

10-1-1979

Dimensions of Future Marketing

Gene R. Laczniak

Marquette University, eugene.laczniak@marquette.edu

Jon G. Udell

University of Wisconsin - Madison

Gene R. Laczniak
Jon G. Udell

Dimensions of Future Marketing

Development will move in several directions in the years to come, and a forecast may be helpful to practitioners and to observers.

In recent years, there has been an explosion of articles describing recent and likely developments in marketing. Experts have announced the field is broadening, deepening, and generally widening.¹ Treatises on demarketing, remarketing, and metamarketing have exacerbated the confusion about trends.² Most prognostication suggests intensive future development in sundry nontraditional areas such as arts marketing, health care marketing, university marketing, the marketing of professions, and possibly even pornomarketing.³

Clearly, the practice and scope of marketing management are changing. But how does one keep up with the evolving dynamics and likely future directions? Where does one get a scorecard to keep track of developing trends and their potential to influence managerial decisions? The purpose of this article is to help sort through the muddle of recent developments and to suggest a typology of seven fundamental directions which will have an enduring effect upon the practice of marketing in the years to come.

While the nomenclature of any such nominal classification is debatable, the seven categories presented here provide a semblance of order to

the vast array of changes predicted for marketing. In addition, the classifications are consistent with the forecasts of business practitioners and marketing academics regarding the direction of marketing.⁴

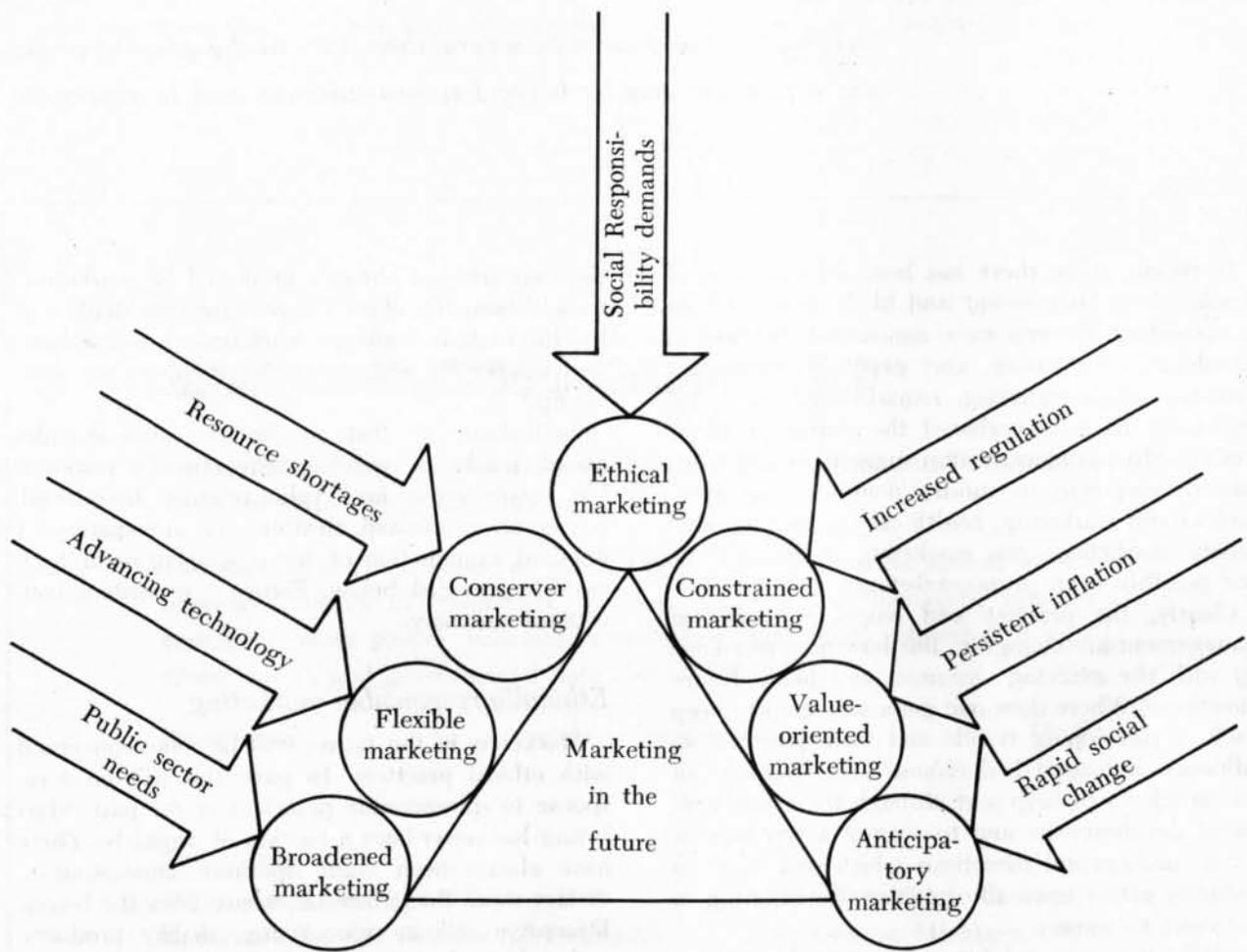
Indications are that, in the immediate decades ahead, marketing will be more ethically responsible, legally constrained, value oriented, broadened, conservation oriented, flexible, and anticipatory. A detailed examination of these seven general forecasts is provided below. Figure 1 presents a conceptual summary.

Ethically responsible marketing

Marketers of the future will be more concerned with ethical practices. In part, this will be a response to questionable practices of the past. Marketing has never been a bastion of propriety. There have always been shady operators attempting to extract more than their fair share from the buyer. Deceptive selling, price fixing, shabby products, and false sales promises have been among the practices of the fringe operators and sometimes have been included in the procedures of companies

Gene R. Laczniak is an assistant professor of business at Marquette University. Jon G. Udell is Irwin Maier Professor of Business at the University of Wisconsin-Madison.

FIGURE 1
TRENDS IN MARKETING AND THE FORCES SHAPING THEM



of higher reputation.⁵ As a result, these questionable practices have generated the reforms of a sustained consumer movement, a variety of anti-trust and trade practice regulations, and industry self-regulation. While some criticisms have been exaggerated, others have been justified. In any event, it seems likely that public concern with improvement of marketing practices will continue.

The attempts of marketers to cope with the challenge of being more ethically responsible probably will take several different forms.⁶ Some of the possibilities are:

Enhanced professionalism. Marketing will become more professional. Both scholars and practitioners will have to give more thought to what is socially responsible and professional behavior in marketing. It is difficult to call someone a valid marketing professional until some sanctioning organization, such as the American Marketing Association, specifies the minimum requirements and standards for entry into the marketing profession. Certainly, such a certification proposal could be considered radical. It assumes that the AMA or a similar group has the expertise to designate the role attributes of a marketing professional. Moreover, it assumes that members would be willing to abide by the standards put forth by the AMA. Nevertheless, the unethical behavior of some marketers may force such action.

Codes of ethics. Marketing practitioners probably will attempt to develop an improved code of ethics. If marketing is ever to attain the status of a true profession, the behavior of marketing professionals must be guided by an internalized code of behavior drawing upon some overtly expressed code of ethics. The AMA has a Code of Ethics which appears on the back of its membership cards (see Exhibit 1). Unfortunately, the statements in the code, while well intentioned, do not provide practical guidance for everyday situations. Also, the final provision, specifying withdrawal of membership for an individual found in violation, is not exercised by the AMA. Even if membership were withdrawn, any penalty coupled with this action would be merely symbolic. Unethical marketers can and do continue to practice marketing. The development of a useful code of ethics or some other method of professional control should

be a major concern of marketers in the next decade. Efforts along this line have been made in some corporations, such as Rexnord, Bendix, and Caterpillar. Violation of the company code is grounds for dismissal.

EXHIBIT 1

THE AMERICAN MARKETING ASSOCIATION CODE OF ETHICS

As a member of the American Marketing Association, I recognize the significance of my professional conduct and my responsibilities to society and to the other members of my profession:

1. By acknowledging my accountability to society as a whole as well as to the organization for which I work.
2. By pledging my efforts to assure that all presentations of goods, services and concepts be made honestly and clearly.
3. By striving to improve marketing knowledge and practice in order to better serve society.
4. By supporting free consumer choice in circumstances that are legal and are consistent with generally accepted community standards.
5. By pledging to use the highest professional standards in my work and in competitive activity.
6. By acknowledging the right of the American Marketing Association, through established procedure, to withdraw my membership if I am found to be in violation of ethical standards of professional conduct.

Ethical consultants. Companies increasingly will use ethical consultants or ethics panels in their marketing decisions. The price of being a bad guy in the marketplace has increased. Government agencies are more willing to prosecute illegalities, and a consumer-oriented press has shown a propensity to publicize unethical business practices.⁷ One avenue through which business firms can work against unethical practices and negative publicity is to hire an ethical consultant to help with

marketing decisions. The advantage of such an angel's advocate position has been well argued. Basically, it involves the systematic examination by an outside agent of the moral implications of management's decisions.⁸ A variation would be to enlist a panel of several individuals to perform this function. The purpose is to build an overt conscience into the organization's decision-making structure.

Ethics seminars. More companies will conduct ethics seminars for their marketing executives. These might be coordinated by the ethical consultant or some outside party. Their purpose is to provide a forum through which executives can discuss the ethical dimensions of marketing decisions they make. The justification for such efforts is that moral responsibility must be nurtured over time in order to be used in practice. Realistically, such seminars will not yield any one right answer for each situation discussed, but will provide an expanded perspective of the ethical dimensions of economic decisions.

Constrained marketing

Marketing strategy in the next decade probably will become more constrained. The expansion of government regulation over business in general, and marketing in particular, shows little sign of abating. Symptomatic of this regulatory climate are the enduring proposals of Ralph Nader and others stipulating the federal chartering of corporations.⁹ Such chartering proposals call for more outside directors on corporate boards, increased financial disclosure, and greater employee involvement in management. Another impetus in this direction is the continued strength of consumerism.¹⁰ The institutionalization of consumer education, the militancy of the Federal Trade Commission and Consumer Product Safety Commission in policing misleading advertising and unsafe products, as well as the continued desire in some segments of Congress to establish a comprehensive consumer protection agency all suggest that interest in consumer legislation has not yet ebbed.¹¹ These developments also are indicative of a future marketing strategy which is cautious, vigilant, and therefore constrained. Some of the possible constraints on

marketing strategy attributable to recent or forthcoming consumer regulations are noted below.

"Consumer product testing panels will be used more frequently in order to assure safety, avoid negative publicity, and reduce loss of sales resulting from lack of safety or low quality."

Increased product development time and costs. Consumer product testing panels will be used more frequently in order to assure safety, avoid negative publicity, and reduce loss of sales resulting from lack of safety or low quality.

Further advertising restrictions. The type and amount of television advertising aimed at children has already been curtailed.¹² For example, television characters from children's shows cannot be used as spokespersons in commercials. Also, the maximum time allowed commercial advertising has been reduced from sixteen to twelve minutes per hour during the Saturday morning viewing period. The FTC also is considering banning all television advertising on children's shows aimed at a viewership primarily under 7 years old. All ads for products high in sugar content also may be restricted or eliminated.¹³ Similar efforts to protect the mentally retarded are being discussed.¹⁴ Moreover, the future may herald further restrictions on the kind of media and copy that can be used to promote certain products. For example, consumer and government officials are pressuring tobacco companies not to use young women as models in their print advertisements because females aged 16 to 24 are the fastest growing segment of cigarette smokers. Many other restrictions may be placed upon advertising.

Rising prices. The cost of increased product testing, expanded warranty programs, regulated changes in packaging and labeling, environmental standards, and other mandated requirements all must be passed on to the consumer. For example, it is estimated that federal requirements enacted since 1968 add \$666 to the retail price of every automobile.¹⁵

The persistent upward pressure on prices, due partly to expanded regulation, will somewhat limit the growth of markets and the overall economy. On the other hand, some regulations will be decreased. For instance, in the late 1970s the regulation of airline fares was substantially relaxed. As a result, competition reduced prices, and air traffic rose.¹⁶

Value-oriented marketing

It seems certain that growing numbers of consumers will continue to become increasingly value conscious in the foreseeable future. The single most obvious factor causing consumers to carefully scrutinize purchases is the rapid escalation in prices of most goods and services — inflation. For large numbers of Americans the cost of living has outstripped increases in income.¹⁷ The cost of housing and energy in particular have skyrocketed. The future seems to hold more of the same.¹⁸ Increasing resource shortages, costly efforts to maintain the quality of the physical environment, expanding regulation, and the rise of government spending are all developments destined to raise the cost of goods and services.

Faced with a fairly certain future of rising prices, necessity will prompt customers to carefully analyze the benefits of their purchases and be more price conscious. With expanding consumer education, product information, and tools for decision making (such as home calculators and computers), buyers will become increasingly discriminating. This view of the future holds several implications for marketing.

1. More products will be designed to last longer, especially durable goods, thus decreasing average annual costs of ownership. There will be less emphasis by both industry and consumers on frequent style changes. At the same time, servicing will rise in importance, and products will be designed to be serviced easily with modular components.

2. Discount retailing should continue to be popular. Many consumers will forgo certain services such as custom wrapping, delivery, and individual attention by retail sales personnel in order to receive a product at the lowest possible price. The discount operation, long popular in grocery

and housewares retailing, will probably continue to make inroads in the retailing of furniture, hardware, auto supplies, clothing, sporting goods, and virtually every other arena of the consumer market.

3. Benefit-oriented marketing campaigns should enjoy success. In short, emotional appeals to buyers are likely to decrease. Products that provide tangible benefits and marketing campaigns that point out these benefits should enjoy improved consumer acceptance. A specific example is the industry's effort to produce more energy-efficient appliances and the emphasis on energy efficiency in promotions.

4. When economically efficient, direct selling should flourish as consumers attempt to go directly to the producer for the lowest possible price. Mail order purchases — at least from reputable sellers — should increase as part of this trend. For example, the celebrated L. L. Bean catalogs which feature quality outdoor equipment have generated an upsurge in sales for the Maine-based company. Other mail order operations that meet genuine consumer needs should enjoy similar acceptance.

5. Price efficient *substitute products* will experience growing popularity as consumers switch from higher priced items. During periods of greatest inflation, trading down will be common.

Broadened marketing

One of the more pronounced developments of the past decade, and one that promises to continue strongly in the future, is the broadened application of marketing techniques in the nonprofit or public sector. This development is rooted in the idea that marketing is a universal process based upon the

“Even the dissemination of ideas has been cast within a marketing framework.”

activity of exchange.¹⁹ According to this view, whenever two persons have something of value to exchange, marketing can be brought to bear in order to hasten the exchange. Thus, hospitals, arts organizations, and universities can apply market-

ing much in the same manner as do private corporations.²⁰ As a result, marketing methods have been used to help disseminate birth control devices in underdeveloped areas, to increase church attendance, to improve the image of local law enforcement agencies, and to popularize political candidates and platforms.²¹

Even the dissemination of ideas has been cast within a marketing framework. As a result, the term *social marketing* has been coined. Social marketing is defined as the "design, implementation and control of programs seeking to increase the acceptability of a social idea, cause or practice in a target group. It utilizes market segmentation, consumer research, concept development, communication, facilitation, incentives and exchange theory to maximize target group response."²² While there has been opposition in some circles to the broadening of marketing's role, this expanded view seems likely to become permanent.²³

Indicative of some of the applications of marketing in the public sector are the following three examples.

University marketing. Faced with declining enrollments due to the end of the baby boom, several universities have changed their product mix by instituting more adult and continuing education courses.²⁴ Many of these courses are offered at night, on weekends, or off campus for the convenience of students. Often these courses are collapsed into high intensity minisessions so professional persons can complete them in a limited amount of time. Some are offered at discounted tuition rates. Admissions offices, especially at private institutions, are using sophisticated marketing techniques.²⁵ Frequently, students who have applied to but did not choose to attend the institution are surveyed in order to learn why they selected another university. Information gleaned from such efforts is incorporated into the development of programs and recruiting campaigns.

Arts organization marketing. Because costs have outpaced ticket revenue in recent years, many arts organizations have adopted marketing methods.²⁶ For example, one midwestern symphony orchestra surveyed its patrons in order to determine how satisfied they were with the musical selections being performed. Similarly, a regional ballet company

took its troupe on tour during the summer in a conscious effort to educate audiences regarding the aesthetic qualities of the company's product — traditional and modern dance. Many arts organizations have experimented with pricing strategies in order to better understand the elasticity of their ticket rate structures. Virtually all the variations of promotional strategy that are used in private industry have been applied by arts organizations in an attempt to expand audiences and revenues.

Health care marketing. With the growing acceptance of preventive care as the progressive approach in modern medical care, many health maintenance organizations (HMOs) have evolved. Essentially, the HMO approach calls for periodic checkups by all persons under the care of a particular clinic. The idea of going to see a physician without a particular ailment is uncommon for many Americans. As a result, extensive marketing campaigns have been developed to educate Americans to the value of preventive care and the role that HMOs play in such a program.²⁷ Hospitals also have begun to use marketing in an attempt to manage occupancy and to reduce costs.²⁸ Many other examples could be cited. Safety campaigns, anti-smoking campaigns, promotional efforts to increase public understanding and acceptance of the free market system, and anti-tax movements are among them.²⁹

Conserver marketing

Marketing will become more conservation oriented in the coming years. There have been many forecasts of increasing shortages of key commodities. The most dire, and first-felt shortage, is, of course, in the area of energy. But additional materials, such as metals and certain chemicals, may be found to be in short supply as well. The movement from a period of relative abundance to an era characterized by shortages will have enormous effects on marketing. Three general tendencies in marketing strategy caused by the conservation issue are briefly discussed.

The birth of demarketing. Demarketing is the process of using marketing techniques to discourage the consumption of a particular product

or service.³⁰ The need to demarket may be caused by a temporary or a lasting shortage of a particular product. Today, utility companies and petroleum producers are among the biggest practitioners of demarketing strategy.³¹ For example, utility advertisements encourage the general public to turn off lights, insulate their homes, operate dishwashers predominantly at night, and generally not to be fuelish. Oil companies have publicized tips on how to drive an automobile more efficiently, have established progressive rates for large users, and have written to industrial clients urging them to convert to more abundant forms of fuel (coal) if possible.³² Undoubtedly, many marketing managers will have to be prepared to implement reverse marketing strategies in the future—strategies designed to discourage consumption.

The viability of remarketing. Remarketing is the process of revitalizing the demand for a product that has experienced a prolonged sales decline.³³ The link between a prolonged period of shortage and remarketing is obvious. As shortages occur, the need for substitute products or materials develops; many substitutes might be products that experienced faltering demand in the past. For example, public transportation systems in large cities declined rapidly with the increasing use of the automobile. However, with increasing traffic congestion, environmental problems, and fuel shortages, marketing methods are being used to attract customers back to buses and other public conveyances. Other illustrations exist, such as the reemphasis on wood burning stoves for home heating in areas with adequate wood supplies. The fact that resource shortages are likely to increase does not necessarily mean opportunities for marketing will be lessened. Rather, each shortage creates an opportunity to market a substitute product. Therefore, with each emerging shortage, one task of the marketing manager is to examine the company's capability to offer a substitute product. Candidates for remarketing include previous product offerings or ideas considered unfeasible in the past. Solar energy is a case in point. For example, Research Products Corporation of Madison, Wisconsin, developed and patented a solar heating device in the early 1960s, but did not attempt to refine and market it until 1978.

The continuance of ecological marketing. The dissemination of products and product characteristics benign to the physical environment—such as biodegradable packages, paper and metal items constructed from recycled materials, and products that consume little energy—will continue to be a major part of conserver marketing.³⁴ This trend will accelerate because of the increasing desire to protect the physical environment.³⁵ Some current and possible effects of ecological marketing upon competitive strategy are mentioned below.

1. *Product Development: A Resources Approach.* A broad view of product strategy is necessary when environmental factors are considered in product formulation. Some analysts suggest that an ecological life-cycle be developed for all products.³⁶ For example, the automobile's life-cycle would not end until the parts of the junk car were recycled or decomposed. This disposal or recycling cost would be figured into the price of the automobile, offering more incentive for individuals to use mass transit. Other authors have suggested using a hierarchy of product differentiation features that put the greatest importance on a product's ecological effect.³⁷ Product extension features such as branding and styling would be considered less important in evaluating products from the context of societal welfare. Marketers appear to be using this ecological differentiation along with the traditional criterion of profit maximization evaluation in making product decisions. For example, General Electric abandoned production of low profit, energy guzzling blenders, fans, heaters, and vacuum cleaners, and Shell Oil dumped some synthetic rubbers and fertilizers because of the shortage of petroleum.³⁸

2. *Pricing to Reflect Environmental Costs.* Many environmentalists claim that consumers do not pay for the social cost of products they purchase. However, government entities have begun to rectify this situation with taxes on industrial emissions or other price penalties such as deposits on beverage containers. Naturally, as some resources become scarce, the law of supply and demand dictates that prices of products containing these resources will increase. In the near future, pricing strategies such as penetration pricing and loss leaders may become less common in stimulating the sales of products

that use resources in short supply. Furthermore, price reductions to users of environmentally benign products are likely to become much more common.

3. Promotion of the Ecological Ethic. The marketing mix element initially affected by the environmental movement was promotion. As the American public became more supportive of ecological issues, the public relations departments and advertising agencies of many large firms started touting their companies as proper environmental citizens. Some social critics labeled this public relations deluge *ecopornography*. Today, campaigns stressing the environmental aspects of a product are fairly common (for example, products made from recycled materials, phosphate free detergents, economical cars, and energy-efficient appliances are frequently featured). Such advertising campaigns, when credible, perform a dual service—ecologically educating some consumers and providing information to others who are seeking an assortment of environmentally compatible products. These campaigns will have continued popularity in the future.

4. Channels of Distribution: The Pathways of Resource Retrieval. Potentially, the channel of distribution could be altered drastically because of environmental factors. With the growing popularity of recycling, a need has arisen for a system of reverse channels of distribution.³⁹ Many environmental groups have demanded that producers should be at least partially responsible for the by-products of their commodities after consumption. Furthermore, channel related changes regarding the reusability and biodegradability of packaging has changed the business strategy of many consumer goods marketers. For example, the L'eggs pantyhose firm has suggested that its empty egg-shaped packages be used as Christmas tree ornaments, Easter eggs, and storage containers in an effort to blunt the criticism that its packaging is environmentally irresponsible.

Flexible marketing

Marketing strategy in coming years will have to be more flexible and adaptable. The major factor in enhancing flexibility is the rapid develop-

ment of new technology. As technical innovations enter the marketplace, significant profit opportunities will evolve for those firms able to use the innovations in their operations. Slower moving enterprises will be locked out of certain markets or at least placed at a severe temporary disadvantage. Consider the effects of several recent developments.

National interbank credit cards. With the growth in popularity of interbank credit cards, such as Visa, and the electronic data processing system to support this development, merchants who moved early to accept these cards have an advantage in attracting vacationers, out-of-towners, and new persons in their market area.⁴⁰

Cable television. The establishment of major cable television systems with multichannel offerings and specialized programming permits alert firms to reach certain segmented audiences more easily than through national network television.

Microprocessors. Microprocessors are the tiny slices of silicone that make up the computation and logic heart of the modern computer and have permitted the miniaturization of computer functions in recent years.⁴¹ Because these microprocessor chips are relatively low in cost, the consumer market has been flooded with a wave of smart products. Among these are pocket calculators, television computer games, digital watches, telephones that will call preprogrammed numbers, and scales which calculate postage costs based on recorded weight and a preprogrammed zip code. Companies in this market are finding a healthy demand which promises to grow as production costs are further reduced.

Anticipatory marketing

One of the few certainties of the future is change. The business that can anticipate change relatively well is likely to prosper. Those enterprises slow in adapting to change will falter. It is not surprising, therefore, that the marketing function in coming years will emphasize long-range forecasting, long-run planning, and the creation of anticipatory marketing organizations.

Improved long-range planning. Increased attention will be devoted to long-range market planning.

"In the coming years, marketers will make greater efforts to forecast changes in their markets and develop plans accordingly."

For example, in the early 1970s most sporting goods manufacturers did not anticipate the boom in tennis, bicycling, and racquetball. At times, retailers were unable to get enough of the equipment for these activities and lost sales as a result. Perhaps if more sporting goods companies had undertaken to study the future of U.S. recreation, shifts in recreational tastes would have been projected. In the coming years, marketers will make greater efforts to forecast changes in their markets and develop plans accordingly.

Change-oriented management. The composition of marketing personnel will be altered. Because of the interdependence of successful marketing and knowledge of the external business climate, more persons with acute awareness of the social environment will join corporate marketing departments. Individuals with backgrounds in social psychology, sociology, mass communications, and futures studies will be particularly valuable to the planning and research activities of marketing. In addition, many marketing executives, especially at the highest levels, will need to be well informed and equipped to cope with social change.⁴² Already, chief marketing executives are forced to consider an array of environmental forces in their decision making, and often are called upon to justify their marketing practices in light of societal considerations.⁴³

Integrated marketing management. The function of marketing will become more closely integrated with the other components of management. Integrated management is the least understood of the three pillars of the marketing concept. Managing from an integrated perspective means that management realizes that every major change in the dynamic environment of business is likely to require the response of the entire organization. For example, if marketing forecasts a technological development with a high probability of influencing the

firm's markets, the forecast will have little value unless the balance of the management team cooperates in providing the technical, financial, productive, and marketing resources necessary to adjust to the change. Because marketing strategy ultimately delivers the entire firm's best effort to serve the market, the marketing perspective must be recognized by all of management.

How will marketing strategy change?

Given the dynamics of the market and society, the composition of the marketing mix will change in the years ahead. Product development, pricing, promotion, distribution, and servicing will continue to be the essential elements of marketing, but the relative importance and nature of these elements will change.

Several observations have been made regarding likely shifts in the practice of marketing. It is important to recognize that these shifts are *not* independent of one another. For example, *ethical responsibility* and *conservative marketing* are likely to be positively related. Why? Because increased moral and social responsibility dictates that marketing managers take into consideration the need to preserve scarce resources. Other possible interrelationships between future marketing trends are presented in Exhibit 2. The suggested relationships between the various developments are based upon subjective speculation.

When the incidence of one development retards the likelihood of another, is it possible they all still can occur? The answer is yes. The American business system is vast, and environmental forces are numerous. Therefore, conflicting events can take place. For example, Congress has legislated pollution standards which require the use of catalytic converters in automobiles — which increases gasoline consumption. At the same time, Congress is also requiring the automobile industry to produce cars that use less energy. Obviously, the management of business will become increasingly complex and difficult in the years ahead because of such opposing requirements.

Since the interactions among these trends are complex, few projections about the marketing mix can be made with confidence. With that disclaimer,

EXHIBIT 2

POSSIBLE INTERACTIONS AMONG
THE LIKELY DEVELOPMENTS IN MARKETING

	Ethical marketing	Constrained marketing	Conservor marketing	Flexible marketing	Value-oriented marketing	Anticipatory marketing	Broadened marketing
Ethical marketing		+	+	-	+	+	?
Constrained marketing	+		+	-	+	-	-
Conservor marketing	+	+		-	+	+	-
Flexible marketing	-	-	-		-	+	+
Value-oriented marketing	+	+	+	-		+	?
Anticipatory marketing	+	-	+	+	+		+
Broadened marketing	?	-	-	+	?	+	

some forecasts are ventured about the components of the marketing mix.

Product development. Technical product research and test marketing will be more important as consumers become more value conscious and firms attempt to maximize the likelihood of success in new product introductions. On the other hand, product development efforts oriented toward style and fashion are not likely to rise in importance.

Pricing. Pricing according to certain constraints, rules, and regulations will be more common as government increasingly intervenes in the marketplace. At the same time, some highly regulated industries may see regulations relaxed, with competitive forces playing a greater role. Overall, competition is likely to play a greater role in pricing decisions if world trade is allowed to continue to expand. In those industries in which government protection is great, price supports are likely to be a predominant influence, such as in agriculture.

Promotions. Because of renewed ethical concern, dubious promotional efforts will tend to be scrapped. Firms will increase the amount of image

and advocacy advertising they do in order to clarify their contributions to society.⁴⁴

Distribution. Large-scale technological advancements and computers will make the automation of many distribution activities more cost efficient. Transportation, warehousing, inventory control, and coordination of intermediaries will become increasingly important components of the marketing mix. The rising cost of energy will increase management's emphasis on transportation.

Servicing. Presale and postsale services and the administration of warranty programs will become more important. The tendency to *value-conscious* marketing, *ethically responsible* marketing, and *conservor* marketing all will contribute to the rising importance of service.

Summary

Marketing will continue to evolve rapidly in the years ahead. Basically, marketing strategy is perceived as becoming:

More ethical because of public demands for socially responsible business practice and because ethical practices are often the most successful in the long run;

Constrained as a result of increased regulation and publicity;

Value oriented because of persistent inflation and price consciousness of consumers;

Broadened, in that methods of marketing are being applied by various social organizations to better promote their products, services, ideas, or institutions;

Conserving as a result of resource shortages and the importance of protecting the physical environment;

Flexible due to major technological innovations and the dynamic environments of business; and

Anticipatory in response to rapid social and economic changes.

The major elements of the marketing mix are all perceived as remaining essential in the execution of successful marketing programs; however, some of the components of these elements will take on an enhanced importance in meeting the needs of marketers and society in this age of change.

1. Philip Kotler and Sidney J. Levy, "Broadening the Concept of Marketing," *Journal of Marketing* 33 (January 1969): 10-15; Ben Enis, "Deepening the Concept of Marketing," *Journal of Marketing* 37 (October 1973): 57-62; and Shelby D. Hunt, "The Nature and Scope of Marketing," *Journal of Marketing* 40 (July 1976): 19-24.
2. Philip Kotler, *Marketing for Nonprofit Organizations* (Englewood Cliffs, N.J.: Prentice Hall, 1975), Part V; Philip Kotler, "Strategic Remarketing," *Sloan Management Review* 17 (Fall 1975): 1-17; Philip Kotler, *Marketing Management: Analysis, Planning and Control* 2nd Ed. (Englewood Cliffs, N.J.: Prentice Hall, 1972), Chapter 24.
3. Gene R. Laczniak and Patrick E. Murphy, "Marketing and Performing Arts," *Atlanta Economic Review* 27 (November 1977): 4-9; Philip D. Cooper, William J. Kehoe, and Patrick E. Murphy, *Marketing Preventative Health Care* (Chicago: American Marketing Association, 1978); Philip Kotler, "Strategies For Introducing Marketing into Nonprofit Organizations," *Journal of Marketing* 43 (January 1979): 37-44; Philip Kotler, "Advertising in the Professions," *Journal of Marketing* 41 (July 1977): 103-10; and Michael F. d'Amico, "Pornomarketing: Some Practices and Problems of Businesses Selling Sexually Oriented Materials" in H. W. Nash and D. P. Robin (Eds.) *Proceedings of the Southern Marketing Association* (1976), pp. 210-13.
4. Robert F. Lusch, Jon G. Udell, and Gene R. Laczniak, "The Future of Marketing Strategy," *Business Horizons* 19 (December 1976): 65-74; and Gene R. Laczniak, Robert F. Lusch, and Jon G. Udell, "Marketing in 1985: A View From the Ivory Tower," *Journal of Marketing* 41 (October 1977): 47-56.
5. Robert L. Stiener, "The Prejudice Against Marketing," *Journal of Marketing* 40 (July 1976): 2-9.
6. Patrick E. Murphy, Gene R. Laczniak, and Robert F. Lusch, "Ethical Guidelines for Traditional and Social Marketing," *Journal of the Academy of Marketing Science* 6 (Summer 1978): 187-94.
7. "The Law Closes in on Managers," *Business Week*, 10 May 1976, pp. 110-16; and Donald B. Thompson, "Runaway Regulation Drains Management Spirit," *Industry Week*, 15 August 1977, p. 51.
8. Theodore V. Purcell, "A Practical Guide to Ethics in Business," *Business and Society Review* 13 (Spring 1975): 43-50.
9. Ralph Nader, Mark Green, and Joel Seligman, "Constitutionalizing the Corporation: The Case for Federal Chartering of Giant Corporations" (Washington, D.C.: The Corporate Accountability Research Group, 1976); and Ralph Nader, Mark Green, and Joel Seligman, *Taming the Giant Corporation* (New York: W. W. Norton and Co., Inc., 1976).
10. David A. Aaker and George S. Day (eds.), *Consumerism: Search For Consumer Interest* 3rd Edition (New York: The Free Press, 1978); William T. Kelley (ed.) *New Consumerism: Suggested Readings* (Columbus, Ohio: Grid, 1973).
11. Paul N. Bloom and Mark J. Silver, "Consumer Education: Marketers Take Heed," *Harvard Business Review* 54 (January-February 1976): 32-36+; "The FTC's Ad Rules Anger Industry," *Business Week*, 1 November 1976, p. 30.
12. Scott Ward, "Children and Promotion: A New Battleground?" in W. Lazer and E. J. Kelly (eds.) *Social Marketing* (Homewood, Ill.: Richard D. Irwin, 1973), pp. 423-36.
13. *Federal Trade Commission Staff Report on TV Advertising to Children: A Summary*, reprinted in *Advertising Age* 27 (February 1978): 73-78.
14. Robert Mittlestaldt, "Advertising Impact on Mentally Retarded Consumers," Working Paper, The University of Nebraska.
15. Murray L. Weidenbaum, *The Future of Business Regulation: Private Action and Public Demand* (New York: ANACOM, 1979), p. 13.
16. Weidenbaum, *Business, Government and the Public* (Englewood Cliffs, N.J.: Prentice Hall, 1977).
17. "The Middle Class Poor," *Newsweek*, 12 September 1977, pp. 30-33.
18. "The Great Government Inflation Machine," *Business Week*, 22 May 1978, pp. 106-28.
19. Philip Kotler, "A Generic Concept of Marketing," *Journal of Marketing* 36 (April 1972): 49.
20. Kotler and Levy, "Broadening the Concept of Marketing."
21. Kotler, "Introducing Marketing into Nonprofit Organizations."
22. Philip Kotler and Gerald Zaltman, "Social Marketing: An Approach to Planned Social Change," *Journal of Marketing* 35 (July 1971): 3-12.
23. David J. Luck, "Broadening the Concept of Marketing—Too Far," *Journal of Marketing* 33 (July 1969): 53-55; and Philip Kotler, *Marketing Management: Planning Analysis and Control* 3rd Ed. (Englewood Cliffs, N.J.: Prentice Hall, 1976), p. 11.
24. Robert L. Stuhr, "In a Bear Market, Everyone's a Hunter," *College and University Business* (June 1974): 27-31.
25. Patrick E. Murphy, "Marketing Universities: A Survey of Student Recruiting Activities," *College and University* (Spring 1978): 249-61.
26. Laczniak and Murphy, "Marketing the Performing Arts."
27. Richard T. Burke, "Guidelines For HMO Marketing" (Minneapolis, Minn.: Interstudy, 1973).
28. Cooper, Kehoe, and Murphy, *Marketing Preventative Health Care*; and Robin E. MacStravic, *Marketing Health Care* (Germantown, Md.: Aspen Systems, 1977).
29. Benson Shapiro, "Marketing for NonProfit Organizations," *Harvard Business Review* 51 (September-October 1973): 123-32.
30. Kotler, *Marketing Management*.
31. Michael Harvey and Roger Kerin, "Perspectives of Demarketing During the Energy Crisis," *Journal of the Academy of Marketing Science* 5 (Fall 1977): 327-37.
32. Gene R. Laczniak, Patrick E. Murphy, and Richard K. Robinson, "Evaluating the Marketing of Energy Conservation by Utilities," *Akron Business and Economic Review* 9 (Fall 1978): 6-10.
33. Kotler, "Strategic Remarketing."
34. Gene R. Laczniak and Patrick E. Murphy, "Marketing and Ecology: Retrospect and Prospect," *Business and Society* 18 (Fall 1977): 26-34.
35. Karl E. Henion, *Ecological Marketing* (Columbus, Ohio: Grid, 1976).
36. Etienne Cracco and Jacques Rostenne, "The Socio-Ecological Product," *MSU Business Topics* 19 (Summer 1971): 27-34.
37. Patrick E. Murphy and Ben M. Enis, "Let's Hear the Case Against Brand X," *Business and Society Review* 12

(Winter 74-75): 82-89.

38. "The Squeeze on the Product Mix," *Business Week*, 5 January 1974, pp. 50-55.

39. William G. Zikmund and William J. Stanton, "Recycling Solid Wastes: A Channels of Distribution Problem," *Journal of Marketing* 35 (July 1971): 34-39.

40. Jac L. Goldstucker and Elizabeth C. Hirschman, "Bank Credit Card Users: A New Market Segment for Regional Retailers," *MSU Business Topics* 25 (Summer 1977): 5-11.

41. "The Smart Machine Revolution," *Business Week*, 5

July 1976, pp. 38-41.

42. Bert Nanus and Robert E. Coffee, "Futures Oriented Business Education," *California Management Review* 16 (Summer 1973): 28-34.

43. Bert Nanus, "The Futures Oriented Corporation," *Business Horizons* 18 (February 1975): 6-11.

44. S. Prakash Sethi, "Institutional/Image Advertising and Idea/Issue Advertising as Marketing Tools: Some Public Policy Issues," *Journal of Marketing* 43 (January 1979): 68-78.