A SUSTAINABLE APPROACH TO MARKETING MANAGEMENT

G.M. Moraru, “Lucian Blaga” University, Sibiu, ROMANIA

ABSTRACT: The paper tries to integrate the opinions of several experts in the field of management and marketing, in a scheme useful to marketing managers from any company. After a bibliographic research (using secondary sources), the paper defines the functions and subsystems stages of marketing management in conjunction with the other sectors of the management of a modern organization. The emergence of a new sector is specified, the one of environmental management, at the same time with the appearance of the organizational function of protecting the environment. The new proposed approach to the marketing management sector takes into account the three definitive elements of a sustainable organization: customer orientation, the use of creativity from the inside and the outside of the organization and the care for protecting the natural environment.

KEY WORDS: management, marketing, creativity, environment, sustainable.

1. INTRODUCTION

Marketing management is the process of leading activities and marketing transformations of an economic link in a manner in which it will pursue its final objectives. Philip Kotler indicated (in [3], p. 43) four stages of marketing management activities: analysis, planning, implementation and control. In this paper we will try to present in a new way the functions and subsystems of marketing management from the perspective of the changes that are taking place in today's business environment. The products provide organizations today only temporary competitive advantages ([6], p. 34). The orientation toward the client is not able to guarantee the success of the company by itself. "The ability of the organization to master change" ([6], p. 34) is one of the main keys to its long-term success. We want this paper to help marketing managers to manage the ongoing changes in business and in society.

After the study of several remarkable authors in management and marketing literature, we promote an integrated approach to the theories of the masters of these two areas, with an immediate impact on the management of marketing activities in an organization. It should be remembered here that our approach is not singular. Kermally Sultan made one of the most concise and useful integrated approach to representative marketing theories issued by some of the best known marketing and management professionals from around the world [2]. We appreciate his book as a very useful manual of knowledge for every marketing manager who wants to lead his organization to success.

Also, following Philip Kotler's theory [3] and integrating it with other management theories (present in [2], [5] and [6]), we divided the stages of marketing management as follows: business environment analysis in general and markets analysis in particular, the planning (or scheduling) of all marketing activities, the implementation of the
proposed plans - regarding the components of the organization, the coordination and the training of the available resources used in this process - control-assessment and feedback (making necessary corrections).

2. FUNCTIONS AND SYSTEMS IN MARKETING MANAGEMENT

General management theories take note of four or five of its functions (see [5], p. 24). For example, Henry Fayol talks about foresight, organization, command, coordination and control. Justin Charles Longenecker and Pringle remember four functions: planning and decision making, organizing to achieve effective performance, directing plus motivation and, ultimately, controlling the results. Professors Ovidiu Nicolescu and Ion Verboncu distinguish five managerial functions according to the nature of the tasks assumed by each of them: planning, organizing, coordinating, training and monitoring-evaluation.

Processes and transformations that occur in an organization can be classified in five main functions of the organization: the function of research and development, the production, sales and marketing function, the function of financial accounting (or financial) and human resources (staff). In our opinion the sixth function has already been shaped: the protection of the environment. Without the exercise of this function, no organization should have a right to exist nowadays. Most countries have numerous legislative stipulations relating to environmental protection, to ensure the sustainable development of society.

In the future, other functions of the organization tend to appear. An example consists of the organizations with modern structures, such as those modeled around coaching teams or high quality circles, where management levels are reduced to extinction, which leads to the self-lead organization. It is - in our opinion - the first step in the development of management functions of the organization ([4], p. 18).

But, for now, we can go to the five existing functions in an organization and find that the management action areas have five major sub-areas (figure 1): research and development management and creativity management, production management and services marketing management, financial management, human resources management and environmental management.

Peter Drucker says, "Business has only two functions: marketing and innovation" [7]. We respected this opinion and we marked in figure 1 two sectors with increasingly strong influence: creativity management and marketing management. However, we added the third dominant sector: the management of the natural environment (figure 1). In the turmoil of the dynamic business environment, three elements become outlined, elements so dominant that management must take into account the current millennium. The first component is customer orientation. The second is how the organization is able to use its intern or extern creativity, to meet the customer’s requirements and to satisfy its own needs. The third element is the care of the organization, long, medium and short term, for the life of the planet and of future generations. The society should prohibit, with time, the organizations that are exploiting resources or polluting the environment beyond measure. Hopefully this change will not happen when it is too late.

Each of the management sectors (figure 1) focused on the functions of the organization are divided into five management functions. Therefore, management and marketing will have - like all sub-areas of general management
- a function of prediction, one of organization, one of coordination, one of controlling the resources and one of evaluating the results. They were numbered and highlighted in figure 1.

The cycle will be followed by the response (feedback) – in order for permanent improvements in the system to be made – and recalibration, respectively the resuming the exercise of the five functions to start again.

Figure 1. Marketing management in general management (partially by figure 1.3, [4], p. 19, modified)

We must note that we do not want the scheme to represent a new elaborated managerial conceptual framework. We want it to be a simple adaptive model of each organization, a model that will (or will not) determine the marketing
manager to make a change. We try to argue with the inappropriate respect for was used before, respect that Gary Hamel and CK Prahalad consider to pose as a threat for the organization ([1], p. 54-55).

We appreciate that such schemes do not contradict the views of older professionals, as they become integrated, giving a current perception of the organization's problems. Furthermore, it is useful to have a permanent model improved because it eliminates another major problem existing in organizations ([1], p. 55): people often do not know what they do not know or they do not know that they know. The diagram in figure 1, is useful for the marketing manager, because it reminds us about the stages, the main activities, the subsystems that require the attention of the management, and other areas where the company's management must harmonize the work.

3. CONCLUSIONS

We consider that an integrated approach to management and marketing specialists' opinions is useful in theory, but is especially useful in organizational practice. The sector that has the most to gain from this approach is marketing management.

Management theory is constantly changing. New subsystems and functions of management are appearing. The organizations and the organizational theory are constantly changing. This paper outlined a new function of the organization: the protection of the environment. As a result, there is a new dominant sector in the management of the organization, the management of the environment, as important as creativity management and marketing management.

The three essential elements that should be taken into account by a sustainable business management are customer focus, management and efficient use of creativity inside and outside the organization (or the creativity of the employees and the creativity of the customers) and the natural environment.

ACKNOWLEDGMENT

This work was supported by the strategic grant POSDRU/159/1.5/S/133255, Project ID 133255 (2014), co-financed by the European Social Fund within the Sectorial Operational Program Human Resources Development 2007 – 2013.

REFERENCES