

MKT304

MARKETING THEORY



Course video is available on our app

- **Course code:** MKT 304
- **Course title:** Marketing Theory
- **Course credit load:** 2

Series 1: Foundations and Definitions of Marketing Thought

Part 1: Understanding the Foundations of Marketing

- 1.1 The meaning of marketing
- 1.2 Core concepts in marketing thought
- 1.3 Distinguishing marketing from sales

Part 2: The Role and Purpose of Marketing Theory

- 2.1 Why marketing requires theory
- 2.2 The need for techniques in marketing management
- 2.3 The relevance of theory to marketing practice

Part 3: Early Perspectives and Definitions in Marketing Thought

- 3.1 Historical roots of marketing definitions
- 3.2 Early schools of thought in marketing
- 3.3 The emergence of modern marketing perspectives

Introduction

Marketing is often encountered in everyday life, yet many people engage with it without fully recognising the ideas that shape it. As you begin this Series, you will explore the foundations that give marketing its structure and purpose. This background is important because it helps you appreciate how marketing has developed into a distinct field of study and practice within business and society.

The aim of this Series is to introduce you to the fundamental ideas that underpin marketing thought and to guide you towards a clear understanding of how marketing is defined and distinguished from related activities.

We shall commence this Series by examining the meaning of marketing and the core concepts that support it. Then, we will explore how marketing differs from sales, which is a common source of confusion for many learners. Following that, we will consider why



marketing requires theory and techniques, and how these contribute to effective marketing management. Finally, we will wrap up by looking at early perspectives and definitions that shaped the emergence of modern marketing thought.

Series Learning Outcomes

Upon completing this Series, you should be able to:

SLO 1.1 define marketing using established foundational concepts,

SLO 1.2 explain the core ideas that underpin marketing thought,

SLO 1.3 distinguish marketing from sales using clear and relevant criteria,

SLO 1.4 analyse the reasons marketing requires theory for effective practice,

SLO 1.5 describe the need for techniques in marketing management, and

SLO 1.6 explain early perspectives and definitions that contributed to modern marketing thought.

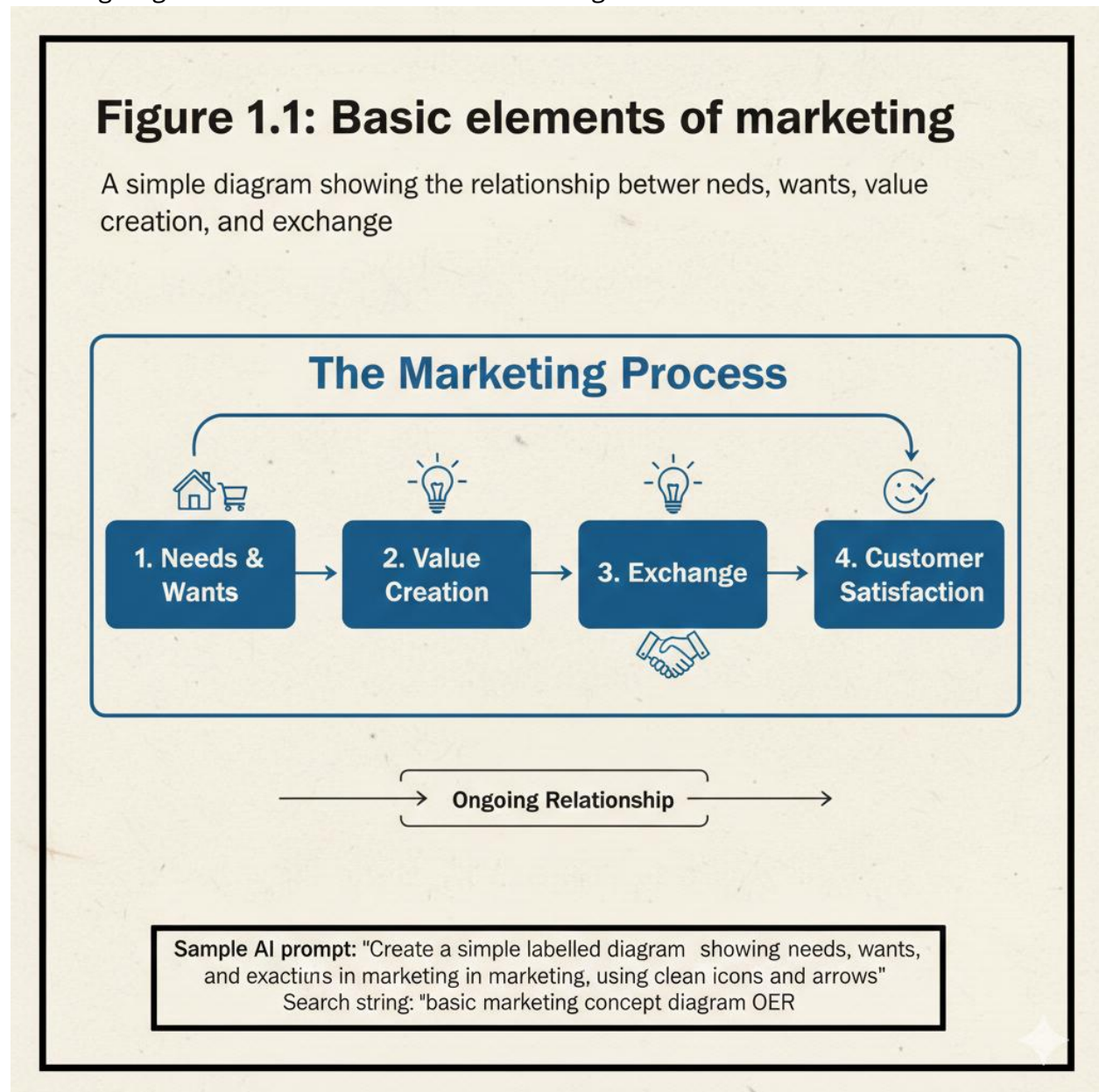
1.1 Understanding The Foundations Of Marketing

1.1.1 The meaning of marketing

Marketing is often described in many ways, yet at its core it revolves around creating value for individuals and groups. The term **marketing** refers to the set of activities that identify, anticipate, and satisfy human needs and wants through the exchange of value. This definition highlights that marketing is not limited to selling products, but rather involves understanding people, designing offerings that meet their needs, and ensuring that these offerings reach them in a meaningful way. When you think about your daily experiences, you will notice that marketing shapes how you encounter goods, services, ideas, and even social causes.



A simple diagram showing the relationship between needs, wants, value creation, and exchange *Figure 1.1: Basic elements of marketing*



Marketing also involves understanding **needs**, which are basic human requirements, and **wants**, which are shaped by culture and individual preferences. The ability to recognise these differences is essential because it helps marketers design offerings that are both relevant and appealing. For example, the need for food is universal, but the want for a particular cuisine varies across individuals and cultures. Fill in the blank: Marketing seeks to identify, anticipate, and satisfy human _____ and wants.



1.1.2 Core concepts in marketing thought

To build a strong foundation in marketing, it is important to understand several core ideas that guide marketing decisions. One of these is the concept of **value**, defined as the perceived benefits a customer receives compared to the cost of obtaining them. When customers feel that the benefits outweigh the costs, they are more likely to engage in an exchange. Another essential idea is **exchange**, which refers to the process through which people give something of value to receive something they desire. Without exchange, marketing cannot take place.

Box 1.1: Key concepts in marketing thought

Table 1.1: Key concepts in marketing thought

Concept	Definition
Needs	Basic human requirements for survival and individual well-being
Wants	Needs shaped by culture & individual costs to customer
Value	The perceived benefits minus desired object by offering something in return
Exchange	Act of actual and potential buyers of the of a product/ service
Customer Satisfaction	
Extent to which a product meets buyer's expectations	

Sample AI prompt: "Create a clean one-column table listing and defining key marketing concepts such as value, wants, and satisfaction"

Search string: "marketing key concepts table OER"

A further concept is **satisfaction**, defined as the level to which a product or service meets or exceeds customer expectations. Satisfaction is important because it influences repeat



behaviour and long-term relationships. When customers are satisfied, they are more likely to return, recommend the offering, and develop loyalty. Fill in the blank: The idea of _____ refers to how well a product meets or exceeds expectations.

1.1.3 Distinguishing marketing from sales

Although marketing and sales are closely related, they are not the same. **Sales** refers to the process of persuading customers to purchase a product or service, often focusing on the act of transaction. In contrast, marketing takes a broader view by considering the entire process of understanding customer needs, developing suitable offerings, communicating value, and ensuring satisfaction. While sales is concerned with closing deals, marketing is concerned with creating conditions that make those deals possible in the first place.



Table 1.1: Differences between marketing and sales

Table 1.1: Differences between marketing and sales

A simple two-column comparison table showing differences between marketing and sales, focusing in scope, and purpose.

Characteristic	Focus
Scope	Broad: entire market, product development, promotion
Orientation	Customer needs & long-term relationships
Purpose	Attract & build brand value & retain customers, build brand value

Sample AI prompt: "Create a simple two-column comparison table showing differences between marketing and sales, focusing on scope, and purpose"

Search string: "marketing vs sales comparison table OER"

A helpful way to think about the difference is that marketing begins long before a product is created and continues long after it is sold. Sales, on the other hand, is one step within the broader marketing process. This distinction is important because it helps organisations avoid the mistake of equating marketing with selling alone. Fill in the blank: Sales focuses on persuading customers to buy, while marketing focuses on creating _____ for customers.



Pilot questions 1.1

1. Which concept refers to the perceived benefits a customer receives compared to the cost of obtaining them?
2. What term describes the process through which people give something of value to receive something they desire?
3. Which activity focuses on persuading customers to purchase a product?
4. What does marketing seek to identify, anticipate, and satisfy?
5. Which concept describes how well a product meets or exceeds expectations?

1.2 The Role And Purpose Of Marketing Theory

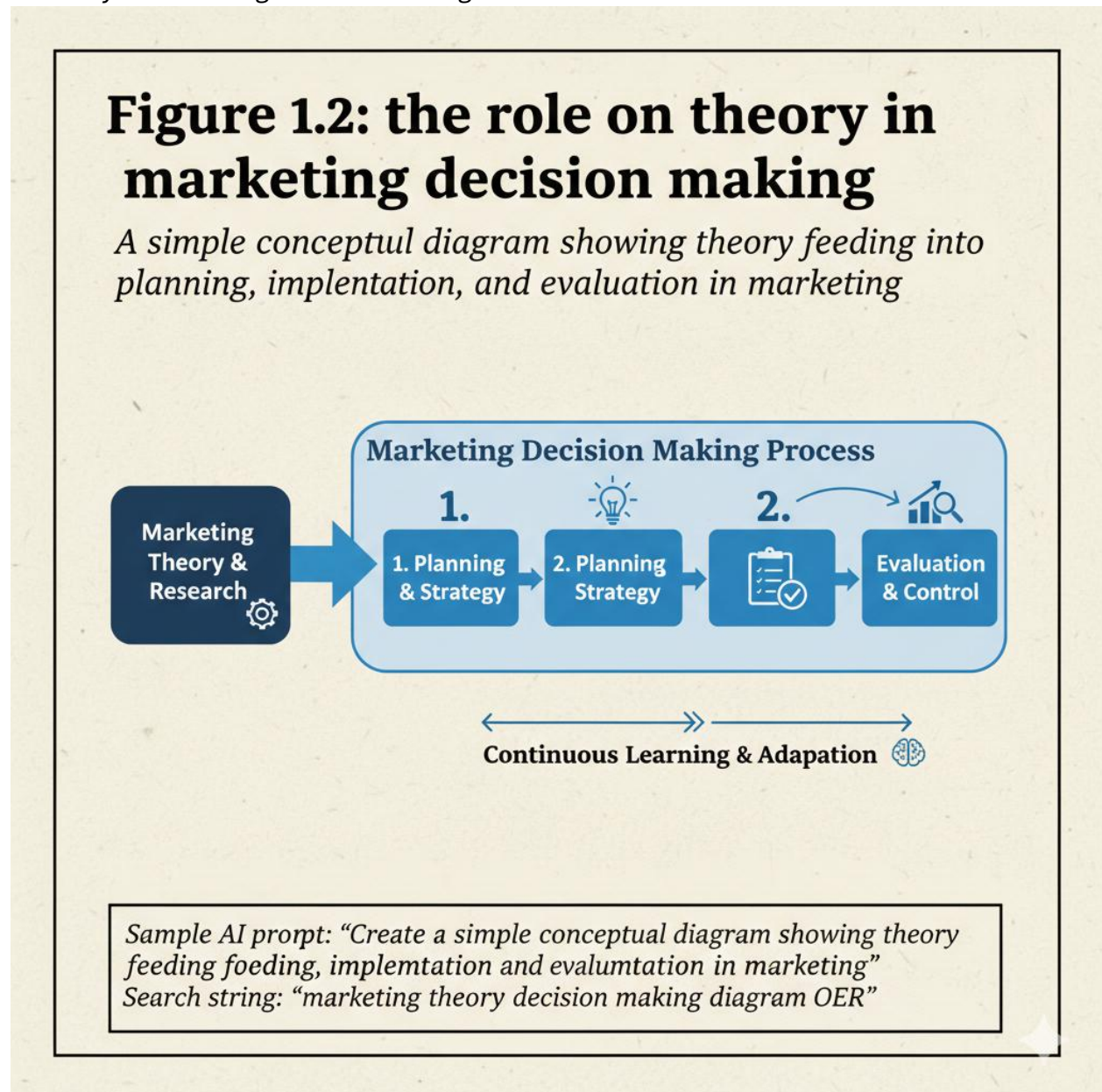
1.2.1 Why marketing requires theory

Marketing, like any field of study, benefits from a clear theoretical foundation. A **theory** is a structured set of ideas that explains how and why certain phenomena occur. In marketing, theory helps us make sense of how consumers behave, how organisations respond to market conditions, and how value is created and exchanged. Without theory, marketing decisions would rely on guesswork rather than informed judgement.

Marketing theory also provides a framework that guides marketers in planning, implementing, and evaluating their activities. For example, theories about consumer behaviour help marketers understand why people choose certain products, while theories about markets help them identify opportunities and threats. These frameworks allow marketers to predict likely outcomes and make decisions that are more consistent and effective.



A conceptual diagram showing how theory informs marketing decisions *Figure 1.2: The role of theory in marketing decision making*



Fill in the blank: A theory is a structured set of ideas that helps explain how and why certain _____ occur.

1.2.2 The need for techniques in marketing management

Marketing does not rely on theory alone. It also requires **techniques**, which are practical methods or tools used to apply theoretical ideas in real situations. Techniques help marketers translate broad concepts into specific actions. For instance, segmentation techniques help marketers divide a market into meaningful groups, while pricing techniques help them determine suitable price levels.



The use of techniques ensures that marketing activities are systematic rather than random. When marketers apply techniques consistently, they can measure results, compare alternatives, and improve performance over time. Techniques also help organisations respond to changing market conditions by providing structured ways to gather information, analyse trends, and make decisions.

Box 1.2: Examples of marketing management techniques

Box 1.2: Examples of marketing management techniques

A one-column table listing of marketing techniques

Technique
Market Segmentation
Targeting & Positioning
Pricing Analysis
Integrated Marketing Communication (IMC)

Sample AI prompt: “Create a one-column table listing examples of marketing techniques showing differences between segmentation, pricing analysis and product positioning”

Search string: “marketing vs sales comparison table OER

Fill in the blank: Techniques help marketers translate broad concepts into specific _____.

1.2.3 The relevance of theory to marketing practice



Marketing theory and techniques work together to support effective practice. Theory provides the foundation, while techniques provide the tools. When combined, they help marketers understand markets, design strategies, and evaluate outcomes. This combination is essential because marketing operates in dynamic environments where customer preferences, technologies, and competitive conditions constantly change.

A strong theoretical base also helps marketers justify their decisions. When decisions are grounded in theory, they are easier to explain, defend, and refine. This is particularly important in organisations where marketing activities must align with broader goals and must be evaluated for effectiveness.

Table 1.2: Relationship between theory and practice in marketing

Table 1.2: Relationship between theory and practice in marketing

A simple table showing how marketing theory supports practice, with columns for application

Marketing Theory	Marketing Technique	Practical Application
Market Segmentation	Targeting Specific Groups	Tailoring ads for demographics
Consumer Behavior Models	Pricing Analysis	Setting prices based to perceived value
Brand Equity Theory	Product Positioning	Creating a unique brand identity

Sample AI prompt: "Create a simple table showing how marketing theory supports practice, Search string: "marketing theory practice relationship table OER"



Fill in the blank: Theory provides the foundation, while techniques provide the _____ used in marketing practice.

Pilot questions 1.2

1. What is a theory in the context of marketing?
2. Which element helps marketers translate concepts into practical actions?
3. Why is theory important for marketing decision making?
4. What do techniques allow marketers to do consistently?
5. How do theory and techniques work together in marketing practice?

1.3 Early Perspectives And Definitions In Marketing Thought

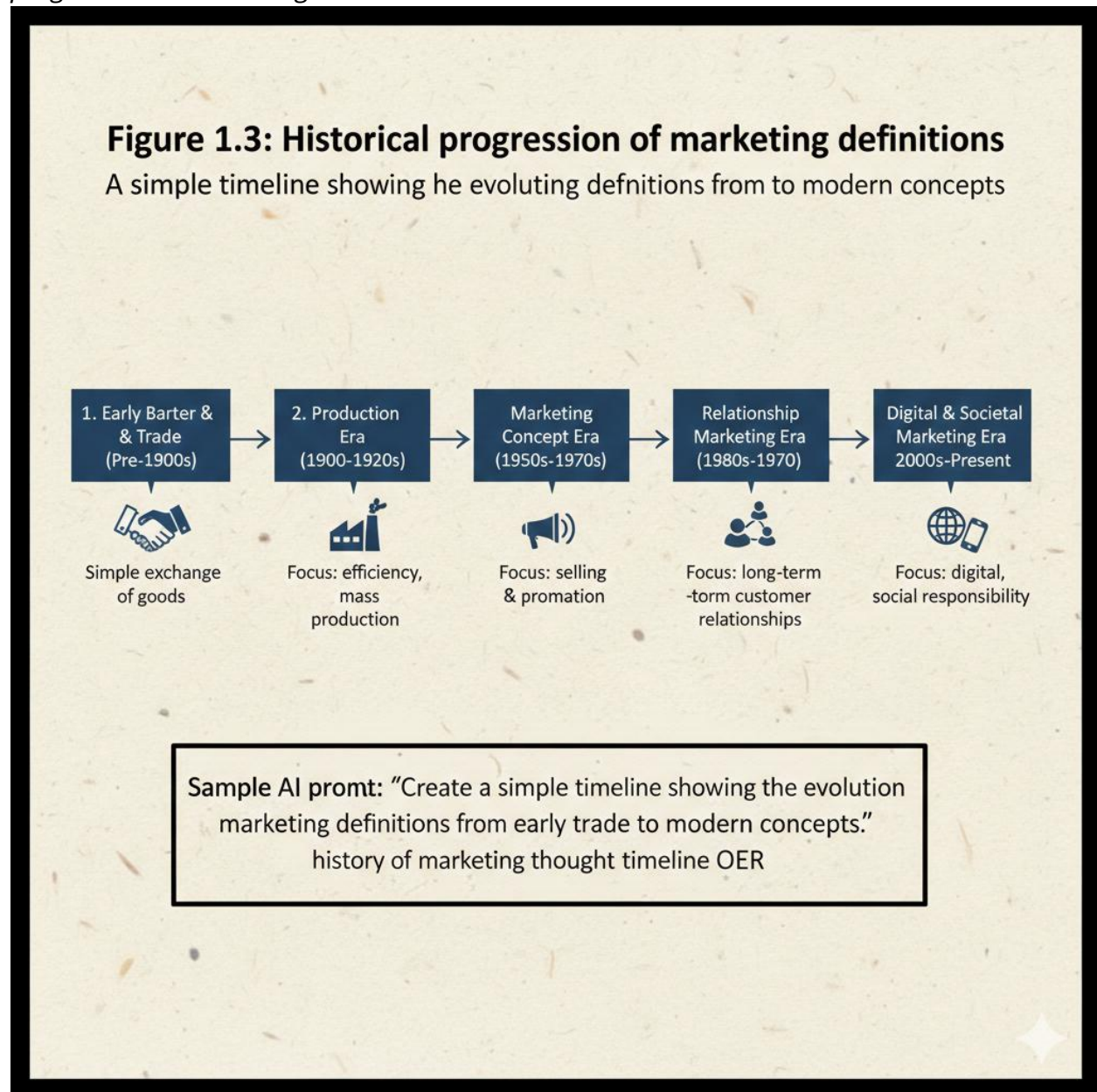
1.3.1 Historical roots of marketing definitions

The study of marketing did not emerge suddenly. Instead, it developed gradually as societies became more organised and exchange activities became more complex. Early marketing thought was shaped by the need to understand how goods moved from producers to consumers. The term **marketing** originally referred to the activities involved in taking goods to the market, where buyers and sellers met to exchange value. Over time, this simple idea expanded as scholars and practitioners recognised that marketing involved more than physical distribution.

As markets grew, early thinkers began to explore how people made choices, how producers could influence demand, and how organisations could coordinate their activities to meet customer needs. These early reflections laid the foundation for modern marketing definitions, which now emphasise value creation, customer satisfaction, and long-term relationships.



A timeline showing early developments in marketing thought *Figure 1.3: Historical progression of marketing definitions*



Fill in the blank: Early marketing thought focused on how goods moved from producers to _____.

1.3.2 Early schools of thought in marketing

As marketing developed as an academic field, several **schools of thought** emerged. A school of thought is a group of ideas that share a common perspective or approach. Early schools of marketing focused on different aspects of exchange. For example, some emphasised the functions performed in marketing, such as buying, selling, transporting,



and storing. Others focused on the institutions involved, such as wholesalers, retailers, and agents.

Another important school examined the processes that link producers and consumers. These early perspectives helped scholars organise marketing knowledge and provided a basis for later theories. Although these schools were limited in scope, they played a crucial role in shaping the discipline by identifying the key activities and actors involved in marketing.

] Box 1.3: Examples of early marketing schools of thought

Box 1.3: Examples of early marketing schools of thought

A boxed summary of early marketing schools of thought

School of Thought
Functional Approach
Institutional Approach
Commodity Approach
Geographical Approach
Cost Approach

Prompted to consider the marketing process, the functional school of thought was the first to focus on the process of marketing. The institutional school of thought focused on the institutions involved in marketing. The commodity school of thought focused on the commodity being marketed. The geographical school of thought focused on the geographical area of marketing. The cost approach focused on the cost of marketing.

Fill in the blank: A school of thought is a group of ideas that share a common _____.



1.3.3 The emergence of modern marketing perspectives

Modern marketing perspectives began to take shape when scholars recognised that marketing was not only about moving goods, but also about understanding customers and creating value. This shift marked the transition from traditional views to more comprehensive definitions. The modern perspective emphasises the importance of identifying customer needs, designing offerings that meet those needs, and building long-term relationships.

The emergence of modern marketing also introduced the idea that marketing is a managerial process. This means that marketing involves planning, organising, and controlling activities to achieve organisational goals. As a result, marketing became recognised as a strategic function rather than a purely operational one.



Table 1.3: Traditional versus modern perspectives in marketing

Table 1.3: Traditional versus modern perspectives in marketing

A comparison table showing differences between traditional and modern marketing perspective and scope

Characteristic	Traditional Marketing	Modern Marketing
Scope	Product-centric, mass markets	Customer-centric, segmented markets
Orientation	Transactions, pushing products	Relationships, delivering value
Purpose	Maximize sales & profit	Customer satisfaction & long-term engagement

Sample AI prompt: "Create a comparison table showing differences between traditional and modern perspectives, focusing on scope, orientation and purpose"
Search string: 'traditional vs modern marketing perspectives table OER'

Fill in the blank: Modern marketing emphasises identifying customer needs and creating _____.

Pilot questions 1.3

1. What did early marketing definitions focus on?
2. What is a school of thought in the context of marketing?
3. Which early school emphasised the functions performed in marketing?
4. What shift marked the emergence of modern marketing perspectives?



5. What does modern marketing emphasise in relation to customer needs?

Series Summary

This Series introduced you to the foundations of marketing thought and helped you appreciate why marketing is a vital part of organisational activity. We began by examining the meaning of marketing and the core concepts that guide marketing decisions, then moved on to distinguish marketing from sales in order to clarify their different purposes. Afterwards, we explored why marketing requires theory and techniques, and how these support effective marketing management. Finally, we considered early perspectives and definitions that shaped the emergence of modern marketing thought.

By working through these Parts, you should now be able to define marketing clearly, explain its core ideas, distinguish it from sales, analyse the importance of theory, describe the role of techniques, and explain early perspectives that contributed to modern marketing thinking. These abilities directly reflect the Series Learning Outcomes and prepare you for deeper exploration in later Series.

Glossary of Terms

Exchange The process through which people give something of value to receive something they desire.

Marketing A set of activities that identify, anticipate, and satisfy human needs and wants through the creation and exchange of value.

Needs Basic human requirements that must be met for survival or well-being.

Satisfaction The extent to which a product or service meets or exceeds customer expectations.

School of thought A group of ideas that share a common perspective or approach within a field of study.

Techniques Practical methods or tools used to apply theoretical ideas in real marketing situations.

Theory A structured set of ideas that explains how and why certain phenomena occur.

Value The perceived benefits a customer receives compared to the cost of obtaining them.

Wants Preferences shaped by culture, experience, and individual tastes.



Concept Check Questions [Series 1]

Objective Questions

1. Which concept refers to the perceived benefits a customer receives compared to the cost of obtaining them? *Linked to SLO 1.2*
2. What term describes the process through which people give something of value to receive something they desire? *Linked to SLO 1.2*
3. Which activity focuses on persuading customers to purchase a product? *Linked to SLO 1.3*
4. Which concept describes how well a product meets or exceeds expectations? *Linked to SLO 1.2*
5. Which early school of thought focused on the functions performed in marketing? *Linked to SLO 1.6*

Short-Answer Questions

6. Define marketing in your own words based on the Series content. *Linked to SLO 1.1*
7. Explain one reason why marketing requires theory. *Linked to SLO 1.4*
8. Describe one difference between marketing and sales. *Linked to SLO 1.3*
9. What is meant by a school of thought in marketing? *Linked to SLO 1.6*
10. Why are techniques important in marketing management? *Linked to SLO 1.5*

Long-Answer Questions

11. Analyse how theory and techniques work together to support effective marketing practice. *Linked to SLO 1.4 and SLO 1.5*
12. Evaluate the shift from traditional to modern perspectives in marketing thought. *Linked to SLO 1.6*

Answers to Concept Check Questions [Series 1]

Objective Questions

1. Value
2. Exchange
3. Sales
4. Satisfaction
5. Functional school of thought



Short-Answer Questions

6. Marketing involves identifying, anticipating, and satisfying human needs and wants through value creation and exchange.
7. Marketing requires theory because theory provides a structured explanation that guides decision making.
8. Marketing focuses on understanding needs and creating value, while sales focuses on persuading customers to buy.
9. A school of thought is a group of ideas that share a common perspective.
10. Techniques help marketers apply theory in practical situations and make decisions systematically.

Long-Answer Questions

11. Basic response

Theory provides the foundation for understanding markets, while techniques offer practical tools for applying theoretical ideas. Together, they help marketers plan, implement, and evaluate activities effectively.

11. Value-added response

Beyond supporting decision making, theory and techniques help marketers predict outcomes, justify strategies, and adapt to changing environments. This combination strengthens organisational performance and ensures marketing activities remain purposeful and evidence based.

12. Basic response

The shift from traditional to modern perspectives involved moving from a focus on distribution and transactions to a focus on customer needs, value creation, and long-term relationships.

12. Value-added response

This shift also repositioned marketing as a strategic managerial function. Modern perspectives emphasise planning, coordination, and relationship building, which allow organisations to respond more effectively to dynamic markets and evolving customer expectations.

Answers to Pilot Questions [Series 1]

Part 1.1

1. Value
2. Exchange



3. Sales
4. Needs
5. Satisfaction

Part 1.2

1. A structured set of ideas that explains phenomena
2. Techniques
3. It guides decision making
4. Apply actions consistently
5. Tools

Part 1.3

1. Consumers
2. Perspective
3. Functional school
4. Recognition of customer needs
5. Value

References and Attributions [Series 1]

Note: All illustrations in this Series were represented as placeholders. The following entries document the prompts and suggested OER search strings for transparency and future sourcing.

Figure 1.1: Basic elements of marketing AI prompt: “Create a simple labelled diagram showing needs, wants, value creation, and exchange in marketing, using clean icons and arrows.” Suggested OER search string: “basic marketing concept diagram OER”.

Box 1.1: Key concepts in marketing thought AI prompt: “Create a clean one-column table listing and defining key marketing concepts such as value, exchange, needs, wants, and satisfaction.” Suggested OER search string: “marketing key concepts table OER”.

Table 1.1: Differences between marketing and sales AI prompt: “Create a simple two-column comparison table showing differences between marketing and sales, focusing on scope, orientation, and purpose.” Suggested OER search string: “marketing vs sales comparison table OER”.

Figure 1.2: The role of theory in marketing decision making AI prompt: “Create a simple conceptual diagram showing theory feeding into planning, implementation, and evaluation



in marketing.” Suggested OER search string: “marketing theory decision making diagram OER”.

Box 1.2: Examples of marketing management techniques AI prompt: “Create a one-column table listing examples of marketing techniques such as segmentation, targeting, pricing analysis, and product positioning.” Suggested OER search string: “marketing management techniques table OER”.

Table 1.2: Relationship between theory and practice in marketing AI prompt: “Create a simple table showing how marketing theory supports practice, with columns for theory, technique, and practical application.” Suggested OER search string: “marketing theory practice relationship table OER”.

Figure 1.3: Historical progression of marketing definitions AI prompt: “Create a simple timeline showing the evolution of marketing definitions from early trade to modern concepts.” Suggested OER search string: “history of marketing thought timeline OER”.

Box 1.3: Examples of early marketing schools of thought AI prompt: “Create a one-column table listing early marketing schools of thought such as functional, institutional, and commodity approaches.” Suggested OER search string: “early marketing schools of thought OER”.

Table 1.3: Traditional versus modern perspectives in marketing AI prompt: “Create a comparison table showing differences between traditional and modern marketing perspectives, focusing on scope, orientation, and purpose.” Suggested OER search string: “traditional vs modern marketing perspectives table OER”.

- **Course code:** Mkt 304
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Series 2: The Need for Marketing Theory and Managerial Techniques.

Part 1: Understanding the Need for Marketing Theory

- 1.1 The role of theory in marketing thought
- 1.2 Why marketing requires structured theoretical foundations
- 1.3 Benefits of theory for marketing decision making



Part 2: Techniques in Marketing Management

- 2.1 Meaning of marketing management techniques
- 2.2 Types of techniques used in marketing practice
- 2.3 How techniques support managerial decision making

Part 3: Linking Theory and Techniques in Marketing Practice

- 3.1 How theory informs the use of techniques
- 3.2 The interplay between theory, techniques, and marketing outcomes
- 3.3 Practical implications for marketing managers

Introduction

Marketing operates in environments that are constantly changing, and organisations must make decisions that are both informed and purposeful. This Series focuses on why marketing requires a strong theoretical foundation and how managerial techniques help translate those ideas into practical action. Understanding these elements is important because they shape how marketers analyse situations, plan strategies, and respond to market challenges.

The aim of this Series is to help you appreciate the importance of marketing theory and to introduce you to the techniques that support effective marketing management. By exploring how theory and techniques work together, you will gain a clearer sense of how marketing decisions are made and why they matter.

We shall begin this Series by examining the need for marketing theory and the benefits it provides for decision making. Next, we will explore the techniques used in marketing management and how they support practical tasks. Finally, we will conclude by linking theory and techniques to show how they interact to guide marketing practice and improve outcomes.

Series Learning Outcomes

Upon completing this Series, you should be able to:

SLO 2.1 explain the role of theory in marketing thought,

SLO 2.2 analyse why marketing requires structured theoretical foundations,

SLO 2.3 describe the meaning of marketing management techniques,

SLO 2.4 identify types of techniques used in marketing practice,



SLO 2.5 explain how techniques support managerial decision making, and

SLO 2.6 evaluate the relationship between marketing theory, techniques, and practical outcomes.

2.1 Understanding The Need For Marketing Theory

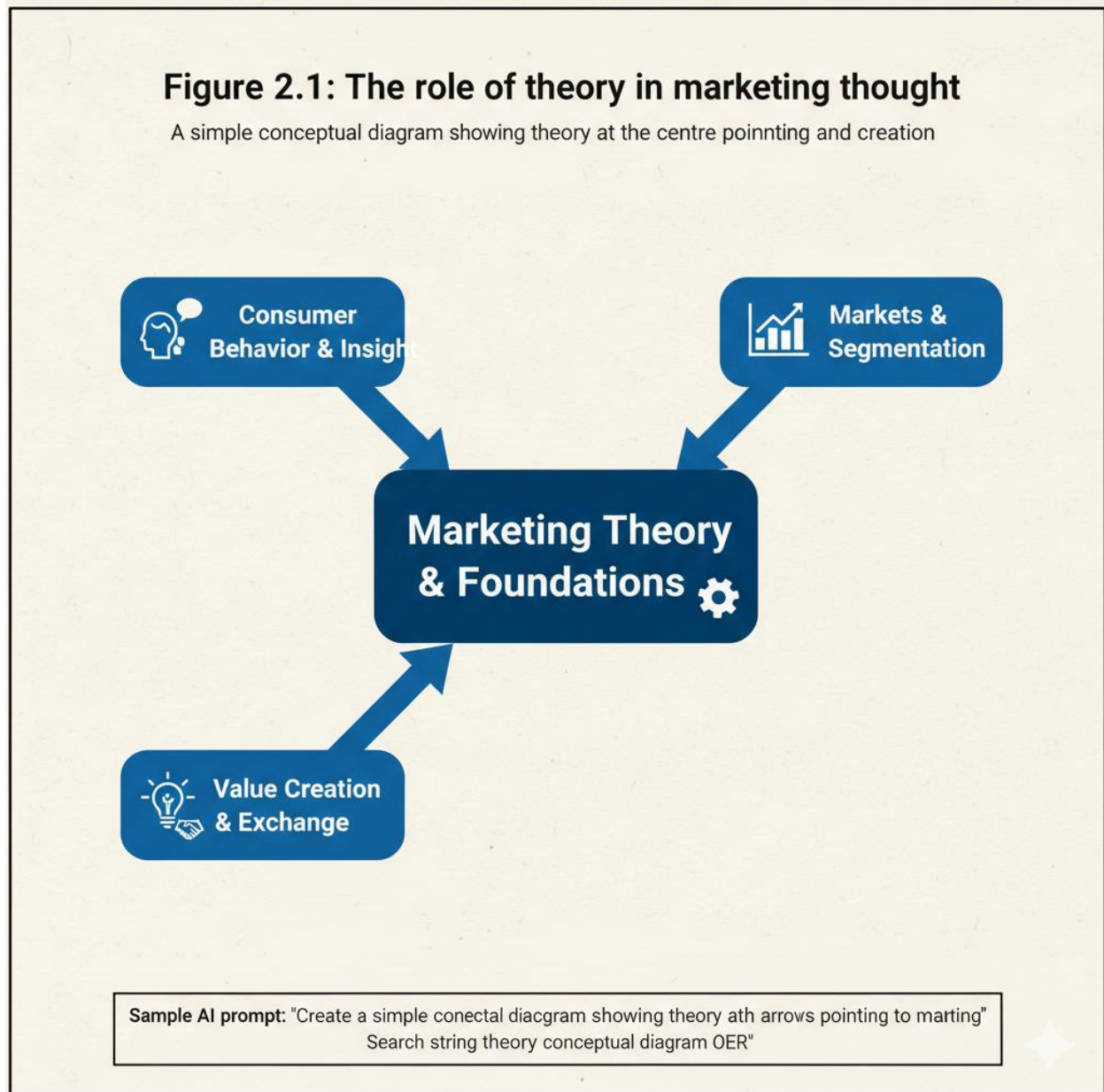
2.1.1 The role of theory in marketing thought

Marketing operates in environments that are often unpredictable, and organisations must make decisions that are both informed and purposeful. A **theory** is a structured set of ideas that explains how and why certain events or behaviours occur. In marketing, theory helps us understand how consumers behave, how markets function, and how organisations can create value. Without theory, marketing decisions would rely heavily on intuition, which may not always lead to effective outcomes.

Theory also provides a shared language that helps marketers communicate ideas clearly. When marketers use theoretical concepts, they can analyse situations more systematically and compare different approaches. This shared understanding strengthens the discipline and supports the development of consistent practices across organisations.



A simple diagram showing theory at the centre, connected to concepts such as consumer behaviour, markets, and value creation *Figure 2.1: The role of theory in marketing thought*



Fill in the blank: A theory is a structured set of ideas that explains how and why certain _____ occur.

2.1.2 Why marketing requires structured theoretical foundations

Marketing requires structured theoretical foundations because it deals with complex human behaviour and dynamic market conditions. A **theoretical foundation** refers to the organised set of principles that guide thinking and decision making. These foundations



help marketers interpret information, predict outcomes, and design strategies that are more likely to succeed.

For example, theories about customer needs help marketers understand what motivates people to choose one product over another. Theories about markets help them identify opportunities and threats. When marketers rely on structured foundations, they can make decisions that are more consistent, transparent, and defensible.

Box 2.1: Reasons marketing requires theoretical foundations

Box 2.1: Reasons marketing requires theoretical foundations

A one column table listing marketing requires theory

Reason
Prediction (Forecasting market trends, consumer behavior)
Consistency (Standardizing strategies, reliable outcomes)
Informed Decision Making (Evidence-based strategies)

Sample AI prompt: "Create a one column table listing reasons marketing requires theory, such as prediction, consistency, and informed decision making"
Search string: "importance of theory in marketing OER"

Fill in the blank: Theoretical foundations help marketers interpret information and _____ outcomes.



2.1.3 Benefits of theory for marketing decision making

Marketing theory offers several benefits for decision making. One key benefit is **predictive ability**, which refers to the capacity to anticipate likely outcomes based on established principles. When marketers understand how consumers typically respond to certain stimuli, they can design strategies that align with those patterns.

Another benefit is **consistency**, which ensures that decisions follow a logical structure rather than personal preference. Theory also supports **evaluation**, allowing marketers to assess whether their actions align with established principles and whether adjustments are needed.

Table 2.1: Benefits of marketing theory for decision making

Table 2.1: Benefits of marketing theory for decision making

A table listing benefits of marketing theory such as prediction, consistency, and evaluation, with brief explanations.

Benefit	Explanation
Prediction	Allows forecasting of market trends and consumer responses to strategies.
Consistency	Ensures standardized strategies across campaigns for reliable outcomes.
Informed Decision Making	Provides an evidence-based approach, reducing risk and uncertainty.

Sample AI prompt: "Create a table listing benefits of marketing theory such as prediction, consistency, and evaluation, with brief explanations"
Search string: "benefits of marketing theory table OER"



Fill in the blank: One benefit of marketing theory is that it helps marketers make decisions that are more _____.

Pilot questions 2.1

1. What is a theory in the context of marketing?
2. Why does marketing require structured theoretical foundations?
3. Which benefit of theory helps marketers anticipate likely outcomes?
4. What does a theoretical foundation provide for decision making?
5. How does theory support consistency in marketing decisions?

2.2 Techniques In Marketing Management

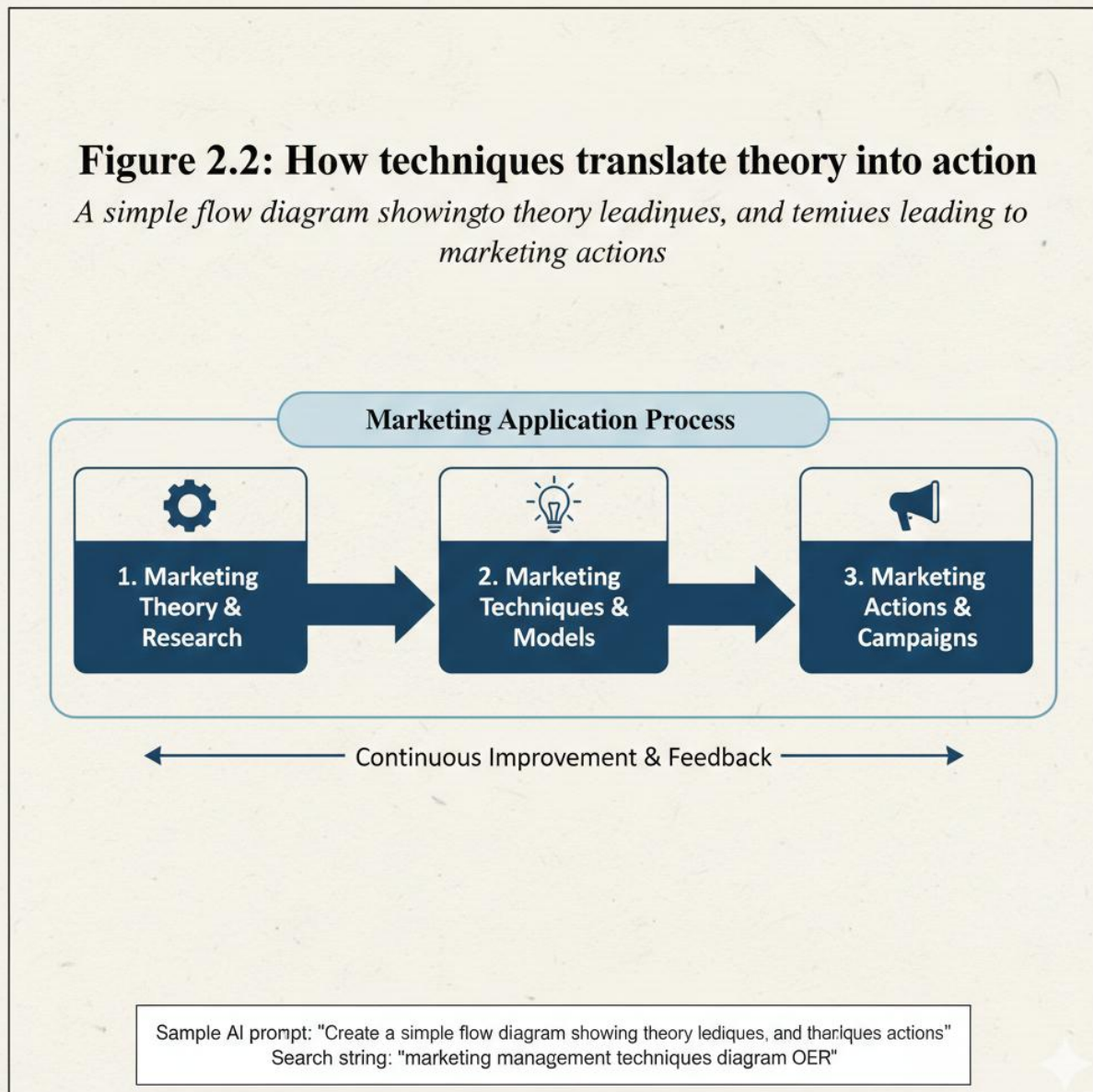
2.2.1 Meaning of marketing management techniques

Marketing relies not only on theory but also on practical tools that help marketers apply ideas in real situations. These tools are known as **marketing management techniques**, defined as structured methods or procedures that guide marketers in planning, implementing, and evaluating marketing activities. Techniques help transform broad theoretical concepts into specific actions that can be carried out within an organisation.

These techniques are important because they bring order and clarity to marketing tasks. For example, when marketers need to understand their customers, they may use techniques such as surveys or segmentation methods. When they need to set prices, they may rely on pricing analysis techniques. In this way, techniques ensure that decisions are based on systematic processes rather than guesswork.



A diagram showing theory leading to techniques, and techniques leading to marketing actions *Figure 2.2: How techniques translate theory into action*



Fill in the blank: Marketing management techniques help transform theoretical concepts into specific _____.

2.2.2 Types of techniques used in marketing practice

There are several types of techniques that marketers use to support their work. One important type is **segmentation**, which involves dividing a market into groups of customers with similar characteristics. This technique helps marketers focus their efforts on the most relevant groups. Another type is **targeting**, defined as the process of selecting



the specific segments an organisation will serve. Targeting ensures that resources are directed where they are most effective.

A further technique is **positioning**, which refers to creating a clear and distinctive place for a product in the minds of customers. Positioning helps customers understand what makes a product unique. Other techniques include pricing analysis, product planning, and promotional planning. Each technique supports a different aspect of marketing and helps marketers make informed decisions.

Box 2.2: Examples of marketing management techniques

Box 2.2: Examples of marketing management techniques

A one column table listing examples of marketing techniques

Technique
Market Segmentation
Targeting & Positioning
Pricing Analysis
Promotional Planning
Customer Relationship Management (CRM)

Sample AI prompt: "Create a one column table listing examples of marketing techniques such as segmentation, targeting, pricing analysis, promotional planning"
Search string: "marketing techniques examples OER"



Fill in the blank: Positioning helps create a distinctive place for a product in the minds of _____.

2.2.3 How techniques support managerial decision making

Marketing management techniques play a crucial role in helping managers make decisions that are consistent, informed, and aligned with organisational goals. Techniques provide a structured way to gather information, analyse alternatives, and choose the most suitable course of action. For example, segmentation techniques help managers identify which customer groups to focus on, while pricing techniques help them determine appropriate price levels.

Techniques also support evaluation by helping managers assess whether their strategies are working. When techniques are applied consistently, they create a cycle of learning that improves decision making over time. This is especially important in dynamic markets where conditions change quickly and organisations must adapt.



Table 2.2: How techniques support managerial decision making

Table 2.2: How techniques support managerial decision making

A table showing how different marketing techniques support decision making, with managerial benefit

Technique	Purpose	Managerial Benefit
Market Segmentation	Divide market into distinct groups	Maximized profitability, competitive advantage
Pricing Analysis Promotional Planning	Determine optimal product communication efforts	Consistent brand message, improved campaign effectiveness
Sample AI prompt: "Create a table showing how different marketing techniques support decision making" Search string: "marketing decision making techniques table OER"		

Fill in the blank: Techniques help managers gather information, analyse alternatives, and choose the most suitable _____.

Pilot questions 2.2

1. What are marketing management techniques?
2. Which technique involves dividing a market into groups of similar customers?
3. What does positioning help create for a product?
4. How do techniques support managerial decision making?



5. Why are techniques important for applying theory in practice?

2.3 Linking Theory And Techniques In Marketing Practice

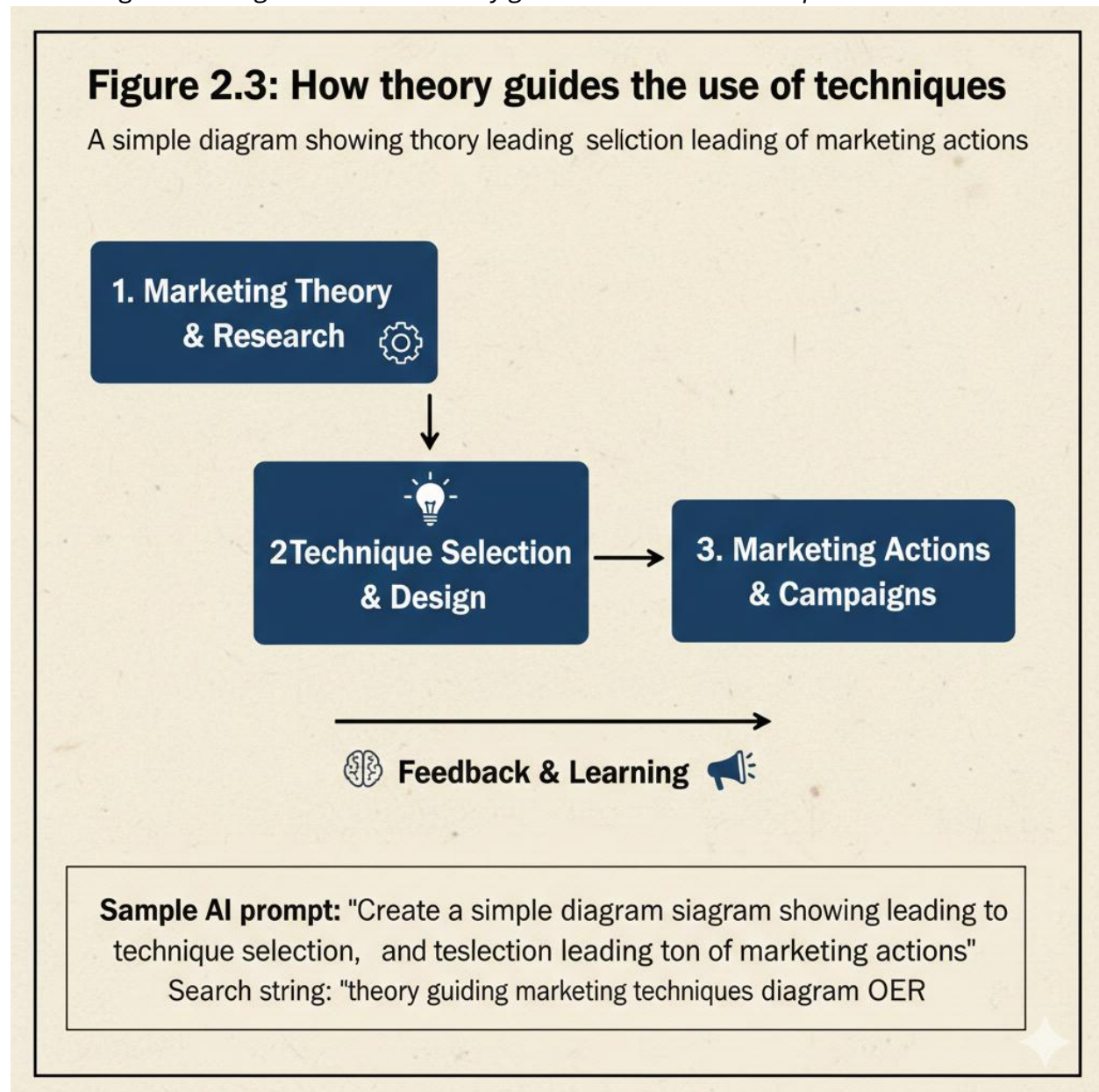
2.3.1 How theory informs the use of techniques

Marketing theory provides the foundation upon which techniques are selected and applied. A **marketing theory** is a structured explanation of how markets, consumers, and organisations behave. These explanations guide marketers in choosing the most suitable techniques for different situations. For example, if theory suggests that customers respond positively to personalised communication, marketers may apply segmentation and targeting techniques to tailor their messages.

Theory also helps marketers understand why certain techniques work better in some contexts than others. When theory is used to guide technique selection, marketing activities become more coherent and purposeful. This alignment ensures that techniques are not used randomly but are grounded in a clear understanding of how markets operate.



A diagram showing theory at the top, feeding into technique selection, which then leads to marketing actions *Figure 2.3: How theory guides the use of techniques*



Fill in the blank: Marketing theory helps marketers choose techniques that are most suitable for specific _____.

2.3.2 The interplay between theory, techniques, and marketing outcomes

The relationship between theory, techniques, and outcomes is dynamic. **Interplay** refers to the way these elements influence one another. Theory shapes the techniques marketers use, techniques shape the actions they take, and the outcomes of those actions provide feedback that can refine theory. This cycle helps marketing evolve as a discipline.



For instance, if a technique based on a particular theory consistently produces positive results, it strengthens confidence in that theory. If the technique fails, marketers may revisit the theory to understand why. This continuous interaction ensures that marketing remains responsive to changes in consumer behaviour and market conditions.

[Insert Table here] *Table 2.3: Interplay between theory, techniques, and outcomes* AI prompt: “Create a table showing the relationship between theory, techniques, and outcomes, with examples in each column” Search string: “marketing theory technique outcome relationship table OER”

Fill in the blank: The interplay between theory and techniques helps marketing remain responsive to changing _____ conditions.

2.3.3 Practical implications for marketing managers

Understanding the link between theory and techniques has several practical implications for marketing managers. An **implication** is a consequence or effect that influences decision making. Managers who understand theory can select techniques more effectively, interpret results more accurately, and adjust strategies more confidently. This leads to better planning, improved coordination, and more consistent performance.

Managers also benefit from recognising that techniques are not fixed. They must be adapted as markets evolve. When managers understand the theoretical basis of a technique, they can modify it without losing its purpose. This flexibility is essential in environments where customer preferences, technologies, and competitive pressures change rapidly.



Box 2.3: Practical implications for marketing managers

A one column table listing practical implications of linking theory and techniques for marketing managers

Implication	
Strategic Planning	Develop evidence-based, long-term strategies.
Resource Optimization	Allocate budget & effort based on predicted outcomes.
Risk Mitigation	Reduce uncertainty with theoretically sound decisions.

Sample AI prompt: "Create a one column table listing practical implications of linking theory and techniques for marketing managers" Search string: "managerial implications of marketing techniques OER"

Fill in the blank: Managers who understand theory can select techniques more effectively and adjust strategies with greater _____.

Pilot questions 2.3

1. How does theory guide the use of marketing techniques?
2. What does the term interplay refer to in marketing practice?
3. How do outcomes influence the relationship between theory and techniques?
4. Why is flexibility important for marketing managers when applying techniques?



5. What is one practical implication of linking theory and techniques?

Series Summary

This Series explored why marketing requires a strong theoretical base and how managerial techniques help translate those ideas into practical action. We began by examining the role of theory in marketing thought, then moved on to consider why structured theoretical foundations are essential for interpreting information, predicting outcomes, and guiding decisions. Afterwards, we explored the meaning of marketing management techniques, the different types used in practice, and how they support managerial decision making. Finally, we linked theory and techniques to show how they interact to shape marketing outcomes and guide managerial behaviour.

By working through these Parts, you should now be able to explain the role of theory, analyse why marketing requires structured foundations, describe marketing management techniques, identify different types of techniques, explain how techniques support decision making, and evaluate the relationship between theory, techniques, and outcomes. These abilities reflect the Series Learning Outcomes and prepare you for deeper engagement with marketing thought in later Series.

Glossary of Terms

Implication A consequence or effect that influences decision making.

Interplay The way different elements influence one another within a system.

Marketing management techniques Structured methods or procedures used to apply marketing theory in practical situations.

Marketing theory A structured explanation of how markets, consumers, and organisations behave.

Positioning Creating a clear and distinctive place for a product in the minds of customers.

Segmentation Dividing a market into groups of customers with similar characteristics.

Targeting Selecting the specific market segments an organisation chooses to serve.

Theoretical foundation An organised set of principles that guide thinking and decision making.

Concept Check Questions [Series 2]

Objective Questions

1. Which term refers to a structured explanation of how markets and consumers behave? *Linked to SLO 2.1*



2. What technique involves dividing a market into groups of similar customers? *Linked to SLO 2.4*
3. Which benefit of theory helps marketers anticipate likely outcomes? *Linked to SLO 2.2*
4. What does positioning aim to create for a product? *Linked to SLO 2.4*
5. What term describes the way theory, techniques, and outcomes influence one another? *Linked to SLO 2.6*

Short-Answer Questions

6. Explain one reason why marketing requires structured theoretical foundations. *Linked to SLO 2.2*
7. Define marketing management techniques in your own words. *Linked to SLO 2.3*
8. Describe how techniques support managerial decision making. *Linked to SLO 2.5*
9. What is meant by interplay in marketing practice? *Linked to SLO 2.6*
10. How does theory guide the selection of marketing techniques? *Linked to SLO 2.1*

Long-Answer Questions

11. Analyse how theory and techniques work together to support effective marketing practice. *Linked to SLO 2.6*
12. Evaluate the practical implications of linking theory and techniques for marketing managers. *Linked to SLO 2.6*

Answers to Concept Check Questions [Series 2]

Objective Questions

1. Marketing theory
2. Segmentation
3. Predictive ability
4. A distinctive place in the minds of customers
5. Interplay

Short-Answer Questions

6. Marketing requires structured foundations because they help marketers interpret information and make consistent decisions.
7. Marketing management techniques are structured methods used to apply theory in practical marketing situations.



8. Techniques help managers gather information, analyse alternatives, and choose suitable actions.
9. Interplay refers to how theory, techniques, and outcomes influence one another.
10. Theory guides technique selection by explaining which methods are most suitable for specific situations.

Long-Answer Questions

11. Basic response

Theory provides the foundation for understanding markets, while techniques offer practical tools for applying theoretical ideas. Together, they help marketers plan, implement, and evaluate activities effectively.

11. Value-added response

Beyond supporting decision making, theory and techniques create a continuous learning cycle. Outcomes from techniques can refine theory, while theory helps marketers adapt techniques to changing conditions. This interaction strengthens marketing practice and improves organisational performance.

12. Basic response

Linking theory and techniques helps managers make informed decisions, interpret results accurately, and adjust strategies when needed.

12. Value-added response

Managers who understand both theory and techniques can adapt more effectively to dynamic markets. They can modify techniques without losing their purpose, justify decisions more clearly, and coordinate marketing activities more strategically. This enhances organisational responsiveness and long-term competitiveness.

Answers to Pilot Questions [Series 2]

Part 2.1

1. A structured set of ideas explaining phenomena
2. To interpret information and predict outcomes
3. Predictive ability
4. Principles
5. Logical

Part 2.2

1. Structured methods for applying theory



2. Segmentation
3. A distinctive place in customers' minds
4. By guiding information gathering and evaluation
5. They turn theory into action

Part 2.3

1. By guiding technique selection
2. The way elements influence one another
3. Outcomes refine theory
4. Markets change
5. Better planning and strategy adjustment

References and Attributions [Series 2]

Note: All illustrations in this Series were represented as placeholders. The following entries document the prompts and suggested OER search strings for transparency and future sourcing.

Figure 2.1: The role of theory in marketing thought AI prompt: “Create a simple conceptual diagram showing theory at the centre with arrows pointing to consumer behaviour, markets, and value creation.” Suggested OER search string: “marketing theory conceptual diagram OER”.

Box 2.1: Reasons marketing requires theoretical foundations AI prompt: “Create a one column table listing reasons marketing requires theory, such as prediction, consistency, and informed decision making.” Suggested OER search string: “importance of theory in marketing OER”.

Table 2.1: Benefits of marketing theory for decision making AI prompt: “Create a table listing benefits of marketing theory such as prediction, consistency, and evaluation, with brief explanations.” Suggested OER search string: “benefits of marketing theory table OER”.

Figure 2.2: How techniques translate theory into action AI prompt: “Create a simple flow diagram showing theory leading to techniques, and techniques leading to marketing actions.” Suggested OER search string: “marketing management techniques diagram OER”.

Box 2.2: Examples of marketing management techniques AI prompt: “Create a one column table listing examples of marketing techniques such as segmentation, targeting, positioning, pricing analysis, and promotional planning.” Suggested OER search string: “marketing techniques examples OER”.



Table 2.2: How techniques support managerial decision making AI prompt: “Create a table showing how different marketing techniques support decision making, with columns for technique, purpose, and managerial benefit.” Suggested OER search string: “marketing decision making techniques table OER”.

Figure 2.3: How theory guides the use of techniques AI prompt: “Create a simple diagram showing theory leading to technique selection, and technique selection leading to marketing actions.” Suggested OER search string: “theory guiding marketing techniques diagram OER”.

Table 2.3: Interplay between theory, techniques, and outcomes AI prompt: “Create a table showing the relationship between theory, techniques, and outcomes, with examples in each column.” Suggested OER search string: “marketing theory technique outcome relationship table OER”.

Box 2.3: Practical implications for marketing managers AI prompt: “Create a one column table listing practical implications of linking theory and techniques for marketing managers.” Suggested OER search string: “marketing managerial implications theory techniques OER”.

- **Course code:** Mkt 304
- **Course title:** Marketing Theory
- **Course credit load:** 2

Series 3: Stages in the Development of Marketing Theory.

Part 1: Early Stages of Marketing Theory Development

- 1.1 Foundations of early marketing thought
- 1.2 Initial attempts to organise marketing knowledge
- 1.3 Early functional, institutional, and commodity approaches

Part 2: Transitional Stages in Marketing Theory

- 2.1 Shifts from distribution focus to customer orientation
- 2.2 Broadening of marketing concepts and perspectives
- 2.3 Emergence of managerial and behavioural approaches

Part 3: Contemporary Stages in Marketing Theory Development



- 3.1 Modern marketing perspectives and their foundations
- 3.2 Integration of value creation and relationship thinking
- 3.3 Current directions in marketing thought

Introduction

Marketing has evolved over many decades, shaped by changes in society, business practices, and academic thinking. This Series examines how marketing theory developed from its earliest foundations to the more complex and contemporary perspectives used today. Understanding these stages is important because it helps you appreciate how marketing became a recognised discipline and why its ideas continue to adapt to new challenges and opportunities.

The aim of this Series is to guide you through the major stages in the development of marketing theory, from early attempts to organise marketing knowledge to the transitional and modern perspectives that influence current practice. By exploring these stages, you will gain a clearer sense of how marketing thought has progressed and why these developments matter for both scholars and practitioners.

We shall begin this Series by examining the early stages of marketing theory, including the foundational ideas and initial schools of thought. Next, we will explore the transitional stages that marked a shift towards broader concepts and customer-oriented thinking. Finally, we will conclude by considering contemporary developments, including modern perspectives, relationship thinking, and current directions in marketing thought.

Series Learning Outcomes

Upon completing this Series, you should be able to:

SLO 3.1 describe the foundations of early marketing thought,

SLO 3.2 explain early attempts to organise marketing knowledge,

SLO 3.3 identify the main early schools of marketing thought,

SLO 3.4 analyse the transitional shifts that broadened marketing perspectives,

SLO 3.5 explain the emergence of managerial and behavioural approaches in marketing, and

SLO 3.6 evaluate contemporary developments and current directions in marketing theory.

3.1 Early Stages Of Marketing Theory Development

3.1.1 Foundations of early marketing thought

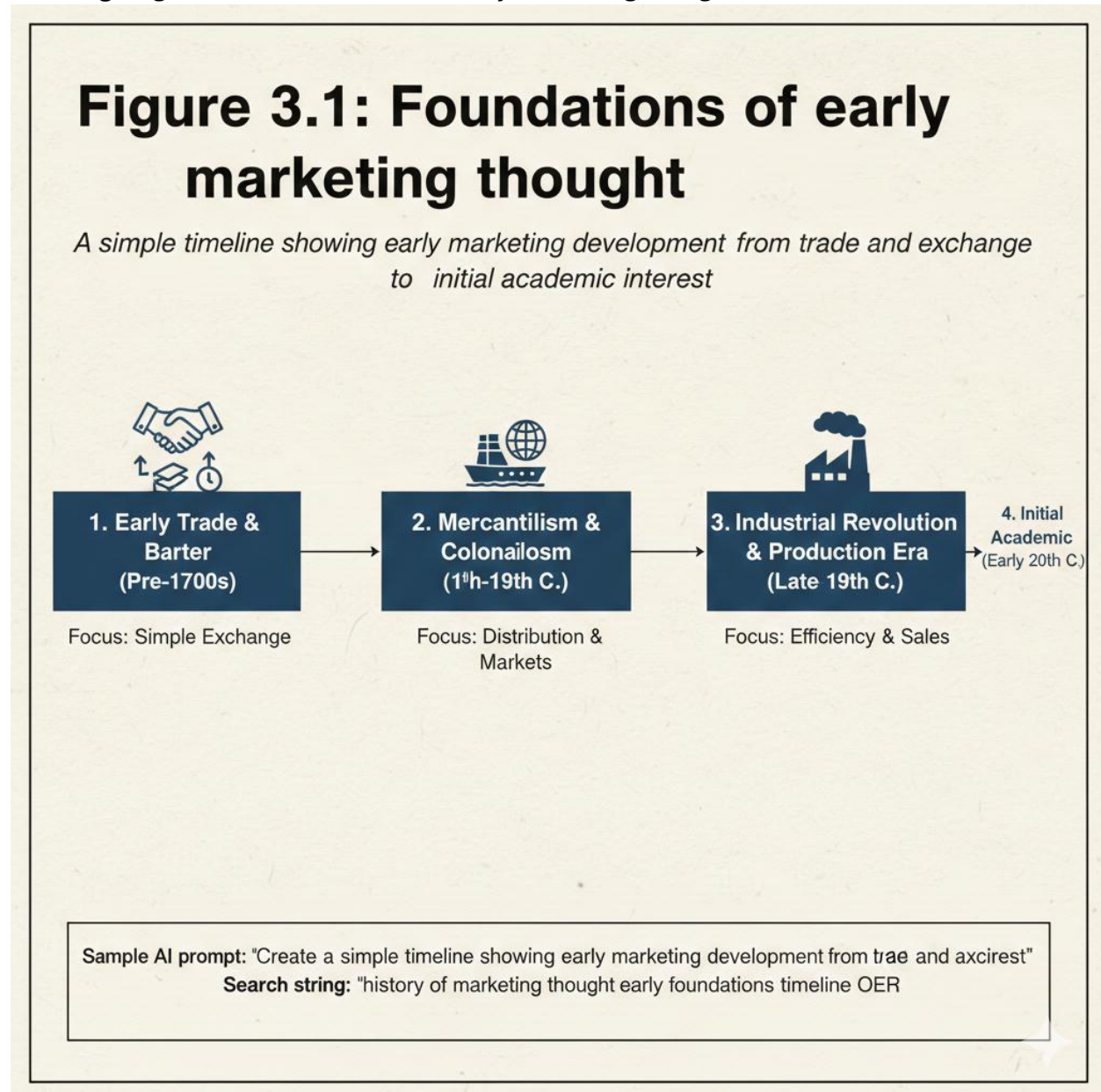


The earliest stages of marketing thought emerged long before marketing became a recognised academic discipline. These early ideas were shaped by the need to understand how goods moved from producers to consumers and how exchange activities supported economic life. The term **marketing** originally referred to the activities involved in taking goods to the market, where buyers and sellers met to exchange value. At this stage, marketing was viewed mainly as a practical activity rather than a field of study.

As trade expanded and societies became more organised, scholars and practitioners began to reflect on the processes involved in exchange. These reflections formed the foundations of early marketing thought. Although limited in scope, they provided the first attempts to explain how markets functioned and how goods were distributed.



A simple timeline showing the emergence of early marketing ideas from trade and exchange *Figure 3.1: Foundations of early marketing thought*



Fill in the blank: Early marketing thought focused mainly on how goods moved from producers to _____.

3.1.2 Early attempts to organise marketing knowledge

As marketing activities grew more complex, scholars began to organise marketing knowledge in a more systematic way. These early attempts involved identifying the different activities involved in marketing and grouping them into meaningful categories. This process marked the beginning of marketing as an academic field.



One of the earliest efforts was to classify marketing activities based on what organisations actually did. Scholars examined buying, selling, transporting, storing, and other related activities. These classifications helped create a clearer picture of marketing as a coordinated set of functions rather than a random collection of tasks. Although basic, these early frameworks laid the groundwork for more advanced theories that would emerge later.

Box 3.1: Early attempts to organise marketing knowledge

Box 3.1: Early attempts to organise marketing knowledge

A one-column table listing early efforts to classify marketing activities

Activity
Buying & Assembling
Selling & Promoting
Transporting & Storing
Financing & Risk Taking

AI prompt: 1 the search string. Renn: (search string): the named-croft string to the [AI-dorcoml.com/naischrmp](https://ai-dorcoml.com/naischrmp)

Fill in the blank: Early scholars attempted to organise marketing knowledge by classifying the different _____ involved in marketing.



3.1.3 Functional, institutional, and commodity approaches

The first structured schools of marketing thought emerged as scholars sought to explain marketing activities more systematically. One of these was the **functional approach**, which focused on the functions performed in marketing, such as buying, selling, transporting, and financing. This approach aimed to identify what marketers did and how these activities contributed to the movement of goods.

Another early school was the **institutional approach**, which examined the organisations involved in marketing, such as wholesalers, retailers, and agents. This approach helped scholars understand the roles played by different institutions in the distribution process.

A third early school was the **commodity approach**, which focused on specific products and traced their journey from production to consumption. This approach highlighted the unique marketing requirements of different goods.

Together, these approaches represented the earliest structured attempts to explain marketing activities and provided a foundation for later developments in marketing theory.



Table 3.1: Early schools of marketing thought

Table 3.1: Early schools of marketing thought

A table comparing functional and commodity approaches with definitions and examples

School of Thought	Definition	Example
Functional Approach of marketing of the institution	Focuss on the activities (functions) of marketing regardless of the institution	Buying, selling, transports, storing
Institutional Approach markets	Studies organizations and middlemen involved in marketing	Retailers, wholesalers, agents, brokers
Commodity Approach of specific products or	Examines the marketing of specific products or goods	Agricultural products (e. g, wheat, cotton), minerals

Sample AI prompt: "Create a table comparing functional and institutional, and commodity approaches with the definitions and examples"
Search string: "functional institutional commodity approaches marketing OER"

Fill in the blank: The institutional approach focuses on the organisations involved in marketing, such as _____ and retailers.

Pilot questions 3.1

1. What did early marketing thought focus on?
2. How did early scholars begin to organise marketing knowledge?
3. What does the functional approach emphasise?
4. Which approach examines organisations such as wholesalers and retailers?



5. What does the commodity approach focus on?

3.2 Transitional Stages In Marketing Theory

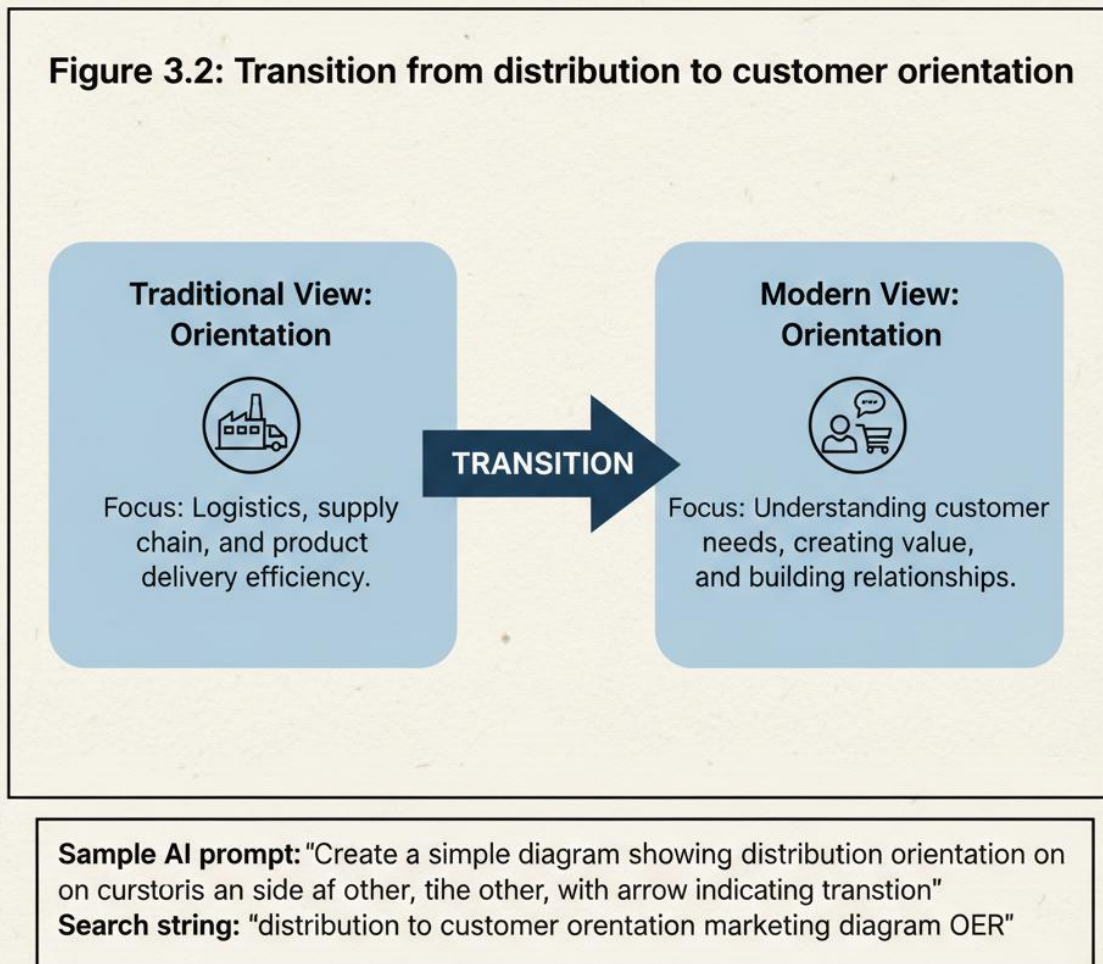
3.2.1 Shift from distribution orientation to customer orientation

As marketing evolved, scholars and practitioners began to recognise that focusing solely on the movement of goods was no longer sufficient. This led to a shift from a **distribution orientation**, which emphasised transporting and selling products, to a **customer orientation**, defined as an approach that prioritises understanding and meeting customer needs. This transition marked a major turning point in marketing thought.

The customer orientation perspective encouraged marketers to study what customers wanted, why they behaved in certain ways, and how organisations could design offerings that matched those needs. This shift broadened the scope of marketing and laid the foundation for many modern marketing practices.



A diagram showing the shift from distribution orientation to customer orientation *Figure 3.2: Transition from distribution to customer orientation*



Fill in the blank: Customer orientation focuses on understanding and meeting _____ needs.

3.2.2 Broadening of marketing concepts and perspectives

During the transitional period, marketing scholars began to broaden the concept of marketing beyond its traditional boundaries. The **broadening perspective** refers to the expansion of marketing's scope to include non-business activities such as social, political,



and charitable initiatives. This perspective recognised that marketing principles could be applied to ideas, causes, and behaviours, not just physical goods.

This broadening also included the recognition that marketing involved more than just selling. It involved planning, communication, value creation, and relationship building. As a result, marketing became more strategic and more closely linked to organisational goals.

Box 3.2: Examples of broadened marketing applications

Box 3.2: Examples of broadened marketing applications

A one column table listing examples of broadened marketing applications

Application
Social Marketing
Political Marketing
Cause Marketing
Non-Profit Marketing

Sample AI prompt: "Create a one column table listing examples of marketing such social marketing, political marketing, and cause marketing"
Search string: "broadening of marketing concept OER"

Fill in the blank: The broadening perspective recognised that marketing principles could be applied to ideas, causes, and _____.

3.2.3 Emergence of managerial and behavioural approaches



As marketing continued to develop, scholars introduced new approaches that focused on decision making and consumer behaviour. The **managerial approach** views marketing as a process of planning, organising, and controlling activities to achieve organisational goals. This approach emphasises strategy, analysis, and the role of managers in shaping marketing outcomes.

Alongside this, the **behavioural approach** emerged, focusing on understanding how consumers think, feel, and act. This approach drew from psychology and sociology to explain why people make certain choices and how marketers can respond to those behaviours. Together, these approaches helped transform marketing into a more analytical and evidence-based discipline.

Table 3.3: Managerial and behavioural approaches in marketing

Table 3.3: Managerial and behavioural approaches in marketing

A table comparing managerial and behavioral approaches with definitions and examples

Approach	Definition	Example
Managerial Approach	Focuses on the practical application of marketplaces by managers to achieve organizational goals.	Developing marketing strategies, product management, pricing decisions, promotional campaigns.
Behavioural Approach	Studies how consumers and entities behave in the marketing decision process.	Consumer psychology, buyer behavior models,
Behavioural Approach	Consumer psychology, both models, inclusion-making processes.	market research, market understanding customer.

Sample AI prompt: "Create a table comparing managerial and behavioral approaches with definitions and examples"
 Search string: "managerial: "managerial behavioural approaches marketing OER"



Fill in the blank: The behavioural approach focuses on understanding how consumers think, feel, and _____.

Pilot questions 3.2

1. What does customer orientation focus on?
2. What does the broadening perspective recognise about marketing?
3. What does the managerial approach emphasise?
4. Which approach focuses on understanding consumer behaviour?
5. Why was the shift from distribution to customer orientation significant?

3.3 Contemporary Stages In Marketing Theory Development

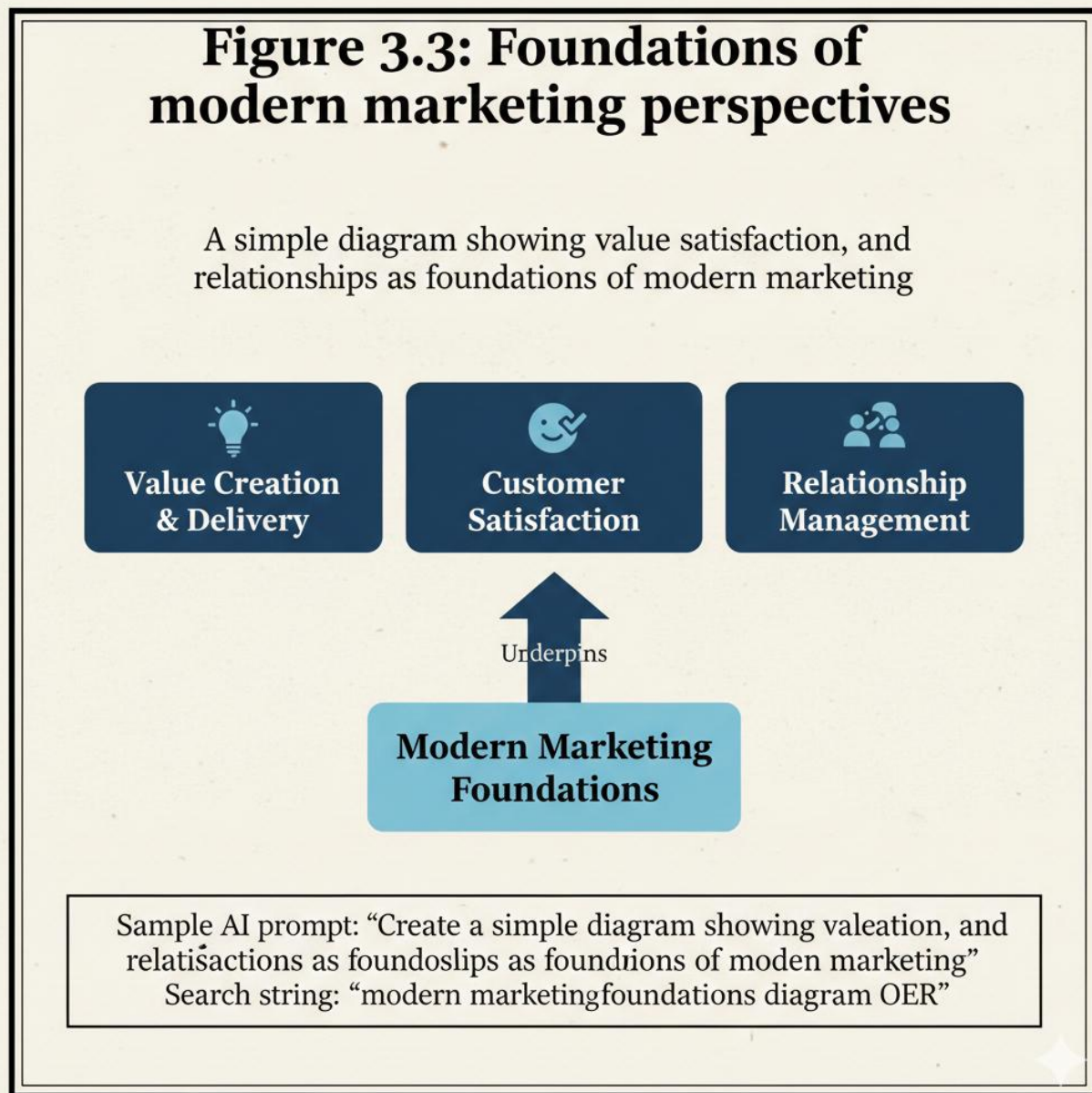
3.3.1 Modern marketing perspectives and their foundations

Modern marketing perspectives emerged as scholars recognised that marketing involved more than the movement of goods or the management of transactions. A **modern marketing perspective** refers to a view of marketing that emphasises value creation, customer satisfaction, and long-term relationships. This perspective is grounded in the idea that organisations succeed when they understand customer needs and design offerings that deliver meaningful value.

These modern perspectives also highlight the importance of strategic thinking. Marketing is no longer seen as a set of isolated activities but as a coordinated process that supports organisational goals. This shift has helped position marketing as a central function within many organisations.



A diagram showing modern marketing foundations: value creation, customer satisfaction, and relationships *Figure 3.3: Foundations of modern marketing perspectives*



Fill in the blank: Modern marketing perspectives emphasise value creation and long-term _____.

3.3.2 Integration of value creation and relationship thinking

As marketing continued to evolve, scholars began to integrate ideas about value creation with the importance of building and maintaining relationships. **Relationship marketing** refers to an approach that focuses on developing long-term connections with customers



rather than simply completing individual transactions. This approach recognises that loyal customers contribute more to organisational success over time.

The integration of value creation and relationship thinking also led to the development of **services marketing**, which highlights the unique characteristics of services and the importance of customer experience. These developments broadened marketing theory and helped organisations understand how to create value in both tangible and intangible ways.

Box 3.3: Key ideas in relationship and value-based marketing

Box 3.3: Key ideas in relationship and value-based marketing

A one column table listing key ideas in relationship marketing and value-based marketing

Key Idea
Relationship Marketing Building and maintaining long-term customer connections.
Value Creation Providing benefits that exceed costs for the customer.
Customer Lifetime Value (CLTV) Focusing on the total worth of a customer over time.

Sample AI prompt: "Create a one column table listing in ideas in relationship marketing and value-based marketing"
Search string: "relationship marketing value creation OER"

Fill in the blank: Relationship marketing focuses on developing long-term connections with _____.



3.3.3 Current directions in marketing thought

Contemporary marketing theory continues to evolve as new challenges and opportunities emerge. One important direction is **digital marketing**, which examines how technology shapes communication, customer engagement, and value delivery. Another direction is **societal marketing**, defined as an approach that considers the long-term well-being of society alongside organisational goals.

A further development is **sustainability-oriented marketing**, which focuses on creating value in ways that protect the environment and support social responsibility. These current directions show that marketing theory is dynamic and continues to adapt to changes in technology, culture, and global expectations.



Table 3.4: Current directions in contemporary marketing thought

Table 3.4: Current directions in contemporary marketing thought		
Digital Marketing for motion and cusgerner	Leverages digital channels for promotion and engagement	SEO, Content Marketing Social Media, Analytics
Societal Marketing Considers the weling of society algolsinde profits	Ethics, Corporate of Responsibility (CSR),	Ethics, Corporate of Responsibility (CSR), Community Impact
Sustainability Marketing sucily	Promotes environmetely socially responsible products	Green Marketing, Eco-Eco-friendly Practices, Circular Economy
Experiential Marketing experiences for customers	Creates immersie brand for customers	Events, Brand Activations Personalalization

Sample AI prompt: "Create a table listing ourrtions in marketing such digital malital-marketing, and sustaimbliity, with brief explanations"

Search string: "contemporary marketing theory directions OER"

Fill in the blank: Sustainability-oriented marketing focuses on creating value while protecting the _____.

Pilot questions 3.3

1. What do modern marketing perspectives emphasise?
2. What is relationship marketing concerned with?
3. Which area of marketing focuses on customer experience and intangible value?
4. What does societal marketing consider alongside organisational goals?



5. Why is contemporary marketing theory described as dynamic?

Series Summary

This Series explored how marketing theory has developed over time, beginning with the earliest ideas about trade and exchange, then moving through transitional stages that broadened marketing's scope, and finally examining contemporary perspectives that shape current practice. We started by looking at the foundations of early marketing thought and the first attempts to organise marketing knowledge through functional, institutional, and commodity approaches. We then examined the transitional period, where marketing shifted from a distribution focus to a customer-oriented and managerial discipline. Finally, we considered modern developments, including value creation, relationship thinking, and current directions such as digital and sustainability-oriented marketing.

By working through these Parts, you should now be able to describe early marketing foundations, explain how marketing knowledge was first organised, identify early schools of thought, analyse transitional shifts in marketing perspectives, explain the emergence of managerial and behavioural approaches, and evaluate contemporary developments in marketing theory. These abilities reflect the Series Learning Outcomes and prepare you for deeper engagement with marketing paradigms in later Series.

Glossary of Terms

Behavioural approach An approach that focuses on understanding how consumers think, feel, and act.

Broadening perspective The view that marketing principles can be applied beyond business settings to ideas, causes, and social initiatives.

Commodity approach A school of thought that examines the marketing of specific products from production to consumption.

Customer orientation An approach that prioritises understanding and meeting customer needs.

Distribution orientation A traditional view of marketing that focuses on the movement of goods from producers to consumers.

Functional approach A school of thought that focuses on the functions performed in marketing, such as buying, selling, and transporting.

Institutional approach A school of thought that examines the organisations involved in marketing, such as wholesalers and retailers.

Managerial approach An approach that views marketing as a process of planning, organising, and controlling activities to achieve organisational goals.



Modern marketing perspective A view of marketing that emphasises value creation, customer satisfaction, and long-term relationships.

Relationship marketing An approach that focuses on building and maintaining long-term connections with customers.

Societal marketing A perspective that considers the long-term well-being of society alongside organisational goals.

Sustainability-oriented marketing Marketing that aims to create value while protecting the environment and supporting social responsibility.

Concept Check Questions [Series 3]

Objective Questions

1. Which early approach focuses on the functions performed in marketing? *Linked to SLO 3.3*
2. What does customer orientation prioritise? *Linked to SLO 3.4*
3. Which approach examines organisations such as wholesalers and retailers? *Linked to SLO 3.3*
4. What does relationship marketing aim to build? *Linked to SLO 3.6*
5. Which contemporary direction in marketing considers long-term societal well-being? *Linked to SLO 3.6*

Short-Answer Questions

6. Describe one feature of early marketing thought. *Linked to SLO 3.1*
7. What was the purpose of early attempts to organise marketing knowledge? *Linked to SLO 3.2*
8. Explain the broadening perspective in marketing. *Linked to SLO 3.4*
9. What does the behavioural approach focus on? *Linked to SLO 3.5*
10. Why is contemporary marketing theory described as dynamic? *Linked to SLO 3.6*

Long-Answer Questions

11. Analyse the significance of the shift from distribution orientation to customer orientation in the development of marketing theory. *Linked to SLO 3.4*
12. Evaluate how modern marketing perspectives integrate value creation and relationship thinking. *Linked to SLO 3.6*

Answers to Concept Check Questions [Series 3]



Objective Questions

1. Functional approach
2. Understanding and meeting customer needs
3. Institutional approach
4. Long-term customer relationships
5. Societal marketing

Short-Answer Questions

6. Early marketing thought focused on how goods moved from producers to consumers.
7. To classify marketing activities and create a clearer understanding of marketing as a coordinated set of functions.
8. It recognises that marketing principles apply to ideas, causes, and social initiatives, not only goods.
9. It focuses on how consumers think, feel, and act.
10. Because it continues to adapt to changes in technology, culture, and global expectations.

Long-Answer Questions

11. Basic response

The shift from distribution to customer orientation marked a move from focusing on the movement of goods to understanding customer needs. This helped broaden marketing's scope and made it more responsive to consumer behaviour.

11. Value-added response

This shift also laid the foundation for modern marketing strategy. It encouraged organisations to study customer motivations, design offerings that create value, and build long-term relationships. As a result, marketing became more analytical, strategic, and central to organisational success.

12. Basic response

Modern marketing perspectives integrate value creation and relationship thinking by emphasising customer satisfaction and long-term connections.

12. Value-added response

This integration has transformed marketing into a discipline focused on experience, loyalty, and mutual value. It supports the development of services marketing, customer experience management, and value-based strategies. These ideas help organisations



compete in dynamic markets by building trust and delivering meaningful benefits over time.

Answers to Pilot Questions [Series 3]

Part 3.1

1. Consumers
2. Activities
3. Functions
4. Wholesalers
5. Specific products

Part 3.2

1. Customer needs
2. Behaviours
3. Planning and control
4. Behaviour
5. It broadened marketing's scope

Part 3.3

1. Value creation and relationships
2. Customers
3. Services marketing
4. Society
5. It adapts to change

References and Attributions [Series 3]

Note: All illustrations in this Series were represented as placeholders. The following entries document the prompts and suggested OER search strings for transparency and future sourcing.

Figure 3.1: Foundations of early marketing thought AI prompt: “Create a simple timeline showing early marketing development from trade and exchange to initial academic interest.” Suggested OER search string: “history of marketing thought early foundations timeline OER”.



Box 3.1: Early attempts to organise marketing knowledge AI prompt: “Create a one column table listing early efforts to classify marketing activities such as buying, selling, transporting, and storing.” Suggested OER search string: “early marketing classification OER”.

Table 3.1: Early schools of marketing thought AI prompt: “Create a table comparing functional, institutional, and commodity approaches with definitions and examples.” Suggested OER search string: “functional institutional commodity approaches marketing OER”.

Figure 3.2: Transition from distribution to customer orientation AI prompt: “Create a simple diagram showing distribution orientation on one side, customer orientation on the other, with an arrow indicating transition.” Suggested OER search string: “distribution to customer orientation marketing diagram OER”.

Box 3.2: Examples of broadened marketing applications AI prompt: “Create a one column table listing examples of broadened marketing such as social marketing, political marketing, and cause marketing.” Suggested OER search string: “broadening of marketing concept OER”.

Table 3.3: Managerial and behavioural approaches in marketing AI prompt: “Create a table comparing managerial and behavioural approaches with definitions and examples.” Suggested OER search string: “managerial behavioural approaches marketing OER”.

Figure 3.3: Foundations of modern marketing perspectives AI prompt: “Create a simple diagram showing value creation, customer satisfaction, and relationships as foundations of modern marketing.” Suggested OER search string: “modern marketing foundations diagram OER”.

Box 3.3: Key ideas in relationship and value-based marketing AI prompt: “Create a one column table listing key ideas in relationship marketing and value-based marketing.” Suggested OER search string: “relationship marketing value creation OER”.

Table 3.4: Current directions in contemporary marketing thought AI prompt: “Create a table listing current directions in marketing such as digital marketing, societal marketing, and sustainability marketing, with brief explanations.” Suggested OER search string: “contemporary marketing theory directions OER”.

- **Course code:** Mkt 304
- **Course title:** Marketing Theory
- **Course credit load:** 2



Series 4: Evolution and Paradigms of Marketing Theories

Part 1: Evolution of Marketing Theories

- 1.1 Meaning of evolution in marketing theory (Clarifying what “evolution” means in the context of marketing thought)
- 1.2 Key drivers of change in marketing theory (Economic, social, technological, and academic influences)
- 1.3 Major phases in the evolution of marketing theories (From early trade views to contemporary strategic perspectives)

Part 2: Understanding Paradigms in Marketing

- 2.1 Meaning of a paradigm in marketing (Definition and relevance of paradigms in academic disciplines)
- 2.2 Characteristics of marketing paradigms (Shared assumptions, frameworks, and worldviews)
- 2.3 Why paradigms matter in marketing theory development (How paradigms shape research, practice, and teaching)

Part 3: Major Paradigms in Marketing Thought

- 3.1 The traditional marketing management paradigm (Focus on planning, analysis, and managerial decision making)
- 3.2 The consumer behaviour paradigm (Behavioural foundations and psychological influences)
- 3.3 The relationship marketing paradigm (Shift toward long-term value and customer relationships)
- 3.4 The emerging paradigms in contemporary marketing (Digital, societal, sustainability, and service-dominant logic)

Introduction

Marketing theory has developed through a long process of change, shaped by shifts in society, technology, and academic thinking. This Series examines how marketing theories have evolved over time and how different paradigms have influenced the way marketing is understood and practised. Understanding these developments is important because it helps you see how marketing ideas have changed in response to new challenges and why certain perspectives dominate at different points in history.

The aim of this Series is to help you understand the evolution of marketing theories and the major paradigms that guide marketing thought. We begin by exploring what evolution means in the context of marketing theory and the forces that drive change. Next, we examine the meaning and characteristics of paradigms and why they matter for theory



development. Finally, we explore the major paradigms in marketing thought, including traditional, behavioural, relationship, and emerging perspectives.

Series Learning Outcomes

Upon completing this Series, you should be able to:

- **SLO 4.1** explain the meaning of evolution in marketing theory,
- **SLO 4.2** identify key drivers of change in marketing theory,
- **SLO 4.3** describe major phases in the evolution of marketing theories,
- **SLO 4.4** explain the meaning and characteristics of paradigms in marketing,
- **SLO 4.5** analyse why paradigms matter for marketing theory development, and **SLO 4.6** evaluate major paradigms in marketing thought, including emerging perspectives.

4.1 Evolution Of Marketing Theories

4.1.1 Meaning of evolution in marketing theory

The term **evolution** refers to a process of gradual change and development over time. In marketing theory, evolution describes how ideas, concepts, and frameworks have changed in response to new knowledge, social conditions, and business practices. Early marketing ideas focused mainly on distribution and the movement of goods, but over time marketing expanded to include customer needs, value creation, relationships, and strategic thinking.

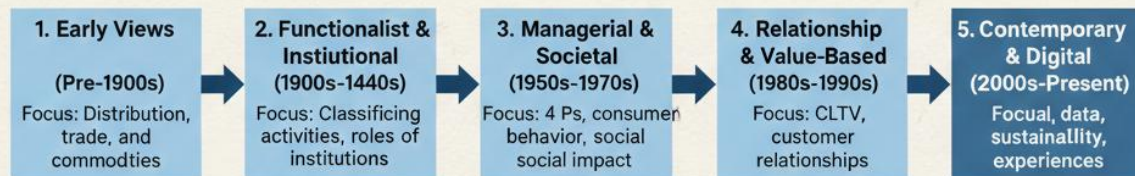
Understanding evolution in marketing theory helps us appreciate why marketing looks the way it does today. It also shows that marketing is not static. Instead, it continues to adapt as markets, technologies, and societies change.



A timeline showing the progression of marketing theory from early distribution ideas to modern strategic perspectives *Figure 4.1: Evolution of marketing theory*

Figure 4.1: Evolution of marketing theory

A simple timeline showing the progression of marketing theory from early ideas to modern strategic perspectives



Sample AI prompt: “Create a simple timeline showing the evolution of marketing theory from distribution views to modern perspectives”
Search string: “evolution of marketing timeline OER”

Fill in the blank: Evolution in marketing theory refers to the gradual _____ of ideas over time.

4.1.2 Key drivers of change in marketing theory

Marketing theory has evolved because of several important influences. One key driver is **economic change**, which affects how organisations produce, distribute, and price goods. As economies grow and become more complex, marketing theory must adapt to new realities.



Another driver is **technological advancement**, which changes how organisations communicate, gather information, and deliver value. For example, the rise of digital technology has transformed how marketers understand and reach customers.

Social and cultural changes also play a role. As societies become more diverse and customer expectations shift, marketing theory must respond. Academic research is another important driver because it introduces new ideas, methods, and perspectives that shape how marketing is understood.

Box 4.1: Key drivers of change in marketing theory

Box 4.1: Key drivers of change in marketing theory

A one column table listing drivers of change in marketing theory

Driver of Change
Economic & Market Changes
Technological Advancements
Social & Cultural Shifts
Academic Research & New Insights

Sample AI prompt: “Create a one column table listing in drivers in change marketing theory such economic change, technology, social change, and academic research”
Search string: “driverage in marketing theory OER



Fill in the blank: Technological advancement changes how organisations communicate and deliver _____.

4.1.3 Major phases in the evolution of marketing theories

The evolution of marketing theory can be grouped into several major phases. The first phase is the **early distribution phase**, which focused on how goods moved from producers to consumers. This phase emphasised physical distribution and the functions involved in marketing.

The second phase is the **managerial phase**, which introduced planning, analysis, and decision making as central elements of marketing. This phase helped establish marketing as a strategic organisational function.

The third phase is the **behavioural phase**, which focused on understanding how consumers think and act. This phase drew heavily from psychology and sociology.

The fourth phase is the **relationship phase**, which emphasised long-term connections with customers and the importance of value creation. This phase expanded marketing beyond transactions.

The most recent phase is the **contemporary phase**, which includes digital marketing, societal marketing, sustainability, and service-dominant logic. These perspectives reflect the complexity of modern markets and the need for flexible, value-based approaches.



Table 4.1: Major phases in the evolution of marketing theories

Table 4.1: Major phases in the evolution of marketing theories

A table listing major phases in marketing theory evolution with brief descriptions of each phase

Phase	Description
Production Orientation (Pre-1920s)	Focus on efficient production and distribution goods
Sales Orientation (1920s-1950)	Emphasis on selling and promotion to move customer needs
Marketing Concept Era (1950s-1980s)	Shift to understanding and customer relationships and loyalty
Relationship Marketing Era	Building long-term customer relationships
Digital & Societal Marketing (2000s-Present)	Integration of digital technology, social responsibility, and sustainability

Sample AI prompt: "Create a table listing major phases theory evolution with each string: "phases in evolution of marketing theory OER"

Fill in the blank: The behavioural phase focuses on understanding how consumers think and _____.

Pilot questions 4.1

1. What does evolution in marketing theory refer to?
2. Name one key driver of change in marketing theory.
3. What did the early distribution phase focus on?
4. Which phase introduced planning and analysis into marketing?



5. What does the contemporary phase of marketing theory include?

4.2 Understanding Paradigms In Marketing

4.2.1 Meaning of a paradigm in marketing

A **paradigm** is a shared set of assumptions, beliefs, and frameworks that guide how a discipline understands and studies its subject. In marketing, a paradigm shapes how scholars define marketing problems, what questions they ask, and what methods they use to find answers. Paradigms act as lenses that influence how marketing theory is developed and how marketing practice is interpreted.

Understanding paradigms is important because they help explain why marketing ideas change over time. When a paradigm no longer explains new realities effectively, scholars begin to question it, leading to the development of new perspectives.



A diagram showing a paradigm as a lens shaping how marketing problems are viewed
Figure 4.2: Paradigms as lenses in marketing thought



Fill in the blank: A paradigm is a shared set of assumptions and _____ that guide thinking in a discipline.

4.2.2 Characteristics of marketing paradigms

Marketing paradigms have several key characteristics. One characteristic is **shared assumptions**, which means that scholars within a paradigm agree on basic ideas about what marketing is and how it should be studied. Another characteristic is **conceptual**



frameworks, defined as structured ways of organising ideas and explaining marketing phenomena.

Marketing paradigms also have **accepted methods**, which refer to the research techniques and analytical tools that scholars consider appropriate. These characteristics help create consistency within a discipline and allow scholars to build on one another's work.

Box 4.2: Characteristics of marketing paradigms

Box 4.2: Characteristics of marketing paradigms

A one column table listing characteristics of marketing paradigms

Characteristic
Shared Assumptions
Conceptual Frameworks
Accepted Methods

Sample AI prompt: 'Create a one column table listing characteristics such as shared assumptions, and accepted methods'
Search string: 'characteristics of paradigms in marketing OER'

Fill in the blank: Conceptual frameworks provide structured ways of organising ideas and explaining marketing _____.



4.2.3 Why paradigms matter in marketing theory development

Paradigms matter because they influence how marketing knowledge is created, interpreted, and applied. A paradigm shapes the types of questions scholars ask, the methods they use, and the conclusions they draw. When a paradigm dominates a discipline, it guides teaching, research, and practice.

Paradigms also matter because they help explain shifts in marketing theory. When new challenges arise, such as technological change or new forms of competition, existing paradigms may no longer provide adequate explanations. This can lead to **paradigm shifts**, defined as major changes in the dominant way of thinking. These shifts help marketing remain relevant and responsive to new realities.



Table 4.2: Why paradigms matter in marketing theory

Table 4.2: Why paradigms matter in marketing theory

A table listing paradigms s matter in marketing theory, with brief extlpations

Reason	Reason	Explanation
Provides Structure	Direction for research and practice.	
Common Language	Facilliates communication and understanding.	
Guides Problem-Solving	Offers frameworks and challenges.	
Influences	Offers the stage for adderssies or challenges.	
Influences Innovation	for new theories and methods.	
Sample AI pront: 'Create a one coluun table listing characteristics such shared aonemteworks, and accepted methods' Search string: 'characteristics of pardigms in marketing OER		

Fill in the blank: A paradigm shift occurs when the dominant way of thinking in a discipline _____.

Pilot questions 4.2

1. What is a paradigm in marketing?
2. Name one characteristic of a marketing paradigm.
3. What do conceptual frameworks help scholars do?
4. Why do paradigms matter for marketing theory development?



5. What is a paradigm shift?

4.3 Major Paradigms In Marketing Thought

4.3.1 The traditional marketing management paradigm

The **traditional marketing management paradigm** is one of the most influential perspectives in marketing. A **paradigm** is a shared set of assumptions and frameworks that guide thinking within a discipline. The marketing management paradigm views marketing as a process of planning, analysing, and controlling activities to achieve organisational goals. It emphasises decision making, strategy, and the coordination of the marketing mix.

This paradigm became dominant as organisations recognised the need for systematic approaches to product development, pricing, promotion, and distribution. It helped establish marketing as a managerial function and provided tools for analysing markets and designing effective strategies.



A diagram showing the marketing management paradigm with planning, analysis, and control as core elements *Figure 4.3: The traditional marketing management paradigm*

Figure 4.3: The traditional management paradigm

A simple diagram showing planning, analysis, and control as core elements of the marketing management paradigm



Sample AI prompt: "Create a simple diagram
Search string:

Sample AI prompt:
"marketing management paradigm diagram OER"

Fill in the blank: The traditional marketing management paradigm views marketing as a process of planning and _____ activities.

4.3.2 The consumer behaviour paradigm

The **consumer behaviour paradigm** focuses on understanding how consumers think, feel, and act. It draws heavily from psychology, sociology, and behavioural science. This paradigm assumes that marketing decisions should be based on insights into customer motivations, perceptions, and decision making processes.



The consumer behaviour paradigm shifted attention away from products and distribution and towards the individual customer. It encouraged marketers to study attitudes, preferences, learning processes, and cultural influences. This paradigm remains central to modern marketing because it helps organisations design offerings that meet customer needs more effectively.

Box 4.3: Key ideas in the consumer behaviour paradigm

Box 4.3: Key ideas in the a consumer behaviur paradigm

A one column table listing key ideas in the behaviur paradigm

Key Idea
Motivation
Perception
Learning
Attitudes

Sample AI prompt: "Create a one column table listing in ideas in the consumer ber paradigm such motivation, learning, and attitudes"
Search string: "consumer behaviur parldigm key ideas OER"

Fill in the blank: The consumer behaviour paradigm focuses on how consumers think, feel, and _____.

4.3.3 The relationship marketing paradigm



The **relationship marketing paradigm** emphasises building and maintaining long term connections with customers. It assumes that loyal customers contribute more to organisational success than one time buyers. This paradigm focuses on trust, commitment, communication, and value creation over time.

Relationship marketing became important as organisations recognised that retaining customers is often more cost effective than constantly attracting new ones. It also reflects the growing importance of services, where customer experience and interaction play a central role.

Table 4.3: Principles of the relationship marketing paradigm

Table 4.3: Principles of the relationship marketing paradigm

A table listing principles of relationship marketing such trust, comitment, communication, and long term value

	Definition	Key Outcome
Trust	Reliance on partner's reliability & integrity	Reduced uncertainty, shared stronger bond
Commitment	Mutual dedication to continue relationship	Long-term orientation, loyalty
Communication	Open & timely sharing of information	Better understanding, conflict resolution
Long-Term Value	Focus & mutual benefits over time	Sustainable growth, customer lifetime value

Sample AI prompt: "Create a table listing principles of relationship marketing such trust, communication, and long term value"
Search string: "relationship marketing paradigm principles OER"



Fill in the blank: Relationship marketing emphasises building long term connections based on trust and _____.

4.3.4 Emerging paradigms in contemporary marketing

Marketing continues to evolve, and several new paradigms have emerged in response to technological, social, and environmental changes. One important paradigm is **digital marketing**, which focuses on how technology shapes communication, customer engagement, and value delivery. Another is **societal marketing**, defined as an approach that considers the long term well being of society alongside organisational goals.

A further development is **sustainability oriented marketing**, which emphasises creating value in ways that protect the environment and support social responsibility. Another emerging paradigm is **service dominant logic**, which views value as co created through interactions between organisations and customers rather than embedded in products.

These emerging paradigms show that marketing thought continues to adapt to new realities and challenges.

A diagram showing emerging paradigms: digital marketing, societal marketing, sustainability marketing, and service dominant logic *Figure 4.4: Emerging paradigms in*



Figure 4.4: Emerging paraigms marketing

A diagram showing paraigms marketing logic as emerging paraigms



Sample AI prompt: "Create a diagram showing the diagram marketing logic as emerging paraigms."
Search string: "emerging paraigms in marketing OER"

Fill in the blank: Sustainability oriented marketing focuses on creating value while protecting the _____.

Pilot questions 4.3

1. What does the traditional marketing management paradigm emphasise?
2. What does the consumer behaviour paradigm focus on?
3. Why is relationship marketing important for organisations?
4. Name one emerging paradigm in contemporary marketing.



5. What does service dominant logic emphasise?

Series Summary

This Series examined how marketing theories have evolved over time and how different paradigms shape the way marketing is understood and practised. We began by exploring the meaning of evolution in marketing theory and the key drivers of change, including economic, technological, social, and academic influences. We then reviewed the major phases in the development of marketing thought, from early distribution ideas to contemporary strategic perspectives.

Next, we examined the meaning of paradigms in marketing, their characteristics, and why they matter for theory development. Paradigms help guide research, teaching, and practice by providing shared assumptions and frameworks. Finally, we explored major paradigms in marketing thought, including the traditional marketing management paradigm, the consumer behaviour paradigm, the relationship marketing paradigm, and emerging paradigms such as digital, societal, sustainability oriented marketing, and service dominant logic.

By working through these Parts, you should now be able to explain how marketing theories evolve, identify the drivers of change, describe the meaning and characteristics of paradigms, analyse their importance, and evaluate major paradigms in marketing thought.

Glossary of Terms

Behavioural phase A stage in marketing theory that focuses on understanding how consumers think, feel, and act.

Consumer behaviour paradigm A paradigm that emphasises psychological and social influences on customer decision making.

Contemporary phase The most recent stage in marketing theory, including digital, societal, and sustainability perspectives.

Evolution A gradual process of change and development over time.

Marketing management paradigm A paradigm that views marketing as a process of planning, analysing, and controlling activities.

Paradigm A shared set of assumptions, beliefs, and frameworks that guide thinking within a discipline.

Paradigm shift A major change in the dominant way of thinking within a discipline.

Relationship marketing paradigm A paradigm that emphasises long term customer relationships and value creation.



Service dominant logic A perspective that views value as co created through interactions between organisations and customers.

Sustainability oriented marketing Marketing that aims to create value while protecting the environment and supporting social responsibility.

Concept Check Questions [Series 4]

Objective Questions

1. What does evolution in marketing theory refer to? *Linked to SLO 4.1*
2. Which driver of change relates to shifts in customer expectations and cultural trends? *Linked to SLO 4.2*
3. What does the managerial phase of marketing theory emphasise? *Linked to SLO 4.3*
4. What is a paradigm in marketing? *Linked to SLO 4.4*
5. Which paradigm focuses on long term customer relationships? *Linked to SLO 4.6*

Short-Answer Questions

6. Explain one reason why marketing theories evolve. *Linked to SLO 4.2*
7. What is one characteristic of a marketing paradigm? *Linked to SLO 4.4*
8. Why do paradigms matter for marketing theory development? *Linked to SLO 4.5*
9. Describe the focus of the consumer behaviour paradigm. *Linked to SLO 4.6*
10. Name one emerging paradigm in contemporary marketing. *Linked to SLO 4.6*

Long-Answer Questions

11. Analyse the major phases in the evolution of marketing theories and explain how each phase contributed to the development of modern marketing. *Linked to SLO 4.3*
12. Evaluate the importance of emerging paradigms in shaping the future of marketing thought. *Linked to SLO 4.6*

Answers to Concept Check Questions [Series 4]

Objective Questions

1. The gradual development of ideas over time
2. Social and cultural change
3. Planning, analysis, and decision making



4. A shared set of assumptions and frameworks
5. The relationship marketing paradigm

Short-Answer Questions

6. Marketing theories evolve because new technologies, social changes, and business practices create new challenges and opportunities.
7. Shared assumptions that guide thinking within the discipline.
8. Paradigms shape the questions scholars ask, the methods they use, and the conclusions they draw.
9. It focuses on how consumers think, feel, and act.
10. Digital marketing, societal marketing, sustainability oriented marketing, or service dominant logic.

Long-Answer Questions

11. Basic response

The evolution of marketing theories includes phases such as the distribution phase, managerial phase, behavioural phase, relationship phase, and contemporary phase. Each phase added new ideas that expanded the scope of marketing.

11. Value-added response

The distribution phase established marketing as a set of functions. The managerial phase introduced planning and analysis. The behavioural phase deepened understanding of customers. The relationship phase emphasised long term value. The contemporary phase integrates digital, societal, and sustainability concerns. Together, these phases shaped marketing into a strategic, customer centred discipline.

12. Basic response

Emerging paradigms are important because they help marketing adapt to new technologies and societal expectations.

12. Value-added response

Digital marketing transforms communication and engagement. Societal and sustainability paradigms address ethical and environmental concerns. Service dominant logic shifts focus to value co creation. These paradigms ensure that marketing remains relevant, responsible, and responsive to global changes.

Answers to Pilot Questions [Series 4]

Part 4.1



1. Development
2. Value
3. Distribution
4. Managerial
5. Digital and sustainability perspectives

Part 4.2

1. A shared set of assumptions
2. Shared assumptions
3. Explain phenomena
4. They guide research and practice
5. Changes

Part 4.3

1. Planning and analysis
2. Act
3. It builds loyalty
4. Digital marketing
5. Co creation

References and Attributions [Series 4]

Note: All illustrations in this Series were represented as placeholders. The following entries document the prompts and suggested OER search strings for transparency and future sourcing.

Figure 4.1: Evolution of marketing theory AI prompt: “Create a simple timeline showing the evolution of marketing theory from early distribution views to modern strategic perspectives.” Suggested OER search string: “evolution of marketing theory timeline OER”.

Box 4.1: Key drivers of change in marketing theory AI prompt: “Create a one column table listing drivers of change in marketing theory such as economic change, technology, social change, and academic research.” Suggested OER search string: “drivers of change in marketing theory OER”.

Table 4.1: Major phases in the evolution of marketing theories AI prompt: “Create a table listing major phases in marketing theory evolution with brief descriptions of each phase.” Suggested OER search string: “phases in evolution of marketing theory OER”.



Figure 4.2: Paradigms as lenses in marketing thought AI prompt: “Create a simple diagram showing a paradigm as a lens that shapes how marketing problems are viewed.” Suggested OER search string: “paradigm meaning in marketing diagram OER”.

Box 4.2: Characteristics of marketing paradigms AI prompt: “Create a one column table listing characteristics of marketing paradigms such as shared assumptions, conceptual frameworks, and accepted methods.” Suggested OER search string: “characteristics of paradigms in marketing OER”.

Table 4.2: Why paradigms matter in marketing theory AI prompt: “Create a table listing reasons paradigms matter in marketing theory, with brief explanations.” Suggested OER search string: “importance of paradigms in marketing theory OER”.

Figure 4.3: The traditional marketing management paradigm AI prompt: “Create a simple diagram showing planning, analysis, and control as core elements of the marketing management paradigm.” Suggested OER search string: “marketing management paradigm diagram OER”.

Box 4.3: Key ideas in the consumer behaviour paradigm AI prompt: “Create a one column table listing key ideas in the consumer behaviour paradigm such as motivation, perception, learning, and attitudes.” Suggested OER search string: “consumer behaviour paradigm key ideas OER”.

Table 4.3: Principles of the relationship marketing paradigm AI prompt: “Create a table listing principles of relationship marketing such as trust, commitment, communication, and long term value.” Suggested OER search string: “relationship marketing paradigm principles OER”.

Figure 4.4: Emerging paradigms in contemporary marketing AI prompt: “Create a diagram showing digital marketing, societal marketing, sustainability marketing, and service dominant logic as emerging paradigms.” Suggested OER search string: “emerging paradigms in marketing OER”.

- **Course code:** Mkt 304
- **Course title:** Marketing Theory
- **Course credit load:** 2

Series 5: Dimensions, Epochs, and Identity Challenges in Marketing

Part 1: Dimensions of Marketing Thought



- 1.1 Meaning of dimensions in marketing thought (Clarifying what “dimensions” represent in the study of marketing)
- 1.2 Key dimensions of marketing as a discipline (Managerial, behavioural, societal, and systems dimensions)
- 1.3 How dimensions shape marketing theory and practice (Influence on research, teaching, and strategic decision making)

Part 2: Epochs in the Development of Marketing

- 2.1 Meaning of epochs in marketing development (Understanding epochs as historical periods of dominant ideas)
- 2.2 Major epochs in marketing evolution (Production, sales, marketing, societal, and digital epochs)
- 2.3 How epochs reflect shifts in marketing priorities (From efficiency to persuasion to customer value to societal well-being)

Part 3: Identity Challenges in Marketing

- 3.1 Meaning of identity challenges in marketing (Why marketing struggles with disciplinary identity)
- 3.2 Sources of identity challenges (Broad scope, interdisciplinary influences, and changing expectations)
- 3.3 Implications of identity challenges for marketing theory and practice (Effects on legitimacy, research direction, and professional practice)

Introduction

Marketing has developed through many stages and perspectives, shaped by changes in society, business practice, and academic thinking. This Series examines three important aspects of marketing thought: its dimensions, its historical epochs, and the identity challenges that arise from its broad and evolving nature. Understanding these aspects helps you appreciate how marketing has grown as a discipline and why it sometimes struggles to define its boundaries clearly.

The aim of this Series is to guide you through the major dimensions that shape marketing thought, the historical epochs that reflect shifts in marketing priorities, and the identity challenges that influence how marketing is understood. We begin by exploring the dimensions of marketing thought, including managerial, behavioural, societal, and systems perspectives. Next, we examine the major epochs in the development of marketing, from early production and sales orientations to modern digital and societal concerns. Finally, we consider the identity challenges that arise from marketing’s wide scope and interdisciplinary influences.

Series Learning Outcomes



Upon completing this Series, you should be able to:

- **SLO 5.1** explain the meaning of dimensions in marketing thought,
- **SLO 5.2** identify key dimensions of marketing as a discipline,
- **SLO 5.3** analyse how dimensions shape marketing theory and practice,
- **SLO 5.4** explain the meaning of epochs in marketing development, \
- **SLO 5.5** describe major epochs in the evolution of marketing, and **SLO 5.6** evaluate identity challenges in marketing and their implications for theory and practice.

5.1 Dimensions Of Marketing Thought

5.1.1 Meaning of dimensions in marketing thought

The term **dimensions** refers to the different perspectives or angles from which a subject can be understood. In marketing thought, dimensions represent the major viewpoints that shape how scholars and practitioners interpret marketing activities. These dimensions help explain why marketing is a broad discipline with many approaches and areas of focus.

Understanding dimensions in marketing thought is important because it shows that marketing is not limited to one way of thinking. Instead, it includes managerial, behavioural, societal, and systems perspectives, each contributing to a fuller understanding of how marketing works.

[Insert Figure here] A diagram showing four dimensions of marketing thought: managerial, behavioural, societal, and systems *Figure 5.1: Dimensions of marketing thought* AI prompt: “Create a simple diagram showing managerial, behavioural, societal, and systems dimensions of marketing thought” Search string: “dimensions of marketing thought diagram OER”

Fill in the blank: Dimensions in marketing thought represent different _____ for understanding marketing.

5.1.2 Key dimensions of marketing as a discipline

Marketing has several key dimensions that reflect its diverse nature. One important dimension is the **managerial dimension**, which focuses on planning, analysis, and decision making. This dimension views marketing as a tool for achieving organisational goals.

Another dimension is the **behavioural dimension**, defined as the study of how consumers think, feel, and act. This dimension draws from psychology and sociology to explain customer behaviour.

The **societal dimension** highlights the impact of marketing on society. It considers issues such as ethics, social responsibility, and the long term well being of communities.

The **systems dimension** views marketing as part of a larger network of activities and relationships. It emphasises interdependence between organisations, customers, and the wider environment.



Box 5.1: Key dimensions of marketing as a discipline

A one column table listing managerial, behavioural, and systems dimensions with brief explanations

Dimension
Managerial Dimension Focus on practical management, strategies, and goals.
Behavioural Dimension Understanding consumer behavior, decision processes, and psychology.
Societal Dimension Considering ethics, social responsibility, and community impact.
Systems Dimension Viewing marketing as interconnected processes and flows.

Sample AI prompt: "Create a one column table listing managerial, behavioural, dimensions with brief explanations"
Search string: "key dimensions of marketing discipline OER"

Fill in the blank: The behavioural dimension focuses on how consumers think, feel, and _____.

5.1.3 How dimensions shape marketing theory and practice

The different dimensions of marketing thought influence both theory and practice. The managerial dimension shapes theories about planning, strategy, and the marketing mix. It also guides practical decisions about product design, pricing, promotion, and distribution.

The behavioural dimension shapes theories about consumer decision making and influences how organisations conduct market research and design customer experiences.



The societal dimension shapes theories about ethics and responsibility. It encourages organisations to consider the long term effects of their actions on society and the environment.

The systems dimension shapes theories about networks, relationships, and value creation. It influences how organisations coordinate activities and collaborate with partners.

Together, these dimensions help create a more complete understanding of marketing and guide the development of effective and responsible marketing practices.

Table 5.1: How dimensions shape marketing theory and practice

Table 5.1: How dimensions shape marketing theory and practice

A table showing how managerial, behavioural, societal, and systems dimensions shape marketing theory and practice

	Influence on Theory	Influence on Practice
Managerial Dimension for strategic planning, resource allocation.	Provides frameworks for planning, goal setting, and allocation.	Develops marketing plans, campaigns, and manages product lifecycles.
Behavioural Dimension	Explains consumer decision-making, and perception.	Informs market research, and marketing
Societal Dimension		segmentation, and strategies
Examines marketing's ethical, social, and environmental impacts	Promotes corporate social responsibility, green marketing.	Promotes corporate social marketing and ethical advertising
Models marketing as interconnected within complex systems	Optimizes supply chain management, information, and stakeholder relationships	Optimizes supply chain information flows, and relationships

Sample AI prompt: "Create a table showing how managerial, behavioural, societal influence marketing theory and practice"
Search string: "dimensions shaping marketing theory practice OER"



Fill in the blank: The societal dimension encourages organisations to consider the long term effects of their actions on _____.

Pilot questions 5.1

1. What do dimensions in marketing thought represent?
2. Name one key dimension of marketing as a discipline.
3. What does the behavioural dimension focus on?
4. Which dimension considers ethics and social responsibility?
5. How does the managerial dimension influence marketing practice?

5.2 Epochs In The Development Of Marketing

5.2.1 Meaning of epochs in marketing development

The term **epochs** refers to distinct historical periods marked by dominant ideas, priorities, or practices. In marketing, epochs represent stages in the evolution of marketing thought, each shaped by the economic, social, and technological conditions of its time. These epochs help us understand how marketing has changed and why certain ideas became influential at particular moments.

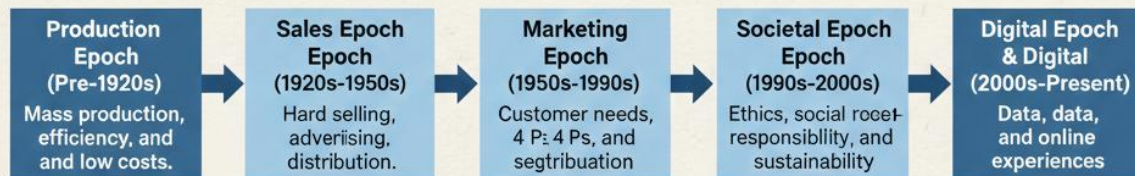
Studying epochs in marketing development allows us to see how the discipline has moved from simple views of exchange to more complex perspectives that emphasise customer value, relationships, and societal well being.



A timeline showing major epochs in marketing development *Figure 5.2: Epochs in the development of marketing*

Figure 5.2: Epochs in development of marketing

A simple timeline showing the production, production, marketing, and digital in marketing development



Sample AI prompt: "Create a simple timeline showing the evolution of marketing theory from distribution views to modern development
Search string: "evolution of marketing timeline OER"

Fill in the blank: Epochs in marketing represent distinct historical _____ marked by dominant ideas.

5.2.2 Major epochs in marketing evolution

Marketing has passed through several major epochs, each reflecting a shift in priorities and ways of thinking.

The **production epoch** focused on efficiency and mass production. Organisations believed that customers would buy products that were widely available and affordable.



The **sales epoch** emphasised persuasion. As competition increased, organisations relied on selling techniques and promotional activities to convince customers to buy.

The **marketing epoch** shifted attention to customer needs. Organisations began to study what customers wanted and designed offerings to satisfy those needs.

The **societal epoch** expanded marketing's focus to include social responsibility and long term societal well being. This epoch recognised that marketing decisions affect not only customers but also communities and the environment.

The **digital epoch** reflects the influence of technology. It emphasises data, connectivity, and interactive communication, transforming how organisations understand and engage with customers.



Box 5.2: Major epochs in the a marketing chaving evolution

A one column table listing aine manaerial, and systems dimensions with brief expanaions

	Explanation	Explanation
Production Epoch (Pre-1920s)	Focus on efficient, low-cost production and and mass distribution.	Focus on practical managetings, goal etys, and
Sales Epoch (1920s-1950s)	Emphasis aggressive selling, advice,red distribution.	Develops market rese etting, psyccology.
Marketing Epoch (1950s-1990s)	Shift to understanding needs, 4 Ps, and market segnatation.	manages product product stills.
Societal Epoch (1990s-2000s)	Incomppration ethics, social 4 Ps,, and sustainzation.	Data-driven strategies, online engen marketing.
Digital Epoch (2000s-Present)	Inconppration ethics, social responsiblity, and sustainability.	Optimizes supply social perswatizes, and persanalized-relationships

Sample AI prompt: "Create a table showing how manegrial, belavoual, societal influence infflueng theory and practice"
Search string: "dimensions shaping marketing theory practice OER"

Fill in the blank: The marketing epoch focuses on identifying and satisfying _____ needs.

5.2.3 How epochs reflect shifts in marketing priorities

Each epoch reflects a shift in what organisations consider most important. During the production epoch, efficiency and output were the main priorities. In the sales epoch, the priority shifted to persuasion and competitive selling. The marketing epoch placed customer needs at the centre of organisational decision making.



The societal epoch shifted priorities again by emphasising ethics, responsibility, and long term societal impact. The digital epoch reflects a priority for speed, personalisation, and data driven decision making.

These shifts show that marketing evolves in response to changes in the environment. As customer expectations, technologies, and social concerns change, marketing priorities adjust to remain relevant and effective.

Table 5.3: How epochs reflect shifts in marketing priorities

Table 5.3: How epochs reflect shifts in marketing priorities

A table showing how epochs reflect shifts in marketing priorities with brief explanations

	Core Priority	Key Focus
Production Epoch (Pre-1920s)	Mass efficient production & distribution	Mass practical distribution
Sales Epoch (1920s-1950s)	Persuasion	Manages product selling distribution.
Marketing Epoch (1950s-1990s)	Hard selling & advertising	4 Ps & market research
Societal Epoch (1990s-2000s)	Ethics, CSR 4 Ps, & sustainability	Manages product re online marketing
Digital Epoch (2000s-Present)	Societal Well-being, social sustainability.	Data, personalization & online online experiences

Sample AI prompt: "Create a table showing how managerial, behavioural, societal influence influence theory and practice"
Search string: "dimensions shaping marketing theory practice OER"

Fill in the blank: The societal epoch emphasises ethics, responsibility, and long term _____ impact.

Pilot questions 5.2



1. What does the term epoch mean in marketing development?
2. What was the main focus of the production epoch?
3. Which epoch emphasised persuasion and selling techniques?
4. What does the societal epoch emphasise?
5. Why do marketing epochs change over time?

5.3 Identity Challenges In Marketing

5.3.1 Meaning of identity challenges in marketing

The term **identity challenges** refers to difficulties a discipline faces in defining its boundaries, purpose, and core focus. In marketing, identity challenges arise because the field covers many activities, draws from several other disciplines, and continues to evolve in response to social and technological change. As a result, scholars and practitioners sometimes disagree about what marketing truly is and what its central concerns should be.

Understanding identity challenges is important because they influence how marketing is taught, researched, and practised. When a discipline lacks a clear identity, it may struggle to establish legitimacy or communicate its value to others.



diagram showing overlapping areas of marketing with other disciplines such as psychology, economics, and sociology *Figure 5.3: Identity challenges in marketing*

Figure 5.3: Identity challenges in marketing

A simple diagram illustrating marketing at the center with overlapping circles for psychology, economics, and sociology to illustrate identity challenges



Sample AI prompt: "Create a simple diagram showing marketing at the center with overlaps for psychology, economics, and management to search string: "marketing identity challenges interdisciplinary diagram OER"

Fill in the blank: Identity challenges arise when a discipline struggles to define its boundaries and _____.

5.3.2 Sources of identity challenges

Marketing faces identity challenges for several reasons. One source is its **broad scope**. Marketing includes activities such as research, communication, pricing, distribution, customer experience, and relationship management. This wide range makes it difficult to define marketing in a single, clear way.



Another source is **interdisciplinary influence**. Marketing draws heavily from psychology, sociology, economics, and management. While this enriches the field, it also creates uncertainty about whether marketing is a distinct discipline or a combination of others.

A third source is **changing expectations**. As society evolves, marketing is expected to address new issues such as ethics, sustainability, and digital transformation. These expectations expand marketing's responsibilities and contribute to identity uncertainty.

Box 5.3: Sources of identity challenges in marketing

Box 5.3: Sources of identity challenges in marketing

A simple diagram illustrating marketing at the center with overlapping circles illustrating identity challenges

Source of Challenge

Broad Scope

Interdisciplinary Influence

Changing Expectations

Sample AI prompt: "Create a simple diagram showing marketing at the center with overlapping circles for psychology, sociology, and economics to illustrate identity challenges" Search string: "marketing identity challenges interdisciplinary diagram OER"

Fill in the blank: Marketing's interdisciplinary nature means it draws from psychology, sociology, economics, and _____.

5.3.3 Implications of identity challenges for marketing theory and practice



Identity challenges have important implications for both marketing theory and practice. For theory, they can lead to debates about what marketing should study and how it should be defined. These debates may slow the development of unified frameworks but can also encourage creativity and new perspectives.

For practice, identity challenges can affect how organisations view the role of marketing. If marketing is not clearly defined, its strategic importance may be misunderstood or undervalued. On the other hand, marketing's broad identity allows it to adapt to new responsibilities such as sustainability, digital engagement, and societal well being.

Identity challenges also influence how marketing is taught. Educators must decide which perspectives to emphasise and how to balance managerial, behavioural, societal, and systems dimensions.



Table 5.4: Implications of identity challenges for marketing theory and practice

Table 5.4: Implications of identity challenges for marketing theory and practice

A table showing implications of identity challenges for theory, and education with brief explanations

Area	Implication for Theory	Implication for Practice & Education
Theory	Need for integrated frameworks	Developing holistic models
Practice	Dynamic strategy development	Cross-functional collaboration
Education	Evolving curricula	Fostering interdisciplinary skills

Sample AI prompt: "Create a table showing implications of challenges for theory, practice, and education with brief explanations"
 Search string: "implications of challenges marketing OER"

Fill in the blank: Identity challenges can affect how organisations understand the strategic importance of _____.

Pilot questions 5.3

1. What are identity challenges in marketing?
2. Name one source of identity challenges.
3. Why does marketing's broad scope create identity issues?
4. How can identity challenges affect marketing practice?



5. What impact do identity challenges have on marketing education?

Series Summary

This Series examined three important aspects of marketing thought: its dimensions, its historical epochs, and the identity challenges that arise from its broad and evolving nature. We began by exploring the meaning of dimensions in marketing thought and the key perspectives that shape the discipline, including managerial, behavioural, societal, and systems dimensions. These dimensions help explain why marketing is a diverse field with many approaches to understanding customers, organisations, and society.

Next, we examined the major epochs in the development of marketing, from the production and sales epochs to the marketing, societal, and digital epochs. Each epoch reflects a shift in priorities, influenced by changes in technology, competition, and customer expectations. These epochs show how marketing has evolved from a focus on efficiency to a focus on persuasion, customer value, societal well being, and digital engagement.

Finally, we explored the identity challenges that marketing faces as a discipline. These challenges arise from marketing's broad scope, interdisciplinary influences, and changing expectations. They affect how marketing is defined, how it is taught, and how organisations understand its strategic importance.

By working through these Parts, you should now be able to explain the dimensions of marketing thought, describe major epochs in marketing development, and evaluate the identity challenges that shape marketing theory and practice.

Glossary of Terms

Behavioural dimension A perspective that focuses on how consumers think, feel, and act.

Digital epoch A period in marketing development shaped by technology, data, and interactive communication.

Dimensions Different perspectives or angles used to understand a subject.

Epochs Distinct historical periods marked by dominant ideas or practices.

Identity challenges Difficulties a discipline faces in defining its boundaries, purpose, and core focus.

Managerial dimension A perspective that focuses on planning, analysis, and decision making.

Production epoch A period in which organisations focused on efficiency and mass production.



Sales epoch A period in which persuasion and selling techniques dominated marketing practice.

Societal dimension A perspective that considers ethics, responsibility, and long term societal well being.

Systems dimension A perspective that views marketing as part of a wider network of relationships and activities.

Concept Check Questions [Series 5]

Objective Questions

1. What do dimensions in marketing thought represent? *Linked to SLO 5.1*
2. Which dimension focuses on planning and decision making? *Linked to SLO 5.2*
3. What does the production epoch emphasise? *Linked to SLO 5.5*
4. What is an identity challenge in marketing? *Linked to SLO 5.6*
5. Which epoch reflects the influence of technology and data? *Linked to SLO 5.5*

Short-Answer Questions

6. Explain one key dimension of marketing as a discipline. *Linked to SLO 5.2*
7. Why are epochs important in understanding marketing development? *Linked to SLO 5.4*
8. What is one source of identity challenges in marketing? *Linked to SLO 5.6*
9. How does the societal epoch differ from the marketing epoch? *Linked to SLO 5.5*
10. Why does marketing's interdisciplinary nature create identity challenges? *Linked to SLO 5.6*

Long-Answer Questions

11. Analyse how the major epochs in marketing reflect shifts in organisational priorities. *Linked to SLO 5.5*
12. Evaluate the implications of identity challenges for marketing theory and practice. *Linked to SLO 5.6*

Answers to Concept Check Questions [Series 5]

Objective Questions

1. Different perspectives for understanding marketing
2. The managerial dimension



3. Efficiency and mass production
4. Difficulty defining marketing's boundaries and purpose
5. The digital epoch

Short-Answer Questions

6. The behavioural dimension focuses on how consumers think, feel, and act.
7. Epochs show how marketing priorities change in response to new conditions.
8. Marketing's broad scope is one source of identity challenges.
9. The societal epoch emphasises long term societal well being, while the marketing epoch focuses on customer needs.
10. Because it draws from many disciplines, making it harder to define marketing as a distinct field.

Long-Answer Questions

11. Basic response

Each epoch reflects a shift in what organisations consider important, from efficiency to persuasion to customer value and societal well being.

11. Value-added response

The production epoch prioritised efficiency, the sales epoch emphasised persuasion, and the marketing epoch placed customer needs at the centre. The societal epoch added responsibility and ethics, while the digital epoch introduced data driven engagement. These shifts show how marketing adapts to new technologies, expectations, and competitive pressures.

12. Basic response

Identity challenges affect how marketing is defined and understood, influencing theory and practice.

12. Value-added response

Identity challenges can create confusion about marketing's role, but they also encourage innovation and interdisciplinary thinking. They influence how marketing is taught, how organisations structure marketing functions, and how scholars develop new theories. These challenges highlight the need for clarity while allowing marketing to remain flexible and responsive.

Answers to Pilot Questions [Series 5]

Part 5.1



1. Perspectives
2. Managerial
3. Act
4. Society
5. Strategy

Part 5.2

1. Periods
2. Efficiency
3. Sales epoch
4. Societal well being
5. Environmental change

Part 5.3

1. Boundaries
2. Broad scope
3. It makes marketing harder to define
4. It affects how organisations view marketing
5. It influences what educators emphasise

References and Attributions [Series 5]

Note: All illustrations in this Series were represented as placeholders. The following entries document the prompts and suggested OER search strings for transparency and future sourcing.

Figure 5.1: Dimensions of marketing thought AI prompt: “Create a simple diagram showing managerial, behavioural, societal, and systems dimensions of marketing thought.” Suggested OER search string: “dimensions of marketing thought diagram OER”.

Box 5.1: Key dimensions of marketing as a discipline AI prompt: “Create a one column table listing managerial, behavioural, societal, and systems dimensions with brief explanations.” Suggested OER search string: “key dimensions of marketing discipline OER”.

Table 5.1: How dimensions shape marketing theory and practice AI prompt: “Create a table showing how managerial, behavioural, societal, and systems dimensions influence



marketing theory and practice.” Suggested OER search string: “dimensions shaping marketing theory practice OER”.

Figure 5.2: Epochs in the development of marketing AI prompt: “Create a simple timeline showing production, sales, marketing, societal, and digital epochs in marketing development.” Suggested OER search string: “epochs in marketing development timeline OER”.

Box 5.2: Major epochs in marketing evolution AI prompt: “Create a one column table listing production, sales, marketing, societal, and digital epochs with brief explanations.” Suggested OER search string: “major epochs in marketing evolution OER”.

Table 5.3: How epochs reflect shifts in marketing priorities AI prompt: “Create a table showing how each epoch reflects different marketing priorities such as efficiency, persuasion, customer needs, societal well being, and digital engagement.” Suggested OER search string: “shifts in marketing priorities epochs OER”.

Figure 5.3: Identity challenges in marketing AI prompt: “Create a simple diagram showing marketing at the centre with overlapping circles for psychology, economics, sociology, and management to illustrate identity challenges.” Suggested OER search string: “marketing identity challenges interdisciplinary diagram OER”.

Box 5.3: Sources of identity challenges in marketing AI prompt: “Create a one column table listing broad scope, interdisciplinary influence, and changing expectations as sources of identity challenges in marketing.” Suggested OER search string: “sources of identity challenges in marketing OER”.

Table 5.4: Implications of identity challenges for marketing theory and practice AI prompt: “Create a table showing implications of identity challenges for theory, practice, and education with brief explanations.” Suggested OER search string: “implications of identity challenges marketing OER”.

