in the organisation and in which functional areas?
3. Why is this not seen as an area of marketing responsibility?

It is evident that core strategies through customer support and customer relations must now be considered as a top priority by marketers seeking marketing orientation in their employing organisations. This will open up and expose new horizons for marketers and in turn establish a series of training needs to be met. This position needs attention across national cultures and this in turn will give yet more evidence to the contribution of marketing to organisational development and prosperity.

Within the five separate national cultures researched, the position of the UK is one of grave concern. It was the only country where more respondents who believed in this statement claim that it actually does not apply in practice in British businesses. This leads to the conclusion that either sales orientation is dominant in the UK or that there is a prevailing absence of proactive policies drawn up by companies for customer service, or even both. Clearly the desire for marketing orientation in the UK through this independent statement is not matched by current practice in the UK.

Across national cultures it is not possible to be conclusive and thereby to claim that the problem surrounding customer service policy determination is a large company or a small company phenomenon. The evidence from the research programme indicates that there are in fact distinct national differences between countries with respect to company size and the application of this statement in practice.

To explore the contention surrounding customer service as a component of marketing orientation, the effect of experience was tested to provide greater insight to this area. The findings were similar to those for earlier statements, that as the years of experience unfold perception of application in practice strengthens, in particular for those with experience in planning and controlling marketing operations with over 10 years experience. This may lead to a proposition that customer service policy determination is a senior management issue and remains in that domain, but this would need to be confirmed through further research. It is important to determine the routes used to determine customer service policy so that a better understanding of actual practice can be achieved. From this standpoint, the proposals towards the marketing department's involvement can then be better appreciated. This leads us to conclude that there is a level of uncertainty to the current understanding of marketing practice, or lack of practice, in this critically important area.

The impact of the course, even though it was not a taught component, has led to the conclusion that increased belief in this statement about customer service should be part of the current cognitive repertoire of marketers across national cultures and that urgent action is needed in the UK to at least bring western practice in line with those in lesser developed economies. Statement 7 is contentious; it could be conceived of as a statement of hope, there is a problem of territorial ownership for customer service and fundamentally there is a 'know-how' problem.

The literature is only now beginning to emerge in the area of customer service and customer care strategy. A combination of quality and service are undoubtedly the key to future competitive success. But what is really surprising is the fact that marketing has only recently woken up to the fact that customer service can be a critical success

factor for the business. In former times customer service has been treated as a Cinderella factor with the role to handle customer complaints in the sales office.

The development of marketing has missed this vital ingredient as part of the 'marketing mix' strategy. The four Ps of marketing have forgotten the most important 'P' – people!

The marketing concept focuses upon the identification and fulfilment of customer needs. These needs are normally manifest through a set of tangible benefits to be derived through a product; yet the way in which that product is pre-served, served and provided with after care has never really featured.

It is the pressures of intense competition that have caused us now to reflect upon an area of marketing that for many years has simply been overlooked, and furthermore not valued as a tool for achieving competitiveness.

There is now therefore a lack of marketing intelligence from the lack of integration between 'know that' and 'know-how'. The 'know-how' does not concur with the 'know that' and until the linkage is made and reassembled there cannot be sufficient intelligence to move forward. Customer service policy determination as a proactive competitive tool is the vital ingredient in marketing strategy – this now must be recognised and acted upon.

The three statements of special interest – statements 32, 28 and 7 – are key statements, and yet in isolation they are compartmentalised. Together they represent a force. A means to achieve an integrated conceptual appreciation of these statements is needed so that their combined benefits can be understood. The way ahead may be offered by total quality management, for it offers a totality of approach to business that marketing has yet to achieve, yet it contains all the tenets upon which marketing is based. TQM has become fashionable in very recent times and there is an enthusiasm for its adoption in all countries that have been surveyed. Although, like MBO, TQM will face difficulties associated with the introduction of strategic level change, it does offer marketing the chance to gain corporate wide appreciation.

Quality may be the route to achieve pre-eminence for marketing orientation because TQM is subsumed within the marketing concept; this connection has yet to be made in the literature. The indirect value of British Standard 5750 as an intervening variable in corporate decision making may provide a platform upon which marketing orientation will enter the 21st century, for it presents an opportunity to unlock the functional divide in companies by offering a common language for all managers to use. It will become progressively a vehicle for change because it will and is influencing corporate strategy. If organisations do not respond they may be disadvantaged in the market place.

MARKETING PLANNING

The literature survey on marketing planning has revealed a comprehensive provision of what marketing planning is intended to be, how it relates to marketing strategy and the coincident processes involved, as substantiated by Day, Hofer and Shendel, Vancil and Lorange (LS 24). Marketing orientation within companies requires that a planned approach be taken for the future within identified resource and market constraints. The level of sophistication of the planning will vary between organisations and may also vary in the level of adoption between national cultures. Without marketing planning there is unlikely to be integrated company-wide marketing oriented business philosophies practised. For marketing planning to be effective there must be a plan for planning so that objectives are clearly stated, understood and communicated, strategies determined with justification, programmes of action derived from the determined strategies and a system of controls established and operated. Moreover integration with corporate planning is essential so that profit and other financial health performance criteria can be optimised to specified time horizons. This may often be overlooked because planning may be viewed as an isolated activity, technique and skill based that treats marketing as a functional area of business activity alone.

The course of professional marketing education undertaken by respondents in this research programme provides explicit guidance on structure, content and processes involved in marketing planning and control design. The research has enabled conclusions now to be drawn for belief in marketing planning and the practice of it in employing organisations within and across national cultures. The belief held in the

dimensions of marketing planning through the research programme appears 'culture free'. There is little difference between national culture in the high level of support given to marketing planning among actual and aspiring marketers. Of further interest is the fact that the course undertaken has had very little impact upon the beliefs held. The strength of conviction has remained high throughout the educational process. Moreover the belief held by pre-course and pre-examination respondents is consistent with the belief held by those now working as qualified marketing practitioners.

There appears, as in the case of marketing orientation, universal support through the belief held in marketing planning. It is an important conclusion for the marketing profession to know that the basic tenets are preserved, i.e. belief in marketing orientation and in marketing planning and that these are not affected by national culture. These two elements are essential 'tools of the trade' of the professional marketer to achieve profit through meeting customer needs; together they comprise key components of the 'essence of marketing'.

These discoveries for belief show that they share the same value systems and have similar intellectual awareness internationally. In everyday life this common cognitive repertoire must be translated into competencies to allow there to be a similar claim to be made about the marketing intelligence of practitioners. For aspiring and qualified marketers to display marketing intelligence they must be able to apply in practice the essential marketing values which collectively comprise their professional cognitive set. It is here that there is now inconsistency between the cognitive repertoire of marketers and displayed marketing intelligence; that is, there is a gap between belief held in marketing planning and the extent to which it is practised. The connection between 'know that' and 'know how' has yet to be optimised. It is the intervention of national and organisational cultures which restricts the demonstration of the marketing intelligence of professionally qualified marketers. Ironically, these perceived gaps are evident among the organisations and their marketers in the most developed economy, the UK, than for any of the less developed countries, i.e. Nigeria, Malaysia, Singapore and Hong Kong. There is nevertheless a cross-cultural missing link which inhibits the accomplishment and self-actualisation of professional marketing practitioners, a phenomenon which is now known to exist and needs to be explored further. It can be

explained as the need to bridge the gap between 'know that' and 'know how' with a series of initiatives to enable the individual and the organisation to 'learn how'

The most remarkable conclusion from this section of the research on marketing planning is the consistency of response to all the research statements both within and between national cultures across the three surveys conducted, which demonstrates a clarity of perception and disposition in what is believed and practised. Across national cultures there is a common accord to the 'state of the art'.

The literature on planning is overwhelming, but the research evidence at Cranfield of the efficiency of marketing planning is less so (LS 28). There is a body of opinion which claims that formal marketing planning does not directly contribute to corporate financial performance, and a contradicting school of thought which supports avidly the contribution to be gained. This debate can be further enlightened by the cross-cultural contributions of this research programme. Again the underlying issue is that marketing planning systems may gain wide acclaim at the design stage, but is there evidence to support that they also work in practice or at worst are dysfunctional? The central idea of strategic marketing planning may be universal, but the understanding of its form, process, content, function and contribution to corporate performance is less likely to be agreed amongst academic commentators. The literature which debates the value of formalised marketing planning has been drawn from surveys conducted in a western culture, but not in eastern cultures. This supports the conclusions also of this research, that the level of corporate trust accorded to marketing planning through the permitted application of it in practice is significantly less in the UK than in less developed economies.

The literature to date has not sufficiently recognised that the problem is not with marketing planning per se, but with the national and corporate cultures in which it is applied. Without effective internal programmes of change, the 'essence of marketing' cannot be accomplished.

Marketers realise fully the value of formalised marketing planning systems, but these alone do not provide the panacea for commercial success. Marketers in this research

programme are universally pessimistic about the statement which claims that marketing planning guarantees success. It would be quite naive to consider that a system of strategic marketing planning provides an automatic route to sustained corporate financial health. A strategic marketing plan provides a systematic set of actionable propositions for a company in a logical sequence so that the future is not left merely to a set of financial budgets and to chance. A system of marketing planning may not guarantee commercial success but it prevents all corporate effort being devoted to the 'here and now' and avoids the corresponding characteristic corporate behaviour which is all too common and known as 'short termism'. In general, it is considered through the level of support for marketing planning in this research programme that companies would not perform as well if marketing strategy was not planned. If organisations depend upon the general momentum of business to survive, growth rates will inevitably be retarded. The debate over the value of marketing planning systems is also a function of appropriateness. An overly sophisticated system will face rejection from those involved. The system must be tailored to the needs of the organisation now and within a foreseeable time horizon. In this way standardisation is rarely appropriate, companies must initially acknowledge the need for certain elements and be selective on the level of involvement in others, and then over time build the system and at the same time confidence in the use of it. It may take several years, not months, to perfect and this also may account for the disappointment experienced by other research surveys (e.g. Greenley, LS 27). The issue is complex because it must be viewed as an organisational human activity system and not something entirely mechanistic.

The residual problem is that it needs expertise and experience to make the system perform to the predetermined levels of expectation. This now brings the conclusions back to the need to find, through marketing education and marketing training, a bridge between theory and the cross-cultural world of marketing practice to enable 'know-how' to be imparted, thereby to achieve organisational development within national cultures and in so doing, internationally.

From the set of research statements which together constituted the core component of marketing planning, three were selected for special scrutiny. They were statements 22, 25 and 40, supplemented by statement 21, which featured training.

STATEMENT 22

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objective over distinct time periods."

Of the myriad of definitions available for marketing planning Cravens and Woodruff mirror the above statement to produce a sound marketing planning definition:

"A blueprint for action establishing the company's market targets, setting objectives in the markets, and specifying how the marketing mix will be used to achieve the objectives" [323].

Their definition is closely reflected by Kollat, Blackwood and Robson. Kotler and Cohen [324–326] take a more succinct approach to describe marketing planning as:

".... the planned application of marketing resources to achieve marketing objectives" [327].

Wilson [328] introduces the idea that marketing planning should be based on research and designed to satisfy the customers whilst helping to make a profit for the company and Kelley [329] recognises the need for integration. The marketing plan is not a document in isolation. Marketing planning is closely connected to corporate planning, with the marketing plan carrying out the broad strategies of the corporate plan on a year to year basis [330]. Gordon Greenley [331] has identified marketing planning through the components of strategic marketing planning as being market positioning, product positioning, the marketing mix, market entry and timing, but this approach ignores the processes involved and focuses upon content and as such is not as rich as the statement considered for this research programme. A descriptive approach is taken by Luck and Ferrell [332], who outline the need for results expectation, resources specification, action plans and control, but miss the essentials of marketing orientation and the acknowledgement of the need for a strategic approach and an integrated process.

The dimension of timing is considered by authors, but what is really missed is the need for rolling marketing plans. The literature is focused upon one year operational plans with three to five year time horizons for the long term [333]. The effective way of using the term 'distinct time horizons' in the research statement is for planning to be an on-going process and not a 'once a year ritual'. The role of marketing planning in overall business planning is unique in that:

"marketing is the major link between the business firms and an environment" [334].

Within the market environment identifying and satisfying the needs of a target market are crucial elements of any marketing plan [335]. The significance of targeting in a marketing plan is illustrated by Jain and Puri [343, 344], who maintain that identifying a target segment and then using the tools of the marketing mix to satisfy the needs of that chosen segment are closely linked to the development of a marketing programme [336].

The role of objective setting for marketing has been determined by Cohen [338] clearly and can be summarised as: marketing objectives direct and assist marketing strategy and control through the marketing mix and thereby assign responsibility to tasks over time. Again this reinforces the content of statement 22.

Therefore as a statement of 'what' marketing planning is, statement 22 would command potentially high levels of belief because it is a fundamental component of the cognitive repertoire of marketers. This is confirmed. Marketers 'know that' marketing planning is, belief is universal, but the practice cannot get universal acceptance. If marketing orientation has yet to achieve a match between belief and practice then it would preclude a match to occur for marketing planning owing to the interdependency between both. This has been confirmed.

The perception of the gap is apparent at a very early stage in the professional career development of marketers. There is general understanding that 'what' should exist does not concur with real world practice. At the pre-course level this cognition is firmly rooted across national cultures and even after the course of professional marketing education, which is designed to sharpen perceptions and understanding of marketing

planning, this vision is retained. This common cross-cultural understanding is an acknowledgement of the missing link between belief and practice. It would however be incorrect to claim that the missing link shares the same dimensions in each of the five countries surveyed. Differences exist between national cultures.

The ubiquitous recurrent pessimism and associated conservatism of UK nationals has again been confirmed, a view not shared by nationals from the countries where the perception of the gap between belief and practice is narrower.

The CIM Diploma course has produced a modifying effect upon those attending the course. The incremental effect of the learning curve has narrowed the perception of gap between belief and practice, and this has produced a more favourable view of employing organisations' marketing practices in most countries. Yet the reality of the market place does not concede these perceptions, for post-qualified marketers share only the enthusiasm of their student counterparts through belief. The reality of practice does not reach the heights perceived by those at the pre-examination stage. The course as an intervening variable has caused a halo effect for marketing planning where the practice perceived is more extensive than is actually the case. This impact was witnessed for marketing orientation and leads to the conclusion that when course participants are exposed to a marketing education process and cocooned therein, the cognitive set attributed to perception of marketing practices becomes distorted.

The 'real world' perception of marketing planning practice at aggregate level across all countries is not influenced by company size. At this level it would be incorrect to conclude that this statement of marketing planning is more applicable to large or small companies. However differences arise at individual country level. The propensity for the adoption of marketing planning practices as prescribed in this statement is moderately higher in large companies in the UK, Hong Kong and Singapore, and moderately less so in Malaysia, yet similar in Nigeria. Clearly cultural differences now exist at national level between the propensity to adopt marketing planning and the size of organisation, but there is no evidence to suggest a clear pattern of behaviour and moreover the differences are of a modest order.

The importance of statement 22 supported a further line of inquiry, which was to examine the effect of work experience upon the perception of marketing planning as practised. As in the case for the definitive statement for marketing orientation, statement 22, among those with up to two years selling experience there was less appreciation of the processes at work than among those with more direct selling experience. This is not surprising. Job responsibilities would not extend to a meaningful exposure to marketing planning practices among junior members of the sales team, yet for those employed in marketing planning with a similar period of work experience, naturally it is part of their on-going work activity and therefore the perception is much clearer in this respect. Although there is a perceptible difference between those with direct selling experience and those with marketing experience up to a two years period, there is a common understanding beyond this two year marker. This is encouraging because it provides an insight into the political level of integration between marketing and sales. Cognitive values are shared as a result of exposure to 'what' occurs, which is clear evidence of the fact that sales and marketing have a potential harmonious understanding about the content and processes and thereby the need for marketing planning. At an aggregate cross-cultural level this is a major step forward; traditionally marketing and sales have not always shared the same views on the approach to planning. This is a valuable area for future research to discover the extent of harmonisation, but is beyond the boundaries of this particular research programme.

The research discovered and can conclude that this statement secured a position of universal optimism among all respondents at all stages across five nations – such is the conviction in marketing planning.

The literature has emerged in the area of marketing planning to respond to a need for frameworks for thinking so that those embarking upon or are involved in, the process of marketing planning have a set of structures and procedures to use. This exists at a technical level and credit must be given to the pioneering work of Malcolm McDonald (LS 28). McDonald has produced a blueprint, one for which there are followers, yet this is still to produce a perfected prototype, for McDonald's work is also continuing to emerge. A blueprint needs to be subjected to trial, retrial and subsequent testing

before it is refined for adoption. It will mean that the work of others will be needed to refine McDonald's work, so that we move from a technical level of structure and frameworks into sequential interactive processes that involve organisational development and control to breathe life into the marketing planning and in so doing inject potency for corporate pay-off internationally. This is the 'essence of marketing'.

STATEMENT 25

"The design and implementation of a strategic marketing plan is the key to successful marketing."

There is an emerging debate about the contribution of formalised marketing planning systems to corporate financial performance. As yet the evidence errs on the side of agreement to the value of marketing planning, but it is clear that there is a body of academics who reside in the anti-planning camp.

If successful marketing is to be interpreted in quantitative terms, sales volume, market share, profit performance, return on assets, return on capital employed and thereafter the traditional measurements of corporate financial health, then the debate has been considered through the literature. If the process dimension of marketing is considered, and hence the qualitative dimensions of marketing and its accomplishments, then the debate has not occurred in the literature. It is the integration of the qualitative and quantitative dimensions of strategic marketing planning where the literature is weak.

Successful marketing depends upon profit attained through customer satisfaction. Customer fulfilment is a process that must be planned for and must be viewed as the contributing factor to the attainment of profit. Therefore it can be argued that the implementation of a strategic marketing plan is the key to successful marketing because it sets direction and achieves the marketing process for the firm. Successful marketing depends upon vision, direction, timing, resource management, commitment, the ability to implement change in a marketing oriented corporate culture where there is motivation for high achievement. These can only be accomplished through planning.

Like statement 28 for marketing orientation, statement 25 is more imperative than the definitive statements with which they are each preceded. Similarly both secured cross-cultural optimism by virtue of both belief and the claimed application in practice. This is an acknowledgement of the potential that marketing orientation and marketing planning have for business. The actual contribution of marketing to business performance is by implication affirmed by those in the profession.

This affirmation provides an important building block to enable other more scientific processes to be subsequently introduced to augment the 'current state of the art' because the threshold level of awareness has been far exceeded from which real progress can continue. The demand for strategic marketing planning systems and supportive literature will thereby continue to grow to support the diffusion process internationally.

Yet it is important not to become beguiled by this state of optimism, because the aggregate position across national cultures is not matched within each contributing country. Statistical testing has validated a significant difference between the countries participating in the research and the propensity for the application of this statement in practice. The main country contributing to this finding is not a complete surprise. The UK again is the laggard, falling behind the other five countries in the claimed adoption of this statement. This is further confirmation that the UK have yet to achieve the levels of adoption for marketing planning and indeed marketing orientation of lesser developed nations; the UK is not taking the same medicine to the same dosage regimen as prescribed by them for overseas countries. By now this emergent theme is all too familiar.

This phenomenon of adoption v non-adoption cross-culturally is not a function of company size, but one of different national cultures. The response to this statement was not influenced either by the years of experience which respondents held within direct selling or in planning and controlling marketing operations. It is clear that marketing practitioners know whether strategic marketing planning is considered as the key to successful marketing in their employing organisations and that such knowledge is not based upon incremental exposure in the work place.

Statement 22 could be argued as a truism. The literature is broadly supportive but leaves the term 'successful marketing' to be interpreted through financial performance. The dialogue between finance and marketing has never been easy, for the personnel in each function are not literate in the respective fields of the other. Until marketing becomes more than a functional area of concern, then the credence attached to the marketing plan will not emerge beyond the achievement of the satisfaction of quantitative financial objectives. It is the qualitative dimensions of marketing success that are often ignored, and even systematically overlooked, that contribute towards the financial performance of the plan. Frequently these need research to understand the results or lack of results achieved. Rarely is this research valued as an essential input to the attainment of a successful strategic marketing plan.

Successful marketing in the 1990s depends upon a strategic perspective of the companies' market environment beyond the customer into competition and uncontrollable macro-environmental factors so that companies may then plan for focus, competitive advantage and to deliver customer value. The linkage between strategic management and strategic marketing must become the requirement of new literature, not a regurgitation of that which has gone before and a coincident restatement of what others have written.

Successful marketing within all national cultures will in the future depend on strategic level integration within the organisation. Professional 'know-how' in this area is much needed but will depend on the 'know that' which has yet to emerge effectively in the literature. The conflict that currently arises in the literature over the efficacy of marketing planning may then be partially resolved.

STATEMENT 40

"An appreciation and an understanding of analytical models and techniques is relevant for marketing planning."

The literature is rich on the description of models and techniques, but less upon their application and even less on their utility, as confirmed by McDonald (LS 6). The

Ansoff matrix, diffusion of innovation curve, the BCG growth share matrix and product portfolio analysis techniques, PIMS, SWOT, PERT, CPM, and even the product life cycle are used on management and marketing education programmes internationally, but what of their real value?

The potential linkage for models within the structure of the marketing plan should be for understanding the market environment, for the determination of strategic marketing mix decisions for specified target markets, for measuring the productivity of the plan, and for understanding of consumer behaviour. This potential utility has yet to be fully exploited by companies who are still in search of the appropriate application of models in their respective corporate business environments. In marketing planning, the 'science of the application of models and techniques' has yet to really emerge. Again we return to the thoughts of Gilbert Ryle: a marketing intelligence cannot be claimed in this area until 'know that' is matched with 'know-how'.

Hussey [339] has outlined the advantages to the firm of using a models approach and Kumar [340] has commented upon the difficulties involved in the application of such models. Lindblom [341] argues that such approaches may be difficult to apply arising from the complexity involved and the uncertainty for which plans have to be prepared. The point is missed by Lindblom. Models and techniques are part of the tool kit of the marketer; rarely are they predictive and rarely can they in themselves produce answers. The use to which models should be put are for analysis, for increased understanding, as frameworks for reference, as conceptual frameworks for thinking and through the increased insight produced better marketing planning decisions can be taken.

Since the early development of marketing planning, scenario forecasting has been a critical part of estimating the future outcomes of marketing management endeavours [342]. The level of sophistication has not really advanced over that time because a very limited approach has been taken for forecasting models per se.

Yoram Wind [342] proposed a financial portfolio theory for product mix decisions, but who will use it in practice and 'how' can it be applied? This again is where the literature falls down. Too many opinions, insufficient fact, and little guidance upon

how to apply the ideas that have been purported. Effective marketing planning is a process that requires relevant, accurate information presented in a form from which analysis can be conducted. If the marketing information system is not well conceived then there is little hope that models and techniques can be usefully employed.

The Hendry system of brand forecasting [344] developed in the 1970s is a classic example of an intuitive piece of work on buyer behaviour and primary positioning variables to assist in the development of marketing positioning theory, yet the diffusion process has been slow arising not from a lack of motivation but lack of know-how. According to Hawke, Reilson and Dickson [345] marketing managers in order to make marketing planning decisions are required to be familiar with a full range of statistical decision making tools and must have the knowledge required to select and apply the appropriate model to each specific situation. The authors are clearly out of touch with reality. This may be their opinion, their ambition for marketers, but marketing management is not so equipped and would not only not have the ability but would not have the inclination because not only are such techniques not understood, they are not valued. To be valued models and techniques must have demonstrable application and pay-off – and very few do – and this is why John D. Little [346] has claimed that managers practically never use management science models.

Jacoby and Chestnut [347] have really summarised the point:

"Whilst managers talk a great deal about the value and need for theory many would rather be caught dead than use it."

This is strong language. The authors do not address the question why? Gilbert Ryle has the essence of this answer; now it is time for individual aspiring marketers to 'learn how' to introduce and apply these frameworks for thinking that are 'new' to the organisations in which they are employed.

If the science of marketing planning is to develop in the views of King [348] then intuition and judgement should be supplemented with a sound understanding and use of analytical models and techniques; the unanswered question is when?

These frameworks are an essential component of the course of professional marketing education that has been embarked upon and followed by the research respondents. As an essential knowledge component, respondents at survey two and survey three stages should be fully aware of such models and their relevance for marketing planning.

Statement 40 was selected as a statement of special interest because respondents did not view it with the same level of enthusiasm as other statements in the marketing planning set. It reflected a high level of relative frustration among course participants and among qualified marketers. This frustration has arisen because of high levels of recorded belief but low levels of perceived practice.

It is apparent that marketers must be and are familiar with the range of decision making tools but as yet lack the know-how required to select and apply the appropriate model to the planning situation. This may arise from lack of confidence and the associated need to educate others within the organisation with whom involvement is needed to accomplish the required levels of analysis and understanding. Externally acquired marketing education must have a value within the organisation, and to do this it requires a free flow of information and conversation and a willingness among others not directly involved to become interested and participative.

The task therefore among marketers across national cultures irrespective of company size is to improve the levels of sophistication and hence professionalism of marketing practice. With a more favourable response in general to marketing planning through belief and practice, it is now time to take current practice to improved levels of performance so that the contribution of professional marketing to corporate performance can be improved and in so doing improve the status accorded to the profession.

Marketing orientation and marketing planning are evidently emerging components of marketing which have yet to come into full bloom. The potential is however in existence to achieve a favourable corporate climate, within and between national cultures, in which the practice of professional marketing will flourish. What is missing is a marketing intelligence to connect the 'know that' offered in the literature and on courses of professional development for marketers with the 'know-how' of actual

practice. This requires a committed organisational culture to enable progress to be achieved. Yet again this is where the literature is barren – there is little discussion of the involvement processes needed to accomplish an enduring understanding and application potential of the models described.

STATEMENT 21

"Training for all marketing personnel should be planned for and contained within the marketing plan."

The literature relating to marketing planning is well documented and is central to the practice of marketing, but it does not properly acknowledge the need for training. This is another example of where the literature fails to integrate marketing with the processes required for achieving it. On the few occasions when training has been contained within the marketing plan it has been for sales training only [349–350].

According to Churchill [351] training should start at the top of an organisation and be central to the achievement of corporate objectives, it should relate to the purpose of the business, business strategy, business operations and management style, but Churchill did not make special reference to marketing personnel and neither have marketing authors.

The emphasis in the literature is upon management training per se and not for the training of those who will be directly responsible for the design, implementation and review of the marketing plan, so why then is there a gap in the literature? The main reason must rest in the decision making process surrounding marketing management education, training and development. The APEP report, a three year inquiry produced by Massingham for the Manpower Services Commission [352] examined in depth the communication and decision making process for management education. The research soon discovered that the decision making process was rarely integrated with business plans, and at best in larger organisations would be contained within the manpower development plans of the personnel department.

The vast majority of personnel development decisions taken to acquire formal qualifications awarded by external bodies were taken by the individual not the organisation. Other than for in-house training, the motivation for career development was inspired and motivated by individual initiatives. It is for these reasons that human resource development needs, other than for sales training as an in-house function, do not appear in the marketing literature. Furthermore it does not happen prominently in practice. The linkage between 'know that' and 'know-how' does not occur and therefore there is not an informed body of intelligence as yet about professional marketing education and the role it should play in marketing planning.

Even the latest textbook by McDonald, a prominent author in this field, has failed to recognise the need for the development of staff to accomplish the elaborate plans that have been proposed as pro formas for organisational success [353]. While the literature on management theory and development is expansive, the literature to integrate this into strategic and operational marketing plans is barren. It fails to recognise the most valuable asset of an organisation – its people.

Management training and development has developed since the turn of the century through the classical model of planning, scheduling, organising, motivating, controlling and counselling; to the human relations model teaching managers about groups, informal organisation, democratic leadership, sensitivity training and team building; to the systems approach with moves towards the development of the whole organisation and part/whole relationships until today when interdependence, openness, holism, rationality and objectivity and cohesive team work predominate [354–355]. These are all general management themes. Even at the level of competences the concern is that managers should have the ability to manage and relate to people, the ability to get things done, the ability to see the whole picture, the ability to think clearly, so as to develop personal maturity.

To accomplish effective marketing, does it happen by good luck, judgement and learning on the job? How is the development of marketing personnel planned for? The APEP study [356] has provided substantial insight. In marketing it is clear that industry

depends upon individual initiatives to become trained to then deliver the benefits of professional marketing to organisations.

Part of the missing link between belief and practice is the recognition by companies that training is needed to develop competences among all marketing personnel to achieve the projected outcomes of the marketing plan. Training is rarely considered as an area of strategic priority within organisations. Training as part of the strategic marketing plan is essential, for without trained staff the structural and organisational implications of achieving the planned strategy will result in under-achievement. Training should provide the framework for conduct; it provides the fundamental link between the individual and the attainment of professional know-how.

The responses received to statement 21 allow a conclusion to be produced that the course of professional marketing education has created a perceptual shift towards increased belief in this statement. One could argue indoctrination by the trainers among the trainees. Nevertheless the recognition for this statement cannot go unnoticed. Those who have chosen their career path in marketing believe that their training should be an integral part of the company's marketing plan, a view supported by qualified marketing practitioners. Again belief does not equate with practice. Marketing practitioners in Nigeria, Malaysia, Singapore and Hong Kong claim that more companies practice this integration than do not, but not all. Moreover the UK endorsement of marketing training as an essential part of the marketing plan is of a very low order indeed. The vast majority do not include a training provision in the marketing plan, clear evidence of the developments that have yet to take place to achieve proper support for the marketing function. This is an interesting finding which further supports the conclusion that marketing education, training and development as developed by a western culture, the UK, has yet to be accepted to the same level within the culture that developed it as in the overseas markets it serves.

ORIGINS AND DEVELOPMENT OF PROFESSIONAL MARKETING EDUCATION

Even though management education emerged in the post World War II period to enable the UK to remain a competitive force in the commercial world, their objective in fact

remains the same today, partly because it has not been valued by employers and therefore not integrated totally in business operations, and partly because it is an on-going process of development that does not have a finite ending. The acknowledgement of the CIM Diploma as a valued internationally recognised qualification is without doubt. It is the only professional qualification that is designed to equip aspiring marketers for the profession. Through this educational vehicle the CIM has now been firmly established as the lead body in marketing in the UK and overseas and certainly within the five national markets that have been surveyed for this research programme. It is from this platform that even more must be accomplished by the CIM and its qualified members to demonstrate that marketing really is the future for business. The professional body, its workers and those involved in providing the professional marketing education must now collectively work together to bridge the gap between theory and practice. Lenin's famous dictum is so appropriate:

"Theory without practice is sterile; practice without theory is blind."

Initiatives have been taken by the CIM as outlined in the literature survey. Are these enough? Are they sustained? Is it time to review the approach that the professional body takes to its markets? The answer is undoubtedly that it is time for a full review now that chartered status has been endowed upon the professional body.

THE MISSING LINK BETWEEN BELIEF AND PRACTICE THE AMBITION FOR AND MANAGEMENT OF CHANGE

The 'essence of marketing' as purported in this thesis, has not previously been expressed in the literature; the connections between marketing orientation and marketing planning are weak; there is no evidence which connects the role and integrating link of marketing training to the accomplishment of either marketing orientation or marketing planning; there is no acknowledgement and thereby no understanding of the need to manage these strategic changes that are imposed by the ambition to adopt a market based business philosophy.

This thesis provides a unique contribution to the literature because it seeks to encapsulate these dimensions to provide a bridge across the gap which prevails between

the desire for 'marketing in business' and the claim that the CIM make in their slogan 'marketing means business'. The missing link is in the management of change where the literature is rich in contributions from a wide range of authors. The contributions of Bennis, Benne and Chin; Easterby-Smith; Valerie Stewart; Andrew Leigh, Greiner, Raymond Cadwell, Silverzweig and Allen; Quinn, Strauss and Sayles; together with the work of Schein, are noted and collectively have served to codify the subject for direct application in this research. The work of Richard Beckhard has provided a succinct appraisal of the subject and has been particularly valuable to enable the author to attain insight into the transitional processes which need to be managed by the individual to convert desire for marketing changes into a potential framework for accomplishment. In this subject area for the management of change, the contributions from the literature offer a multitude of approaches to the same processes. To use the literature purposefully it has been necessary to combine the collective contributions to enable a clear understanding to be achieved for the results of the field work. This was outlined in the literature survey.

The ambition has been clearly established from the field work to make changes to accomplish marketing orientation, marketing planning and marketing training; either to instigate these or to make improvements to the status quo. The cross-cultural position does not permit a conclusion to be made that because belief in these core components of marketing has universal belief that the changes that need to be made are also universal. The changes specified are subject to cultural differences, which may also be a function of national economic and corporate development, but are evidence among aspiring marketers of the will to succeed in their profession.

The need for changes to introduce marketing orientation to UK employing organisations was substantially less than for Nigeria, Malaysia, Singapore and Hong Kong. This may be for three contributing reasons: either UK respondents do not see this area as a priority, or they view companies sufficiently developed in marketing orientation, or there is a reluctance which can be only explained through differences between national cultures.

A clue to this puzzle is provided in the changes desired for marketing planning. All UK respondents considered that this is where changes are needed in British companies. Clearly marketers believe that this is where the greatest need for change lies in order for marketing to be strategically more effective in business practice. This acknowledgement is important. The research programme has demonstrated that the UK lag behind the rest of the qualified world in the practice of professional marketing and the first priority must be to make marketing planning more professional in UK companies. This provides clear evidence to authors, marketing consultants, marketing trainers and the chartered body, that this is where priority should be given in the UK, certainly for the foreseeable future.

The very high value attached to the need for change in the area of marketing planning was shared also by Malaysia, where the pace of economic growth is substantial and the pressure upon organisational performance is increasing. In Singapore a high priority was also attached to the need for a more scientific approach to marketing planning. Yet Nigeria did not give a high priority to marketing planning at all, respondents here attaching higher value to tactical changes to the marketing mix variables. As in the case for marketing orientation and for marketing planning, there are distinct cultural differences in terms of the priorities to make marketing changes in employing organisations.

A further surprise in the cross-cultural position in respect of desired changes is the area of marketing training. While this is acknowledged by all countries as one area in which change is needed, it carries a much lower priority than for marketing orientation and marketing planning; but not so for the UK. The UK have given a much higher rating to the need for marketing training than any other country. It now begins to emerge that part of the missing link between belief and practice in the UK is accounted for by the unrealised ambition for professional marketing planning in companies and planned programmes of marketing training. This message is important for the chartered body who now, with government support through the DTI marketing initiative, should be in a position to provide the focus that is needed.

The ambition for change has been clearly established. In itself this is a serious point. Those who have embarked upon a programme to achieve personal and career development as individuals seek to bring about change in their employing organisations so that there will be a real pay-off in the future. Furthermore the vast majority have the will to achieve their ambitions. Organisations should realise also that to achieve the pay-off support must be given to individual initiatives.

The research programme produced a very substantial result indeed for the intention to implement the desired changes. Marketers need time and initiative to be successful in their profession. It is very reassuring to the researcher and to the chartered body that the programme of professional marketing education that has been undertaken has created among the participants a clear sense of focus upon the changes now needed and furthermore that they intend to implement these changes. It would have been devastating to have discovered the converse, that the changes desired were not matched by the courage to implement them. This would not have been of any credit to the future marketing profession.

So it is possible to conclude that:

1. there is clear determination for change;
2. the areas in which the changes are to occur are focused.

The will to succeed does not imply that there is complete freedom to do so.

Ambition to achieve change must be matched with the ability of the change agent and therefore the research programme needed to make conclusions about how the intention to implement change was influenced by the years held in the current position of employment. Thus conclusions that emerged were as follows:

1. For those with direct selling experience, the desire to introduce changes for marketing orientation and for marketing training increases with the number of years of experience.
2. For those with marketing planning and control experience, the desire to bring about change to achieve marketing orientation is not affected by progressive

experience, but the desire for improvement to marketing planning methods does increase with exposure on the job.

3. The desire for marketing training changes increases as respondents exposure to the world of sales and marketing also increases.

This may imply that as working experience impacts upon these main areas for change, then awareness increases and therefore so does the propensity to make adjustments to the status quo.

Changes desired for marketing orientation, marketing planning and marketing training have been specified irrespective of company size, which again supports the findings from other sections of the thesis, that the business of marketing is not confined to large organisations but applies equally to both small and large companies.

To understand more about the way in which these desired changes are to be implemented, the research pursued further the dimension of 'intention to implement' the desired changes by inquiring about the level of anticipated resistance that would be faced from respondents' employing organisations. The active resistance was highest for changes to introduce marketing orientation. This is not surprising because it demands change to prevailing business philosophies to which marketing orientation may be alien. Less resistance was anticipated for marketing planning, where the pay-off has higher potential, and for training, which does not in itself place an organisation at direct commercial risk.

At country level the enthusiasm displayed by Malaysia has been well noted, and again, among the other five countries they have displayed prominence by claiming the lowest levels of perceived resistance with their employing organisations. This may in part be accounted for by the buoyant economic climate in Malaysia characterised by growth in business performance and a coincident 'mood' to entertain change. Across the national cultures, resistance is at its highest in Nigeria for all types of change desired. Nigeria, the least developed economy, a country facing penetrating economic problems through balance of payments, the vagaries of exchange control and inflation, may not find companies at this time receptive to change. The level of resistance anticipated in the

UK is in keeping with the aggregate mean scores for all countries and does not, as in other areas, attract distinction. Nonetheless, the UK intention for change for marketing planning was unanimous, and the resistance anticipated to achieving the desired changes is from over half of the respondents. The problems of accomplishing change in UK companies has been fully appreciated.

Part of the missing link between belief and practice, between ambition and ability, is the need to understand not only the anticipated levels of resistance to change but also the perceived source or sources of that resistance. The research has been conclusive in this dimension. Without doubt the single source most quoted for restructuring the attainment of the desired marketing changes is the top management of the organisation. It is the upper echelons of the corporate hierarchy that are cited as those who inhibit the change process. This view has been upheld universally and therefore it must be this group of senior company members who must be the target for attention by the marketing profession to create understanding, trust and support for marketing orientated business philosophies, marketing planning systems and relevant marketing training. If the upper echelons of management can be convinced that changes are needed, the rest of the organisation will fall into place to allow the changes to happen. The cross-functional areas of resistance which have also been identified will subside in the interests of overall corporate performance.

Having now concluded the source of key resistance, it is possible also to draw conclusions about 'why' this perception is held. This issue is more complex and needs to be concluded in detail. The overriding concern is that the desired changes would conflict with the prevailing corporate culture. This feeling is substantial and is clear evidence that to achieve marketing orientation and planning changes fundamental adjustments will be necessary to beliefs, values and business conduct. A supplementary but important reason why resistance is anticipated is the 'individual self-interest' of those perceived to be involved in the change process where the self-interest is not shared with the intentions of the change agent. This has been described as parochial self-interest by Kotler and Schlesinger (LS 35). This, together with the conflict with corporate culture, are the two most common reasons cited and supported by Beckhard (LS 34).

A further reason stated by respondents is that there is a lack of understanding arising from the inability to comprehend the nature of the changes involved. This in turn leads to a perceived lack of faith in the changes to be proposed by those who will of necessity at some stage be directly involved. Finally, the resistance is anticipated owing to finance, time and resource constraints. These reasons are well defended in the wide array of literature which covers the subject of the management of change (LS 36 and 37), although no single author has proposed a classification that contains all the responses obtained in survey four.

The nature of the missing link is now being unveiled. Conclusions are now clear about the source of the resistance and the perceived reasons for that resistance.

How then can the gap between ambition and the fulfilment of ambition be bridged?
How can the gap between belief and practice be narrowed?

The research programme has been able to provide evidence to allow this issue to be concluded with a set of proposals for qualified marketers in their role as agents of change:

1. Professionally qualified marketers must be able to show the need for the changes they desire; the course of professional marketing does not provide guidance on how this can be accomplished.
2. Relevant information must be provided and communicated effectively to those involved in the appraisal of the change and the progression of it; this will depend upon the change agent's initiative to represent course materials in an appropriate manner and to appreciate company personnel to increase the level of understanding to allow the change to be accepted. The course of professional marketing education does not assist at this level.
3. Professionally qualified marketers must develop effective interpersonal skills to participate in the change, motivate those involved to negotiate and influence the process of change. These are human resource management skills essential in marketing management but not part of the course of professional marketing education.

4. Professionally qualified marketers must facilitate the process of ensuring that training and education in marketing are affected at all appropriate levels in the organisation, especially at senior level. The internal dynamics of handling politically sensitive issues are not part of the course of professional marketing education.
5. Professionally qualified marketers must be able to use position power to accomplish the change internally through appropriate management style to peers, supervisors and subordinates. Yet again this process dynamics so vital in organisations are not included in the course of professional marketing education.
6. Professionally qualified marketers must be capable of planning, monitoring and evaluating the desired changes. This is another omission in the course; no content on how to initiate and implement change in employing organisations.
7. Professionally qualified marketers must above all secure top management support. This will also include the ability to convince senior staff of competences in 1 to 6 above (as supported by Greenley, LS 27). Internal change negotiation processes are absent from the course as currently provided.

The message is clear; the conclusions are equally clear; that until professional marketing education, as provided in the UK, takes action for the seven areas above there will remain a missing link between theory and practice. Today professional marketing education merely provides 'know that'. It is hoped that the developments that are now needed will be attended to so that professionally educated marketers of the future acquire the relevant learning to display transferable professional marketing 'know-how'.

MARKETING THEORY

A general theory of marketing remains elusive. There is not a collective body of knowledge which is all-pervasive and that can be known as 'the general theory of marketing'. This was known at the outset of this research programme and it was not the intention to prove otherwise. Emerging from the research is however an acknowledgement that the core components which comprise the 'essence of marketing' have universal currency, as witnessed by the research findings. The belief held in these

foundation stones of marketing orientation, marketing planning, marketing training and the management of change are not influenced by culture. Marketers 'know that' these are the building blocks upon which their profession depends. An opportunity is now presented to build theory to contain the boundaries of 'the essence of marketing' because the subject can now be conceived as less pervasive. A 'general theory' of marketing has previously not been accomplished because the boundaries have been drawn too wide.

It is understood that theory must be built upon best practice; it is also understood that a gap exists universally between belief and practice. Yet the research provides clear evidence to support the notion that there is a sufficient level of practice from which to build a new collective theory for the essence of marketing. In the future, for marketing to maintain the momentum of acceptance as a working business philosophy, best practice must be codified to provide a sound theory to guide the marketing profession.

From a philosophical stance, the work of Gilbert Ryle on 'know that' and 'know how' offers a substantial contribution. Not only should a theory for the essence of marketing have potential for development, this theory will enable aspiring marketers to become more intelligent in the approach, conduct and fulfilment of their professional marketing responsibilities, because the theory will have the potential for direct application in practice. In using Gilbert Ryle's terms, 'know that' can be established from best practice as 'know how'. For the 'know-how' to become transferable it needs to be structured, arranged and delivered to enable third parties to acquire 'know that'.

The 'know that' and 'know how' of the essence of marketing is thus cyclical, interdependent and dynamic and will be subject to change as the marketing profession gains professional intelligence through practice. Other professions have accomplished more effectively the connection between 'know that' and 'know how'. Individuals employed for example in medicine, engineering, accountancy, legal services, all have achieved an effective means to contain the subject of their professions and then impart it through the process of professional education. For marketing by comparison the profession is just at the threshold of such achievement, because for many companies the notion of marketing orientation remains as yet at a conceptual level.

It could be argued that companies are concerned more with competences, with operations and are less concerned with the cognitive repertoire of the individual and the learning acquired on a course of professional marketing education. For marketing to penetrate corporate organisational structures, systems, procedures and business ethics, the individual marketer must be able to transfer the theoretical knowledge into working practice.

The analogies of Ryle are useful to explain this inherent tension between 'knowing that' and 'learning how'. Excellence at surgery is not the same thing as knowledge of medical science; the chess player needs to know the rules of the game before making a move, but requires practice to become adept; the tumblings of the clown are not the workings of a clumsy man's mind. The marketer will need to preach to himself or herself before being able to practise, because effective practice will call for a recital of the structures and procedures to achieve plans to produce profit. As in the case of the swimmer, it is essential to know the strokes before an attempt can be made at swimming. Therefore the 'know that' of marketing is vital to attain professional 'know-how'. Familiarity with the subject will obviate the need for rehearsal of the rules because with practice the individual 'learns how' to acquire professional 'know-how'. Thereafter, equipped with professionalism, the individual marketer can 'show how' marketing can be applied in practice to others in the organisation. A similar process can be explained for the acquisition and transfer of skills of the angler and the golfer; the connection between 'know that' and 'know how' is vital for success in any game, be it personal or corporate. 'Knowing how' is a dispositional quality to be acquired by all professional marketers, but it may require a degree of 'unlearning' before progress can be made.

The connection between marketing theory and marketing practice; the relationship between 'know that' and 'know-how' is where the literature of marketing has yet to accomplish a demonstrable effectiveness that can be translated by readers into their respective professional employment environments. At best the literature depends upon case studies and more often case histories to attempt to make this connection. So often these cases do not relate to the actual business horizons of the reader and become topics of interest rather than the basis for improved organisational performance. To achieve

corporate pay-off there is a bridge to be crossed between the literature and the practice of marketing by individuals who have studied the literature. The role of professional education and training and development should be to enable the individual to 'learn how' to build the bridge and to cross it.

External professional education through the Diploma programme of the Chartered Institute of Marketing is but a partial contribution, because those involved in imparting knowledge and perhaps 'know-how' will depend again on case material and personal experience which, for the recipient, is valued mainly as anecdotal. 'Learning how' at the individual level within employing organisations is where emphasis is needed, but it is resource hungry and slower than 'learning that'. The organisation cannot be a spectator in this process; it must be an active player. 'Learning how' depends upon in-house training and support, not as an ad hoc event, but as part of a committed, established on-going corporate culture of the organisation. The investment to achieve effective marketing practice, not merely by luck and good judgement, but by bridging the gap between theory and practice, is an immense investment which will not be made by companies until the marketing concept is adopted as a total business philosophy which is valued throughout the organisational hierarchy. To do so organisations need to know the rules of the game, to become involved and to remain active participants. There is a difference in merely witnessing a performance and understanding what has been witnessed. Organisations cannot adopt marketing oriented business philosophies until they know that they exist and that they work, but the literature does not provide proof. The organisation remains detached from the individual because it does not possess the same understanding. Understanding is part of 'knowing how'. Therefore the organisation and the individual must share in this developmental process of attaining marketing awareness and orientation. Moreover there is a need to describe ways for the organisation to assess the conduct of the individual marketer. The literature is but one piece in this dyadic relationship. It is weak in making the fundamental connection between the individual and the organisation for marketing. It may be simply too ambitious to expect the marketing literature therefore to lay down manuals of best practice because they may not be universally applicable. For marketing practice to be effective it should start not with the customer, as the marketing literature leads the readers to believe, but needs to start internally to examine the corporate culture, the

willingness for change and readiness to adopt and practise marketing orientation. Only then can progress be made; otherwise lip service only will be given to marketing.

For marketing theory and marketing practice to achieve an effective trade-off for organisations it must be treated at the level of the individual in the organisation, i.e. the marketing practitioner who needs progressive coaching to attain competence, and at the organisational level there needs to be a parallel programme of internal marketing to implant the orientation before the actual process of marketing based upon customer need satisfaction is attempted.

This notion of coaching the individual to acquire professional know-how is often a 'managerial no man's land'. Programmes of external marketing education are, from the employer's perspective, expected to provide employees with essential knowledge. The individual is expected to make the connection between theory and practice. Without a support system within the organisation this cannot happen. A simplistic but valid comparison is with the athlete, the accountant, the barrister or the linguist – reading manuals alone merely provides essential knowledge of procedure; expertise will only be accomplished by individual coaching and habitual practice. It is often through learning, through failure that best practice and professional confidence can be built. Without an involved and supportive organisational climate with a well conceived reward system that reinforces the changes to behaviour desired, the different processes for organisational adoption of marketing ethics will not be effective. The newly qualified professional marketer without organisational support will simply revert to previously held values or seek employment in a more receptive organisational culture.

The individual must realise the frustration of the organisation which may listen to the new ideas on marketing that are being outlined by the individual but cannot make sense of what is being heard because a common language and system of values has not been established between the individual marketer and the organisation. A fundamental question that remains unanswered is: 'Is marketing an acceptable and objective frame of reference for companies?' Because, as witnessed by the literature survey, there is not a general theory of marketing. Are there too many intangibles? One reason that companies adhere to the financial control model and depend thereby upon the skill

based procedures of budgets to monitor and evaluate business performance is that the rules of the game are clear. They provide a classical frame of reference that has demonstrable pay-off.

THE PRACTICE OF MARKETING

So where does this leave the current practice of marketing? Many organisations may nevertheless live in a corporate climate of a simplistic naive illusion by being led to believe that professional marketing is being practised simply because the marketers they employ are professionally qualified.

The work of Hooley (LS 10), completed in 1984, used the criteria for marketing orientation as 'organisations would place a major emphasis upon prior market analysis'. Through this overly simplistic expedient a conclusion was made which claimed that approximately 60% of all companies surveyed were practising marketing orientation. While the route to this conclusion may be questionable these findings concur with this doctoral research. Even though this research programme is more sophisticated and has tested a number of dimensions of marketing orientation as practised, the two pieces of research agree upon the level of marketing orientation in the UK. This means that in the UK there has been little progress in the path towards marketing orientation since the time of the Hooley study. Hooley failed to feature the fact that the reciprocal 40% of companies surveyed did not practise marketing orientation owing to the fact that they held on to former value systems coincident with production and sales orientation. More importantly, this isolated piece of research conducted for the then Institute of Marketing did not consider the international markets serviced by them. At this time professional marketing education qualifications had a larger overseas market than that in the UK. The research conducted in the UK alone did not extend to the boundaries of the marketers the Institute served. The Hooley report produced very clear findings that marketing orientation led to higher profit performance than among those which practised sales or production orientation, but it was unclear upon how profit was measured. The practice of marketing seeks to achieve profit maximisation through customer satisfaction, a statement well supported through belief on this current research programme. The findings from the cross-cultural review is that there is a residual level

of pessimism because the programme of professional marketing education claims profit maximisation through customer satisfaction is perceived as theory. Course participants, and those who have become professionally qualified, 'know that' to be the case, but they are not equipped through the educational process with the know-how actually to maximise company performance. This may account in part for the reluctance among UK companies to adopt marketing orientation in practice; they lack essential know-how to make profits through this process called marketing orientation.

The issue of know-how is complex and is more than a simple set of procedures to be adopted. The McKinsey 7 S interactive framework demonstrates the need for company-wide commitment and involvement to bring about marketing orientation. It is not as simple as Kotler outlines. The eight stages he proposes concern content only and overlook the processes that are needed to achieve the professional 'know-how' of implementation. Organisational culture adjustments, the required attitude, and the prevailing value systems need to be changed to accomplish effective marketing practice, because marketing orientation is an issue of corporate strategy, not only a functional area of business operations; it demands innovative behaviour which must be rewarded by organisations to maintain the stimulus for change.

Sadly, the literature does not provide a cross-cultural appraisal of marketing practice; the research can be treated as a move in a new direction, opening up new horizons for thought and potentially for further research.

The UK still remains a real cause for concern. To quote John Banham, director general of the CBI in 1989:

"Marketing has always been vital to British economic success".

Does the CBI or Britain realise that its country now lags behind the rest of the professionally qualified world of marketing in putting marketing orientation into practice?

MARKETING MEANS CHANGE

The Chartered Institute of Marketing slogan states 'Marketing Means Business'. It is imperative, progressive, even aggressive in style, yet before marketing can accomplish business it must accomplish change. In fact, marketing means change in order for marketing to mean business. The CIM, through the international use of their slogan on all communications instruments, are attempting to achieve this understanding of marketing as a cultural universal. The agenda to accomplish business in any national culture must be through a series of planned changes, changes that are initiated, developed, determined and effected to achieve organisational marketing objectives.

If marketing then also means change, a key role of the professional marketing practitioner must be to accomplish change within organisations so that marketing strategy can be agreed and implemented to optimise the deployment of company resources. These changes operate at the 'process level' in an organisation. These changes give power to the marketing practitioners, but the dynamics of achieving change have to be learned through know-how. The course of professional marketing education that has been the focus of this research has yet another flaw – it overlooks the role of the marketer as the agent of change. So how can a professional body claim that marketing means business, when no guidance is given upon the 'know that' needed to acquire the know-how to make changes to accomplish it. This vital role that must be undertaken by marketers is overlooked. Instead the professional development of marketers is achieved at 'content level' only. It is necessary to combine 'content' with 'process' to achieve an acknowledged intelligence for the marketing profession.

The current position is that the practice of marketing is achieved by anticipating changes and responding to them through strategic, operational and tactical marketing plans with an underlying assumption that marketing orientated business philosophies are in place. In order for marketing to be effective to exploit the often turbulent and fiercely competitive market places of emerging and developed economies, then competences must be developed to improve the level of professional marketing practice. This means a commitment is also needed from the professional body to build credibility for marketing as an area of perennial high value within organisations across national cultures. For this to be accomplished, fundamentally there needs to be total agreement

that marketing means change. Academics may have to return to the drawing board, because all the definitions of marketing which have been developed in former decades have overlooked this imperative. Without change there can be no marketing; for business to survive, remain profitable, and grow to maintain financial health, change is an essential ingredient. Marketing therefore means change. The marketing profession is not guided and therefore is not equipped, through the programmes of professional marketing education provided by the chartered body, to achieve it. The areas in which changes are needed are:

1. To achieve effective marketing orientation;
2. To attain well conceived marketing planning systems;
3. To introduce integrated training of marketing personnel;
4. To develop an adaptive organisation structure to enable change to be entertained.

Collectively these changes have the potential to accomplish the 'essence of marketing' as a complete entity. This may be potentially more difficult to accomplish in the UK, as evidenced by the cognitive disparity by UK respondents to the various marketing statements in this research programme. It appears that UK marketers think in a more compartmentalised way than their other national culture counterparts, rather than appreciating the subject of marketing as a series of interrelated concepts. This could be a reflection upon the educational process in the UK failing to identify the integrated nature of the subject, or it may be due to cultural differentiation in the way in which respondents think about marketing. This is a matter to be urgently addressed in the UK, because the essence of marketing for the UK requires an integrated approach which appreciates marketing as a whole and not as a series of independent parts.

AREAS FOR FURTHER RESEARCH

1. This programme of research has established the UK as culturally detached in the field of professional marketing. The UK is far less receptive to the western marketing ideas it portrays than in the international, former Commonwealth, markets it serves. Professional marketing education is under-valued in the UK. Research is needed to discover why this is so. The UK as a nation have a history for innovation, but not a reputation for following through to providing committed support for development. This syndrome comparatively appears to

apply in marketing where the readiness to adopt the essence of marketing lags behind the rest of the aspiring and post-qualified world of professional marketing.

2. The discoveries of this research have focused upon a cross-cultural comparison of countries that have followed a common programme of professional marketing education. This has provided insights into the value accorded to marketing in employing organisations. To extend the national cultural analysis to the United States of America, where many marketing ideas were originally formulated, would be interesting. The 'real' rate of adoption could then be compared with the UK to discover how marketing is actually valued by western culture employers. A sharp contrast could then be examined comparatively by including the Japanese perspective, where marketing is more a discipline of management than a functional area of business domain; thereby the efficacy of marketing could be assessed from a corporate perspective, to supplement the insights achieved in this research from a professional educational perspective.
3. The initiative for professional marketing and indeed professional management education is taken more frequently by the individual rather than the employing organisation. Many UK companies appear reluctant to be proactive in the field of marketing training; it is important to understand why this is so. Without professional training it is difficult to appreciate the benefit to be accorded to organisations from the adoption of marketing as a business philosophy, yet the posture frequently taken by companies is to leave the responsibility for the acquisition of essential knowledge and the development of professional know-how to the individual. The source of the dynamic is the main source of resistance to change in organisations. Research to discover how to overcome the established patterns of top management inertia, which prevents the organisation taking a more expansive view of the benefits of marketing as a complete entity to improve corporate performance would make a substantial contribution to knowledge.

CHAPTER 6

THE ESSENCE OF MARKETING - A REVIEW

EM-1



THE ESSENCE OF MARKETING

It is the firm belief of the author of this doctoral research that the essence of marketing depends upon the achievement of an integration between the key components of this research programme; namely, marketing orientation, marketing planning, marketing training and the management of change. It is this integration which has yet to be accomplished and why a cross-cultural gap between belief and practice prevails. It is prevalent in the perceptions of pre-course respondents at the outset of their professional career development; it remains prevalent at their pre-examination stage having completed a programme of professional marketing education; it is confirmed to exist by those who have now attained qualified status. The gap is a direct function of the effectiveness of the interface between the individual and the employing organisation and how that interface is managed based upon existing experience in the individual's current position and exposure to the working environment in the functional arena of sales and marketing.

The management of the interface, or mismanagement of the interface, can be explained by the relationships and tensions that exist between 'know that' and 'know how'. The gap requires a translation to be achieved from 'know that', acquired on courses of professional marketing education, into 'know how' in the organisation. The marketer needs to obtain an understanding and an ownership of a relevant pattern to achieve implementation, but this pattern remains elusive; it is or is not accomplished through trial and error learning, not through learning acquired on the course. This trial and error learning process by experimentation needs to be minimised so that the value of marketing can be fully appreciated by organisations.

To make progress, academics and industry need to work together, a marriage yet to be formed in the world of professional marketing. This close liaison is essential because it is from best practice that theory can be built; academics have a role to fulfil in encapsulating successful 'know how' into 'know that' for the benefit of others to evaluate, adjust, accept and follow.

The gap is a function of rejection by organisations arising from the set of perceived threats arising from change. If this can be overcome then the essence of marketing has a high potential for adoption. What then, in the views of the author, needs to be done?

There is a body of established literature which traditionally has focused upon 'know that'; these needs now need to be supplemented by academics with new writing and fresh thinking that features the 'know how' accomplished by successful managers. Academics need to harness best practice into frameworks not only for thinking but also for implementation with a focus upon the management processes involved in achieving acceptance, introduction, development and implementation.

If this is provided the individual pursuing a programme of professional marketing education can then relate the process element to the prevailing organisational climate in which the current position is held to determine how to translate the newly acquired knowledge, 'know that', into 'know how', so that other people in the organisation will be able to understand the nature and importance of the proposals being made. This will help to reduce the tension between 'know that' and 'know how'. Thereafter it is individual management skills that will be needed to accomplish meaningful and sustained change. The counselling role of management is vital to the success of any change programme; experienced marketers will need to get alongside managers affected by the change to work closely together to give support and build trust. This confirms Ryle's analysis on the means of attaining 'know-how'. Of course this is resource hungry and therefore there becomes an immediate inhibition from the individual in terms of time needed to achieve the process in relation to the existing operational work load. It is resource hungry in company terms arising from the opportunity cost of the proposed changes. This alone may account for a substantial proportion of the prevailing gap between belief and practice. Therefore, commitment is absolutely essential from top management because the power of veto is vested in them, but not only is veto held at the top it may be dispersed to other lead functions such as production and even the sales and marketing departments because they are directly affected.

How is commitment to be achieved? An awareness of the implications of not having marketing as working business philosophy must be created in the minds of the key

people involved. The individual must know who these key people are so that internal communication strategies can be designed to achieve the threshold level of awareness necessary to evoke interest in the proposals. The role of the professional body, the Chartered Institute of Marketing, in building awareness is essential to build some credibility thereby to support the internal role of the individual in the organisation.

This generic strategy for bridging the gap now must face the realities of prevailing national cultures.

The apparent inevitability of the UK position of relative lassitude must be accounted for. Is it a legacy of the past, a history of leaders being landowners, the class system and elitism of the ruling classes; is it the legacy of the welfare state; or is it simply the limited diffusion potential and coincident mismanagement arising from undervalued management education; or is it a combination of all of these factors which keeps the UK so culturally distinct?

By sharp contrast, Asian countries are more willing and have an enthusiasm to experiment and adopt marketing, maybe to reduce the import dependence upon their economies thereby to achieve developed status. There is an underlying belief that by getting close to the customer, survival is essential, growth is a reality and competitive advantage can be sustained. This initiative collectively builds effective track relationships and in turn protects the national territory. These views appear long forgotten in UK companies. Within Nigeria, the least developed of the five countries surveyed, the value of marketing appears to be much higher than within the UK. Within each national culture there nevertheless remains a gap between belief and practice.

The essence of marketing depends upon the integration of the four elements of marketing orientation, marketing planning, marketing training and the management of change. These should not be seen as separated parts, but rather as an integrated whole. The statements of special interest in the respective sections of the thesis have very special meaning from the strategic to the operational level, yet if a gap prevails which restricts adoption an all-pervasive integrating mechanism is needed to create new

impetus for marketing and the quality relationships that must be established and maintained by organisations for their internal and external customers. Help may be on the way from the latest fashion in business philosophy; that is, from total quality management, which embodies and depends upon marketing ideals.

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