

## What is Marketing? A Study on Marketing Managers' Perception of the Definition of Marketing

Frank Lozada Contreras | Frank\_lozada@pucpr.edu  
Pontifical Catholic University of Puerto Rico

Mari L. Zapata Ramos | maril.zapata@upr.edu  
Universidad de Puerto Rico, Recinto Universitario de Mayagüez

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### ■ ABSTRACT

Several authors indicate that there is confusion about what marketing is, because there are multiple definitions and interpretations established in academic literature. This multiplicity about the conceptualization of marketing complicates the development of marketing functions and contributes to its decline within organizations. This study uses content analysis techniques to explore how marketing managers define the concept of marketing in Puerto Rican companies. The results show that 16% of managers define it using concepts related to strategic functions, 50% define it using concepts related to marketing tactics, and 28% state that it reflects both functions.

**Keywords:** marketing definition, marketing functions, marketing managers

### ■ RESUMEN

Varios autores indican que hay confusión acerca de lo que es mercadeo, porque existen múltiples definiciones e interpretaciones en la literatura académica. Esta multiplicidad sobre la conceptualización del mercadeo complica el desarrollo de las funciones de mercadeo y contribuye a su declinación dentro de las organizaciones. Este estudio utiliza técnicas de análisis de contenido, para explorar cómo los gerentes de mercadeo definen el concepto de mercadeo en compañías puertorriqueñas. Los resultados muestran que el 16% de los gerentes lo definen utilizando conceptos relacionados con funciones estratégicas, el 50% lo definen utilizando conceptos relacionados con las tácticas de mercadeo y el 28% expresan que refleja ambas funciones.

**Palabras clave:** definición de mercadeo, funciones de mercadeo, gerentes de mercadeo

The existence of different conceptualizations of marketing theory and the confusion as to what marketing is and what are its functions have been proposed (McDonald, 2009). Several authors indicate that the confusion about the conceptualization of marketing is due to the multiplicity of definitions and interpretations established by academic literature (e.g. Bolajoko, Salome, & Sikuade, 2013; Brooksbank, Davey, & McIntosh, 2010a, 2010b; Gamble, Gilmore, McCartan, & Durkan, 2011). Literature exposes a debate as to how broad or specific the definition of marketing should be; for example, Gronroos (2006) states the definition should be broad or generic as to include a wide variety of products and contexts (such as transaction-based marketing or relationship-based marketing). He established that the “marketing definition has to be somewhat abstract, without losing its power as a guideline for teaching and practicing marketing” (p. 397). On the other hand, McDonald (2009) states that many definitions of marketing are admirable and correct; however, they provide little direction as to what the term includes and excludes. This may cause those definitions to be harder to use in a practical manner. The inconsistent, somewhat abstract, definitions offered by academics and organizations contribute to a growing confusion about marketing among marketing professionals (Brooksbank et al., 2010a, 2010b).

From the perspective of marketing managers, this multiplicity of definitions and interpretations complicates the development of marketing within organizations and has contributed to its decline (Davidson, 2009; McDonald, 2009). It could also be related to the decline of the functions carried out by the marketing manager within organizations (McDonald, 2009). Verhoef and Leeflang (2009) suggest that marketing has lost its strategic importance within organizations primarily due to the development of marketing by the marketing manager from a tactical perspective (product management, pricing, promotion, and place) and not from a strategic perspective (marketing analysis, selection of target market, brand positioning strategies for value creation in consumers). One of the arguments established in literature seeks to reach a consensus as to the development of an underlying definition that includes strategic and tactical functions (McDonald, 2009). If the marketing manager finds it difficult to understand what encompasses marketing, it becomes even more difficult to

develop marketing efforts in an organization, given that managers in other departments may have the same confusion (Webster, Malter, & Ganesan, 2005).

In the writings of Bolajoko, Salome, and Sikuade (2013), “the conceptualization and the domain of marketing has been a contentious issue among academicians and practitioners in the field of marketing” (p. 56). The authors state that this could lead to different perspectives as to what is marketing. Webster, Malter, and Ganesan (2005) have also found differing views of marketing within organizations.

Since literature has clearly established the multiplicity and confusion present in the conceptualization of marketing and its functions, this study seeks to evaluate it using a sample of Puerto Rican marketing managers. This will help contribute to the ongoing debate established in literature and within the practice.

## Literature Review

The numbers of marketing definitions presented in literature have led to ambiguity about what marketing is for marketing managers, senior management and other functional managers. In 2009, McDonald states that although there are many “admirable and correct” definitions, these definitions provide little guidance on what to include and exclude in the marketing practice (p. 434).

Literature states that the ambiguity surrounding what is marketing—because of its multiple definitions—could be causing confusion among marketing managers that carry out marketing efforts in organizations (Brooksbank et al., 2010a, 2010b). Previous research has looked at how the multiple definitions of marketing have influenced marketing departments; for example, Webster et al. (2005) conducted in-depth interviews with chief executive officers (CEOs) and chief marketing officers (CMOs), which disclosed a general uncertainty among marketing’s definition. One of the significant findings raised by the authors was the fact that the definition of marketing tends to be specific to each company, which is mainly guided by the vision of the CEO; for example, one of the definitions provided by a CEO was: “I have always defined marketing as brand management plus sales” (Webster et al., 2005, p. 36). These senior officers also noted that marketing has moved

from the advertising and merchandising divisions to be part of the sales and service divisions; in fact, some marketing executives tended to equate marketing with sales. Other general comments from the CEOs and CMOs were that it was difficult to identify people that conducted specific marketing responsibilities. The CMOs also agreed that the definition of marketing was an important situation that needed to be addressed. Finally, they indicated that the ambiguity that surrounds the concept of marketing makes it difficult to gain financial support in the organizations because marketing managers' responsibilities are unclear.

This confusion about what marketing is within organizations is also evident in the profusion of titles that those professionals practicing marketing functions have (McDonald, 2009). Some examples of the titles that define the position of a marketing manager are: sales people, copy writers, advertisers, direct mailers, and market researchers; therefore, the perception of senior management about marketing could be dictating how the marketing manager carries out strategic and tactical functions.

The way marketing is defined within organizations may be limiting the strategic and tactical actions that are executed by executives. McDonald (2009) states that in practice marketing is seen as "mismarketing"<sup>1</sup> (p. 431) which has resulted in the degradation of marketing as a promotional tactical function.

In the last decade there has been a change in the trend with the definitions context for marketing from a tactical approach to a more strategic approach or a combination of both; for example, the definitions of the American Marketing Association have been changed since its first release in 1935 (Wilkie & Moore, 2012). The definition in 1985 was the one that introduced the concept of the four P's (product, price, promotion, and place), which gave a managerial focus on specific tasks. In 2004, a new definition was introduced with a managerial character that focused on a strategic point of view but also kept the tactical part of marketing (Wilkie & Moore, 2012). Although this definition included a managerial approach, they delineated marketing to organizations with a more

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<sup>1</sup> "Mismarketing" is a term often used in journal publications, case studies and trade publications to refer to misleading or false marketing (e.g. Beverland & Luxton, 2005; Detwiler, 1974; Morgan, 1984; Suris, 1993).

appropriate definition for marketing management discipline and not for marketing (Gundlach & Wilkie, 2009; Wilkie & Moore, 2007). Later, this definition was revised and a new definition was introduced in 2007 which presents marketing as an activity that provides value to customers, partners, customers, and society in general (Wilkie & Moore, 2012).

Definitions of the American Marketing Association show that marketing is much more than promotion and personal selling (Kerin, Hartley, & Rudelius, 2013). They have academic and professional relevance and are developed using the consensus of academic and professional marketers.

### **Purpose of the Study and Research Questions**

The purpose of this study is to address how marketing managers are currently defining marketing. In contrast to previous studies (e.g. Webster et al., 2005), this study will be performing a more specific analysis of the marketing definitions provided by marketing managers. Previous research and writings are based on the analysis of definitions established in literature (Gamble et al., 2011; Bolajoko et al., 2013). This study helps expand academic literature by providing a different perspective on the situation, the marketing manager's viewpoint. The study will also analyze the definitions established by marketing managers from strategic and tactical perspective, something not addressed in previous research. Finally, it also serves as a descriptive tool of the different perspectives in Puerto Rico that address how marketing managers define marketing. It serves as an initial study that will lead to further, more in-depth research about marketing in Puerto Rico.

Specifically, the research questions addressed in this study are:

1. How do marketing managers define marketing?
2. How often do marketing managers define marketing as a tactical function, strategic function, or both?
3. How often do marketing managers define marketing as a sales function?
4. How often do marketing managers define marketing as a function of promotion?

## Method

Content analysis is “the systematic, objective, quantitative analysis of message characteristics” (Neuendorf, 2002, p. 1). This study utilized content analysis techniques to examine the definitions of marketing as presented by the person who is in charge of marketing activities (i.e. brand manager, marketing managers, director of marketing, vice-president of marketing, etc.), in companies’ native to Puerto Rico.

The selection of the population and sample used in this study followed methodology established in previous studies about marketing managers (e.g. Dibb, Simkin, & Farhangmehr, 2001; Verhoef & Leeflang, 2009, 2010; Verhoef et al., 2011), where researchers sampled managers in charge of marketing. The sample was obtained through the following procedure. First, the top native companies in Puerto Rico were identified using the “Top 400 Locally Owned Companies” of 2012 published by *Caribbean Business Book of Lists*. Second, companies were contacted via telephone to identify who the person in charge of marketing was. A total of 102 companies stated that they had a marketing manager or a related position.

Data collected for this study was part of a previous survey conducted on the marketing functions performed by marketing managers and marketing metrics used by them. From this instrument, the researchers used two open-ended questions to perform the analysis in this study: (1) How do you define marketing? (2) What is the title of the position you hold within the company? A personalized email message was sent to each marketing manager with the electronic survey. The email explained the purpose of the study and invited marketing managers to complete the electronic survey. To increase response rates, email reminders were sent a short period after the initial survey was sent to participants.

The four variables used to classify marketing definitions in this study were: strategic marketing function, tactical marketing structure, sales, and promotion/communication. Strategic marketing structure refers to the identification and analysis of consumer needs, the definition of the target market or target markets, and development of positioning strategies to create a value proposition to the consumer (Cravens & Piercy, 2006; Ferrell & Hartline, 2006; Kotler & Keller, 2009). The tactical marketing function specifies

the precise marketing actions to be implemented, such as product characteristics, promotion, pricing, distribution channels, and services (Kotler & Keller, 2009). This definition is mainly related to the marketing mix (product, price, promotion, and place) developed by McCarthy (1960). Sales functions refers to the attainment of sales force goals in an effective and efficient manner through planning, staffing, training, leading, and controlling organizational resources (Futrell, 2001). The promotion/communication function is part of the marketing mix. Kotler and Keller (2012) define promotion/communication as “the means by which firms attempt to inform, persuade, and remind consumers, directly or indirectly, about the products and brands they sell” (p. 476).

### **Findings and Discussion**

The sample of managers (marketing managers, marketing directors, vice-presidents of marketing, vice-presidents of sales and marketing, etc.) that accessed the link to participate in the study was of 69 people; however, after eliminating 19 samples from survey because of incomplete responses, the final sample size was of 50 marketing managers. Content analysis allowed the researchers to analyze the 50 responses of the open-ended question about how marketing is defined by marketing managers. The Appendix lists the definitions that marketing managers provided<sup>2</sup> (referring to Research Question 1). All 50 definitions provided by marketing managers were analyzed using the four constructs—strategic function, tactical function, sales and promotions/communications.

Based on the definitions provided, this study found that marketing managers do not define marketing using a particular concept or frame (strategic functions, tactical functions, sales, and promotions/communications). In fact, many marketing managers tended to include more than one of the four constructs in their definition; for example, one manager stated that marketing is “the entire set of activities and strategies designed to foster and position products to potential customers in the right distribution channels.”

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<sup>2</sup> The definitions provided in the Appendix represent a literal translation from the definitions marketing managers provided. The data for this study was gathered in Spanish.

This definition illustrates the strategic, tactical, and the promotion/communication concepts.

### **Strategic Function**

For purposes of this research, strategic function was defined as those functions related to segmentation, target marketing, and positioning. It was important to analyze the definitions of marketing from this perspective since literature has stated that marketing has lost its strategic importance in organizations (Verhoef & Leeflang, 2009; Webster et al., 2005). Definitions were analyzed by identifying at least one of these three concepts—segmentation, target market, and positioning (referring to Research Question 2).

Sixteen percent (n=8) of marketing managers stated at least one of the three concepts relating to strategic functions as part of their definition. This is a significant finding because it supports what literature has established, that many marketing managers do not perform strategic functions (Verhoef & Leeflang, 2009; Webster et al., 2005). Of all the definitions presented, only one had a clear and comprehensive strategic approach:

It is everything about a company. It's the management and development of a product or service; it's the analysis of the competition; the evaluation of culture; public acceptance; without leaving aside the development of the concept of advertising; communication strategy, media planning and advertising tools (direct marketing, traditional media, non-traditional media, events, promotions, internet). Work with the Finance Department the viability of a business. In addition, they are the people in charge of realizing marketing research and the positioning of a product in order to estimate the growth of a product or service. (Appendix)

The above definition includes important functions that can be related to strategic marketing, such as: analysis of the competition, public acceptance, development of a product, and positioning of a product. It is important to mention that the first line of the definition establishes marketing as the main function within a company.

### **Tactical Function**

The tactical function is defined as the administration of the marketing mix (product, price, promotion, and place). Literature suggests that the marketing manager has remained primarily performing functions related to the administration of any of the four parts of the marketing mix (Verhoef & Leeflang, 2009; Webster et al., 2005). Fifty percent (n=25) of marketing managers established in their definition a concept related to the administration of product, price, promotion, and place (referring to Research Question 2); for example, one manager stated that marketing is the “discipline of meeting the needs of customers and profit at the same time through activities to achieve customer satisfaction with a product or service aimed at a specific market” (Appendix). This emphasis on the tactical aspects of marketing supports what literature has stated that most of the functions carried out by marketing managers relate to product management, pricing, promotion, and place (Verhoef & Leeflang, 2009; Webster et al., 2005).

### **Sales**

For many years there has been confusion between the functions carried out by the sales manager and marketing manager (Webster 2005; Webster 2002). In this study's findings, the word “sales” was identified in 20% (n=10) of the definitions (e.g. “sales satisfying customer requirements”), suggesting that managers view marketing as a tactical function that supports the sales department (referring to Research Question 3). This supports McDonald's (2009) research that states that marketing as a tactical function is still seen primarily as a sales support function.

### **Promotion/Communication**

For many years, literature has argued that marketing has been marginalized from organizations and that the marketing manager only performs functions related to promotion (Kotler, 2005). To analyze this concept, only the answers whose main focus was on strategies or promotion and communicational activities were used; for example, one manager stated: “Marketing is the way in which managers create efforts to persuade, create needs, communicate, innovate, among others, consumer, seeking always to meet the needs of the same, but add value” (Appendix). The results suggest that

26% (n=13) of marketing managers perceive their organizations as a promotional role (referring to Research Question 4), supporting Kotler's (2005) arguments.

### Additional Findings

Participants were also asked to provide the “name” for the position they held within the company. In this study, 19 different titles for managers that carry out marketing functions were identified. Table 1 delineates the variety of titles that the person in charge of marketing held and the number of participants that held each of those titles.

Table 1

<i>Position Title</i>		
Position title	Percent	n
Vice President of Marketing	2	1
Vice President of Sales and Marketing	2	1
Senior Vice President of Sales and Marketing	2	1
Vice President of Marketing and Public Relations	2	1
Vice President of Sales and New Business Development	2	1
Vice President of Product Marketing	2	1
Vice President	2	1
Marketing Manager	2	1
Marketing and Communications Manager	34	17
Marketing Director	2	1
Brand Supervisor	30	15
Marketing Specialist	2	1
Promotion and Marketing Representative	2	1
Business Development Manager	2	1
Regional Business Manager	2	1
Buyers Supervisor	2	1
Area Director	2	1
Other	2	1
	4	2
Total	100	50

Source: Own elaboration.

The variety of titles for a marketing manager also supports previous literature relating the confusion of the role of the marketing

manager and the definition of the term “marketing” (McDonald, 2009).

## **Conclusions and Implications**

A variety of definitions from marketing managers were identified. This goes in accordance to previous literature that has also identified many definitions for marketing in the past 60 years. This diversity of definitions has caused confusion about the functions to be performed by the marketing manager within organizations (Gamble, Gilmore, McCartan-Quinn, & Durkan, 2011; McDonald, 2009;). This confusion about marketing is evidenced by the multiplicity of titles that marketing managers possess (McDonald, 2009).

One of the research questions sought to examine whether marketing managers perceived marketing within an organization as a strategic or tactical function. Various authors have stated that it is important that the marketing manager possess a more pertinent strategic role in organizations (Verhoef & Leeflang, 2009; Webster et al., 2005); however, this study observed that only a small percentage of marketing managers performed strategic functions and that the majority performed tactical functions. This supports the decline or marginalization of marketing to tactical functions related to administration of the marketing mix. Twenty-eight percent (n=14) reflected performing both functions. The small group of marketing managers that stated they performed both strategic and tactical functions could perceive marketing as a strategic and tactical role, reflecting the marketing domain that new marketing definitions are trying to emphasize (McDonald, 2009). This study also found that marketing is still being viewed from a promotional perspective by practitioners. This goes in accordance with what is stated in literature relating to how marketing has become strictly a promotional feature (Kotler, 2005).

The analysis carried out in this study provides evidence of the confusion that exists about what marketing means to the marketing manager in organizations. Gamble, Gilmore, McCartan-Quinn, and Durkan (2011) suggest that there are two opposing views related to the definition of marketing. The first perspective is to find and agree on a single definition of marketing, something that has not been

found. The second perspective is that there is no unifying theory of marketing. Given that marketing occurs in different contexts and industries, a definite marketing theory is not possible. This perspective allows for variations to marketing definitions depending on the context or situation in which it occurs. It is influenced by the different uses of the term and languages of the industry in each context. This could be an explanation for the inconsistency of definitions raised by the managers. This perspective may explain the multiplicity of definitions established by the managers. The existence of multiple definitions and interpretations that enhance what has been raised into awareness may cause confusion into what marketing is. In this research what stands out most is the diversity of the definitions and terms offered by the management under study.

### **Theoretical Implication**

This research makes a contribution to the gap in literature about how marketing is defined. Previous studies address the definition of marketing from the academic and theoretical perspective. They do not cover the perspective of marketing managers, the people in charge of executing the functions. This study advances research on the definition of marketing from that perspective. It is a starting point for further research on the perception that marketing managers have on the meaning of marketing.

The multiple marketing definitions presented by managers in this study, revealed important theoretical implications for academics and marketing educators. First, the multiplicity of definitions found could be a result or a reflection of the debate that theoreticians and academics have about how broad or specific marketing should be defined. Given that it has been so difficult to develop one definition for the term among academics, one implication could relate to the education necessary for future professionals in marketing about what their role and function within an organization is. Second, this study's findings indicate that the tactical function is the one that managers associate their functions with the most; therefore, this might indicate a necessity in re-evaluating school curriculums and verifying if they include courses about strategic marketing. It is necessary for the new generation of aspiring marketing professions to put adequate emphasis on teaching strategic marketing as part of the academic marketing curriculum.

### **Managerial Implication**

The managerial implication that results from this study is that the majority of marketing managers defined marketing as a tactical function. This could provide support to previous studies that state that marketing departments have gradually lost their strategic and managerial importance within companies (Homburg, Vomberg, Enke, & Grimm, 2015; Homburg, Workman, & Krohmer, 1999; Krush, Sohi, & Saini, 2015; Verhoef & Leeflang, 2009; Webster, 2002). This is why marketing managers should be aware of what their strategic and tactical functions are within a company. They should also make sure that they know the scope of marketing within their company. Literature has established that the marketing department has lost its importance throughout the years, and for that reason, their functions have been reduced (Kotler, 2004). Webster (2002) argues that marketing has yielded its strategic responsibilities to other departments that do not visualize the consumer as a priority. In addition, Webster (2002) also indicates that marketing as a function is in danger of being marginalized given that a lot of people think that its main function is to develop flyers and discounts. The limited vision marketing managers in our study present significant challenges for professionals and future professionals in the marketing area.

### **Limitations and Future Studies**

This study is not without its limitations. The results obtained for the main research question were from one question in a questionnaire. Future studies should look for a more in-depth approach to exploring marketing definitions. A more comprehensive definition can be obtained from marketing managers from the use of interviews instead of a questionnaire. Future studies may also elaborate on this study by conducting research on how top management defines marketing. A comparative research among marketing managers in Puerto Rican companies and marketing managers of foreign companies in Puerto Rico will elaborate on the findings as well.

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## Appendix

### How Do You Define Marketing?

Description	Strategic function	Tactical function	Sales	Promotion/ Communication
Any gesture aimed at increasing sales.			X	
It is everything about a company. It's the management and development of a product or service; it's the analysis of the competition; the evaluation of culture; public acceptance; without leaving aside the development of the concept of advertising; communication strategy, media planning and advertising tools (direct marketing, traditional media, non-traditional media, events, promotions, internet). Work with the Finance Department the viability of a business. In addition, they are the people in charge of realizing marketing research and the positioning of a product in order to estimate the growth of a product or service.	X	X		
It is the department that is responsible for using the necessary tools to reach consumers.				X
Marketing is the way to create a need or help fill a need for a consumer through a product and service...including price, product, distribution, communication.	X	X		
Process from before the creation of a product or service to the maintenance. Set of processes that are carried out to meet/promote/communicate the existence of a product or service so that an exchange occurs. It does not end there as the exchange which is retention in which marketing is fundamental.				X
Marketing for me is, has to do with how attaining the exchange of products and/or services that fill different needs or desire for customers in a market.	X	X		
Discipline of meeting the needs of customers and profit at the same time through activities to achieve customer satisfaction with a product or service aimed at a specific market.	X	X		

Is the function that examines and analyzes the market, its people, its economy and the factors that impact positively and negatively to position products and/or services in a relevant way that will result in growth for the organization.	X	X		
The discipline that is responsible for identifying the sales process by studying the needs and tastes of consumers and look for ways that the product, service or brand meets the same.	X	X	X	
Marketing is the way in which managers create efforts to persuade, create needs, communicate, innovate, among others, consumer, seeking always to meet the needs of the same, but add value.	X	X		X
Sale, promotion, public relations. Anyway all functions that lead me to growth in the company.	X	X	X	X
Marketing is a limitless world where different resources, strategies, tactics, among others, for the birth, development of a product, event, etc., to be used either individually or in groups with a common purpose are used.		X		
The analysis of market characteristics and needs to determine how to communicate a message.	X			X
The action that creates, communicates value and benefits of a product, brand or service to meet customer needs.		X		X
It is the function that determines the creation of demand for products and services in an enterprise.		X		
The process of creating, planning, promoting and distributing a product or service.		X		
Method used in a business to promote their services or products in order to sell them.		X	X	X
Integration of products with the environment and customers.		X		
The study of the conditions that lead the public to decide which items consume and where they buy and the development of strategies conducive to serving the public in the most complete way possible.	X			

WHAT IS MARKETING? A STUDY ON MARKETING MANAGERS'

One way to promote a brand and make it be on everyone's mind effectively (both cost and running).		X		X
Sales satisfying customer requirements.			X	
It is the piece that connects all the functions of the firm/company and gives a face that is presented to customers.	X			
It is the practice of creating a product, promotion, distribution and all comprising the same.		X		
The presentation of a product, brand or concept to be able to increase your sales.		X	X	X
The discipline of identifying consumer needs and develop products, strategies and programs leading to a genuine consumer interaction with the brand.	X	X		
The process of promoting a product or service, creating an image of superiority over any other alternative available to solve the problem or meet the need to have the customer or consumer.	X	X		X
It is the administrative discipline of establishing strategies and coordinating tactics to provide a solution (service or product) to a need of a target market. This solution should represent value for the potential consumer so that it is relevant over other solutions available in the market.	X	X		
The way we promote a product, whether in print, TV, radio, "email blast", etc.		X		X
Marketing is the engine that makes brands, whether of products or services, reach their final destination. From product conceptualization, development monitoring, trace the sale price, where we will locate how we will promote and fulfill what you promise the consumer to buy it again.			X	
It is the development of strategies in order to comply with the objectives of a product or service and achieve customer or consumer satisfaction.			X	
The way of exposing to an optimum level, the existence and service that the individual, company and/or product provide.	X			

Marketing is the way to feel or create a need for the consumer to purchase your product.		X	
For me marketing is the process of exchange between company and client where the company satisfies consumer needs through the provision of a good or service; during this process both parties win and establish long-term relationships provided the company achieves customer retention through positive experience and satisfaction.	X		
Strategic, promotional, advertising, research and financial actions taken to develop a brand in order to sell a product/service profitably.		X	X
The way to bring products or services to the final recipient.		X	
Marketing, more than any other line of business in a company, has contact with consumers; they are responsible for creating “customer satisfactions & values” and brand loyalty. Marketing is and should always be the focus of the company.	X		
It is a set of techniques used to sell a product and/or service; and, in turn, meet the needs of the consumer/client.		X	X
It is the set of techniques and tools that facilitates the exchange of services and products.		X	
The process involves identifying the needs and wants of the target market, the development of consumer-oriented objectives, building strategies that create added value, the implementation of customer relations and retention of customer value to achieve benefits.	X		
Research and development of the strategic plan to produce the image of the company or product and as a result of its implementation produce sales for the company/product.		X	X
It is the means by which we develop the identity of a brand, product or service, locate a market to direct it and develop appropriate measures to that mark, product or service is accepted with expected growth potential strategies.	X	X	

WHAT IS MARKETING? A STUDY ON MARKETING MANAGERS'

Promoting and selling products or services that meet the needs of a market segment and is always innovating. Search and identify development opportunities.	X	X	X	X
Establish customer satisfaction with a product or service.		X		
Discipline that studies, develops, promotes, sells a product or service to the consumer.		X	X	
Marketing is a set of actions that begin by defining the need of individuals where you research, project, plan, communicate, execute and measure results.	X			
How to create a demand for a product in potential buyers.		X		
Process where some needs are met by creating and exchanging goods and services		X		
Functions with which it seeks to create value to the shareholders of a business/company by offering and managing a portfolio of products/services, in which each product/service meets the needs of the target consumer.		X		
The entire set of activities and strategies designed to foster and position products to potential customers in the right distribution channels.	X	X		
People who work in the marketing area, our mission is to find quality products to meet the needs of our customers. Considering prices in order to make profit.		X		
Total	22	39	10	13
Percentages	44%	78%	20%	26%

Source: Own elaboration.