

## WHAT MEANS MARKETING MANAGEMENT IN A COMPETITIVE ENVIRONMENT?

Alexandra CĂLIN<sup>1</sup>

---

### ABSTRACT:

*IN A COMPETITIVE ENVIRONMENT WE CAN TALK ABOUT MARKETING MANAGEMENT WHICH IS THE ACTIVITY DESIGN TO DETERMINATE THE COMPANY'S SUCCESS ON LONG-TERM. IN THIS WAY WE DESCRIBE ALL THE STEPS THAT HELP THE COMPANY TO HAVE ADVANTAGES ON A MARKET. WE ALSO SEE THAT MARKETING MANAGERS HAVE AN ESSENTIAL ROLE, WHAT DECISIONS THEY CAN TAKE AND WHAT IS THEIR MAIN ACTIVITY. FINALLY, IT IS PRESENT THE MARKETING DEPARTMENT WITH ITS ORGANIZATION AND THE RELATIONSHIPS THAT IT MAKES WITH THE OTHER DEPARTMENTS.*

---

**KEYWORDS:** MARKETING MANAGEMENT, COMPANY, DEPARTMENT, STRATEGY, MARKETING MIX, STRATEGIC PLANNING.

### INTRODUCTION

The marketing activity is essential for every company; it is an important part to determine the long-term organizational success. Further I will present what mean marketing management for a company.

First of all I want to say that marketing management appeared from the companies' necessity of keeping their clients, to satisfy at a high level their needs and to predict the future one. Their have been important changes on the last three decades in marketing management. It was influenced by globalization, the technological development, the

---

<sup>1</sup> Masterand la Diplomatia apararii, Universitatea Lucian Blaga, Sibiu.

emergence of complex needs, the increasing importance of services and the increasing importance of the relationships for improving the coordination and to develop efficiently the marketing programs.<sup>2</sup>

It is known that the financial success depends on how the marketing activity it is lead, considering that the global market become more and more busy and competitive.

Philip Kotler<sup>3</sup> assert that “a marketing management activity have place when at least one of the participants at an potential exchange thinks about the means of obtaining the desired response from others.” From this statement we can say that the marketing management activity focus on creativity, dedication, understanding, preview and team work.

## **THE MARKETING MANAGEMENT**

In marketing literature it appears that the marketing management has been defined in different ways. Kotler<sup>4</sup> describe the marketing management like the art and science of choosing target markets and build profitable relationships with them. Yadin<sup>5</sup> things that the marketing management refers to the activity in which the team is involved in the function of marketing operations and it includes all the marketing functions and responsibilities from conception and planning to implementing, evaluation and control. Another point of view refers to the idea that marketing management<sup>6</sup> is the “process of analyzing, planning, implementing, coordinating and controlling programs involving the conception, pricing, promotion and distribution of products, services and ideas designed to create and maintain beneficial exchanges with target markets for the purpose of achieving organizational objectives”.

A marketing management activity takes place when at least one of the participants at a potential exchange thinks how to obtain the desire answer from the other participants.

---

<sup>2</sup> Gök, Osman, Hacıoglu, Gungor, (2010), The organizational roles of marketing managers, Marketing Intelligence&Planning, vol.28, no.3, 291

<sup>3</sup> Kotler, Philip, Keller, Kevin Lane , Managementul marketingului, Ediția a V-a, (București: Teora, 2008), 4

<sup>4</sup> Kotler, Philip, Armstrong, Gary , Principiile marketingului, Ediția a IV-a, (București: Teora, 2008), 9

<sup>5</sup> Yadin, Daniel (2002), The International Dictionary of Marketing – over 2000 professional terms & techniques, (London: Kogan Page), 229

<sup>6</sup> Mullins, John W., Walker Jr., Orville C., Boyd Jr., Harper W., Larréché, Jean-Claude Marketing management: A strategic decision – Making Approach, Fifth Edition, McGraw Hill Irwin, International edition, (2005), 14

The main objective of this process is to know and to understand the client's needs and deliver him quality and performance.

For a proper functioning of the marketing department we need to follow some essential steps<sup>7</sup> such as: development of the marketing strategies and plans, obtaining relevant information for marketing, connecting with the clients, develop a strong brand, project the market offers, provide value, communicate value and build long-term growth assumptions.

The marketing management importance it is given by the fact that every big company put accent on this activity, and magazines publish more and more information referring to marketing strategies and tactics of different companies. Also, the marketing management is an essential element in the business strategy and the lead of the marketing department represents a real challenge for managers.

#### *The importance of marketing managers*

In this process the marketing manager represents another part of the marketing management process. The marketing manager title it is vague because there are a lot of peoples who are involved in the marketing activity of a company, but it is known that the marketing manager need to take important decisions (about the product price, where to be sold, costs with advertising or with achieving sales) and he must be involved in the implementation of decisions in detail (such as the package's color, the text which must be on it etc.). An efficiently manager should be able to juggle with more tasks in the same time.<sup>8</sup>

The main responsibilities of a marketing manager are: to lead the decisions linked to marketing mix, to develop marketing strategies for the target market, to identify and classify consumer segments, determine the actual and the future needs of the client, develop sale and promotions components, maintain relationships with clients, recruiting, preparing, monitoring and leading the employees from the marketing department.<sup>9</sup>

The top managers must be sure that the marketing department has a strong leader who directs an organized team and who must help the department to be efficiently in

---

<sup>7</sup> Kotler, Keller, Managementul marketingului, 39 - 42

<sup>8</sup> Kotler, Philip, A three-part plan for upgrading your marketing department for new challenges, *Strategy & Leadership*, vol. 32, no.5, (2004), 4

<sup>9</sup> Gök, Hacioglu, The organizational roles of marketing managers, 293

promoting the company's mission, the products and to identify the opportunities which can extend the brand and make it profitable.

### *How a marketing department can be organized*

The design of the company's organizational structure of the marketing department suppose to solve some problems like the setting of the ideal organizational form, the size of the marketing department, the type of the organization (centralized or decentralized), the positioning of the marketing department in the organizational structure of the company, the responsibilities of the marketing department and the intern structure of it.<sup>10</sup>

The marketing activity is different from company to company. We can find it in the traditional structures of the companies (sales, production) or in a marketing department which is subordinate direct to the top management.

The modern marketing departments can be organized in distinct ways considering more criteria<sup>11</sup>: functional, geographic, depend on products and brand, market segmentation, having some mixed criteria of products and market, on specialization division.

Also we see that between the marketing departments and the other departments appear relationships which can be very complex. They can be: hierarchical, functional, cooperative and controlling.<sup>12</sup>

### *Strategic planning*

It is known that a strategy describe all the activities developed for achieve the business objectives. In this case it is useful that a good strategy to meet the next functions<sup>13</sup>: to provide direction, to guide the allocation of rare resources, secure competitive advantage and coordinating.

But how a company can find the proper game plan which includes the occasions, objectives and the specific resources? In this case we talk about strategic planning which was defined by Kotler<sup>14</sup>: "the process of developing and maintaining a strategic consistent between the organization's objectives and capabilities and its marketing occasions which

---

<sup>10</sup> Balaure, Virgil, (coordinating), Marketing – ediția a II-a revăzută și adăugită, (București: Uranus, 2002), 526

<sup>11</sup> Kotler, Keller, Managementul marketingului, 1028 - 1036

<sup>12</sup> Balaure, Marketing – ediția a II-a revăzută și adăugită, 540 - 542

<sup>13</sup> Capon, Nole, Hulbert, James M., Marketing management in the 21<sup>st</sup> Century, Prentice Hall, Upper Saddle River, (2000), 204 – 208.

<sup>14</sup> Kotler, Armstrong, Principiile marketingului, Ediția a IV-a, 48 - 49

are in a permanent change.” The strategic planning contains two plans: corporate (define the company’s mission, setting the objectives and design the portfolio of activities) and at the business unit level of products and market.

The purpose of the strategic planning is represented by the company’s adaptation at external conditions. In this way, it has the possibility to profit from the occasions which appear in his activity environment.

The marketing strategy supports the corporative strategy because it is present on the business unit level of products and market. It represents a part of the company’s general development strategy which sets in a synthetic way the relation between company and environment for achieve the purpose in terms of an efficiency corresponding. Design a market strategy represents the main point of marketing software.<sup>15</sup>

When we project a marketing strategy we follow the next steps: build a profitable relationship with clients, segmentation, targeting and positioning on a market, marketing mix and analyze, implementing and controlling.

## CONCLUSIONS

In this moment I can asset that the marketing management activity refers to all the activities which took place in the marketing department. Also, it is known that all those activities are made for keeping and make loyal the clients.

Finally, I can say that efficiency of the marketing management activity it is given by the marketing manager and the employees from the marketing department.

---

<sup>15</sup> Balaure, Marketing – ediția a II-a revăzută și adăugită, 315

## REFERENCES

1. **Balaure, Virgil**, (coordinating), Marketing – ediția a II-a revăzută și adăugită, București: Uranus, 2002
2. **Capon, Nole, Hulbert, James M.** Marketing management in the 21<sup>st</sup> Century, Prentice Hall, Upper Saddle River,
3. **Gök, Osman, Hacıoglu, Gungor**, The organizational roles of marketing managers, Marketing Intelligence&Planning, vol.28, no.3, 2010
4. **Kotler, Philip**, A three-part plan for upgrading your marketing department for new challenges, Strategy & Leadership, vol. 32, no.5, 2004
5. **Kotler, Philip, Armstrong, Gary**, Principiile marketingului, Ediția a IV-a, București: Teora, 2004
6. **Kotler, Philip, Keller, Kevin Lane**, Managementul marketingului, Ediția a V-a, București: Teora, 2008
7. **Mullins, John W., Walker Jr., Orville C., Boyd Jr., Harper W., Larréché, Jean-Claude**, Marketing management: A strategic decision – Making Approach, Fifth Edition, McGraw Hill Irwin, International edition, 2005
8. **Yadin, Daniel**, The International Dictionary of Marketing – over 2000 professional terms & techniques, London: Kogan Page, 2002