

*MARKETING
MANAGEMENT*



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MARKETING MANAGEMENT

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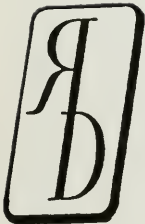
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getting the expected utility from the products he has purchased. Thus, it is apparent that the marketing definition must be extended at both ends, and that the process both starts and ends with the consumer.

Now the question arises as to the relationship between marketing and marketing management. In marketing, questions regarding historical developments, the nature of marketing institutions, and their social effectiveness are often given major attention. In contrast, **marketing may be approached from its managerial side, and then it is referred to as "marketing management."** This is a relatively new term; in fact, it has come into prominence only during the past decade or so. The limited management considerations which formerly were present in marketing were included under the term "sales management," and many people still speak of sales management when referring to the management of marketing activities. The authors have no quarrel with this designation but prefer the more descriptive term, marketing management, and think of sales management as referring to the management of the sales force. There is good precedent, in practice, for this differentiation, as many companies now have designated an official as vice-president or director of marketing, under whom there is a sales manager in charge of the personnel aspects of selling, as well as managers of other functions. The director of marketing has responsibility for *all* marketing activities and represents the marketing function in company counsels.

Delimitation of Subject Matter

For purposes of this volume, a lesser range of subject matter will be included than might be expected from the preceding discussion. Courses in basic marketing do not confine themselves to a social or an institutional approach. Many of the managerial aspects of marketing are considered, some of them in great detail. For instance, the selection of channels of distribution for various types of product is featured in marketing courses. Other subjects are given a less detailed treatment; and still others, by informal agreement, are reserved for courses in sales or marketing management, advertising, or retailing. In fact, the course in basic marketing is usually considered a survey course which covers the entire field, with the expectation that other courses will, in more detail, cover many of the same topics. But inasmuch as certain managerial problems, particularly the selection of channels of distribution, are considered so fully in marketing courses, they will be given relatively little attention in this volume.

The problems of management in the marketing of raw materials and agricultural products are, by strict definition, embraced within the field of marketing management. But these problems are likewise treated with reasonable adequacy in marketing courses. Furthermore, they need less attention than problems involved in the marketing of manufactured products. This is because the strictly managerial aspects of marketing agricultural products and raw materials are *relatively* few and unimportant. Problems of packaging and branding, of demand creation, and of pricing do not arise for some products; and the latitude for the exercise of managerial functions