

MULTIDIMENSIONAL MARKETING:

Managerial · Societal · Philosophical

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Business has historically defined the arena in which legitimacy is conferred too narrowly. . . The marketplace is but one of many sectors in the firm's environment from which legitimacy must be won if the firm is to survive.

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Marketing consists of those differentiating actions taken by the firm to establish its legitimacy, enhance its power, improve its negotiating ability, and to resolve conflicts in its own favor.

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As the firm attempts to maximize control over its environment, management must manipulate its finite array of tools—the marketing controllables—in such a way that legitimacy is assured even in the face of uncertainty and change . . . The marketing process is . . . a rational organization of integrated activities designed to establish enterprise legitimacy and power over time.

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The firm and the economic system are inseparable. And the economic system is inseparably interrelated with the other social systems which constitute the institutional structure of American society . . . As the fractured goal structure of American society further complicates and confounds the problem of institutional anticipation, adaptation, and integration in their achievement, marketing management must become increasingly aware of the manner in which the process occurs and the facilitating role of marketing in their achievement.

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Without examining the role of marketing in society and marketing as a philosophy of management, against the backdrop of major shifts in society's priorities and goals, the marketer is merely a technician performing functions which may compromise not simply the survival of the firm, but also the continued viability of the economic system and hence society itself.