

# Societal Marketing: A Strategic View of the Marketing Mix in the 1970's

Adel I. El-Ansary, Ph.D.

*Louisiana State University, Baton Rouge*

The concept of the marketing mix popularized by McCarthy in the early 1960's had its origins in the writings and teachings of Ralph Star Butler in 1917, James Culliton in 1948, and Neil Borden in the 1940's.<sup>1</sup>

Since McCarthy popularized the concept and articulated its strategic components, no comprehensive attempt has been made to redefine these strategic components despite the vast and profound change in the marketing environment.

This article briefly examines the traditional marketing mix elements, demonstrates the need for change, and proposes a contemporary marketing mix for the 1970's.

## THE MARKETING MIX IN THE 1960's

Developing the marketing strategy for a firm requires the selection of market targets, identification of consumer wants, and the development of a marketing mix to reach the target market. The marketing mix can be defined as the combination of marketing elements which the firm intends to use to reach the target market. Several lists of the marketing mix elements have been developed by marketing scholars. Table 1 contrasts three of these schemes of classification. McCarthy's scheme seems to be widely accepted and used as a pedagogical tool. It is apparent that the other schemes of classification are similar to McCarthy's in concept; however, they differ in degree of detail.

Elements of the marketing mix are labeled as relatively controllable variables which the marketing executive can vary to adjust to uncontrollable environmental variables affecting the process of reaching and satisfying the market target. These relationships between the market target

Table 1

Representative Scheme of Classification  
of Marketing Mix Elements

Neil Borden <sup>a</sup>	William Lazer <sup>b</sup>	Jerome McCarthy <sup>c</sup>
1. Product planning 2. Pricing 3. Branding 4. Channels of Distribution 5. Personal selling 6. Advertising 7. Promotions 8. Packaging 9. Display 10. Servicing 11. Physical handling 12. Fact finding and analysis	1. Goods and Services Mix a. Price b. Package c. Warranties d. Brand e. Service f. Product lines g. Packaging 2. Communications Mix a. Advertising b. Personal selling c. Displays d. Layout e. Sales promotion f. Public Relations g. Marketing Research 3. Distribution Mix a. Channels b. Physical distribution c. Transportation d. Warehousing	1. Product 2. Price 3. Promotion 4. Place

<sup>a</sup> Neil Borden, "The Concept of the Marketing Mix," Journal of Advertising Research, Vol.4 (June 1964), pp. 2-7.

<sup>b</sup> William Lazer, "The Distribution Mix - A System Approach," in Eugene Kelley and William Lazer (eds.) Managerial Marketing Perspectives and Viewpoints, third edition (Homewood, Ill: R.D. Irwin, 1967), p. 528.

<sup>c</sup> Jerome McCarthy, Basic Marketing (Homewood, Ill.: R. D. Irwin, 1971), p. 44.

(consumer), marketing mix (controllable variables), and environmental (uncontrollable variables) are usually depicted as shown in Figure 1. According to the configuration, consumer wants (inner circle) represent the focus of the marketing mix (middle circle) which is designed given specific environmental variables (outer circle).

### THE CHANGING ENVIRONMENT

Several environmental changes and trends which necessitate reexamination of the elements of the marketing mix emerged in the late 1960's and

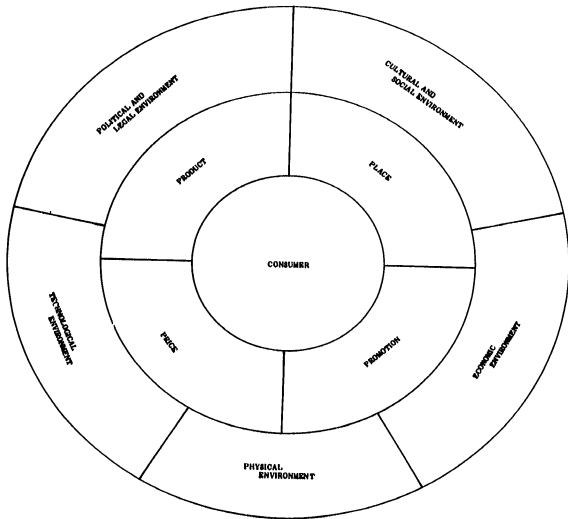


Figure 1  
A STRATEGIC VIEW  
OF ELEMENTS OF THE MARKETING MIX  
IN THE 1980's

the 1970's.<sup>2</sup> These significant changes include:

- (1) A concern for environmental pollution and the establishment of the Environmental Protection Agency. The concern for the environment resulted in a need for serious revisions of product and pricing strategies.
- (2) A concern for the allocation of resources, national and international. The energy crisis and shortages of vital raw materials and supplies are manifestations of this concern. This concern raises fundamental questions regarding product, price, and promotion strategies. Fisk succinctly expressed this concern for environmental pollution and resource consumption.

The world's present population of 3.5 billion people is expected to increase to 7.0 billion by the year 2000. To provide rising incomes and rising consumption levels for so many people will surely strain the environment beyond the already dangerous levels of pollution. At the same time, it will place far greater demands on a shrinking world resource base. Irresponsible resource use from high level mass consumption as in the U.S. must be curbed if an incipient human "population crash" is to be averted.<sup>3</sup>

- (3) A consumerism movement that emerged and became more established because of a more sophisticated and highly educated consumer, irresponsible business behavior, the intensive use of mass communication media, and the emergence of consumer protection groups and agencies. Aaker and Day demonstrate accurately the relationship between the consumerism movement and increased regulation.

Today, all signs point to the corporate facts of life that consumerism pressures will intensify, as will the pressures to increase government regulation with all its problems and inflexibility, high costs, and new inequities created by uneven administration. The seriousness of the problems created by these pressures will depend on the effectiveness of the responses of individual companies and trade associations and their willingness to help the various agencies and legislative committees frame realistic and workable rules and regulations.<sup>4</sup>

The consumerism movement and increased regulation necessitate corporate evaluation of current product, promotion, and pricing strategies.

- (4) A changing system of currency valuation and a devalued dollar. The American dollar which was the base for valuation of other currencies in the 1960's is now a floating currency whose value is determined on the basis of supply and demand. Pricing decisions have become more risky as the value of the dollar has become uncertain.
- (5) A rampant inflation that resulted in price and wage controls. The inflation resulted in intensified competition to domestic marketers and weakened position of American products in international markets. This unique combination of dollar devaluation, inflation, and price controls resulted more and more in a view of the routine pricing

decisions as strategic corporate rather than functional marketing decisions.

- (6) An increasing cost of physical supply and distribution. This resulted in a closer look at the materials management and physical distribution functions and their integration into a logistics function.

These environmental changes necessitated reassessment of the nature and components of the marketing mix. However, the marketing mix represents only one element of the marketing concept.<sup>5</sup> Therefore, one needs to explicate his own philosophy regarding other elements of the concept. Toward this end, the issues of who are the consumers and what is the objective of marketing will be discussed first.

### AN UNDERLYING PHILOSOPHY

#### Who are the Consumers?

Traditionally, the corporation viewed its product as strictly physical. A more modern concept of the product defines it to include total satisfactions derived from the consumption of the product.<sup>6</sup> Whether the corporation's product is merely the total amount of satisfaction derived by the consumer is questionable. Rather, the complete output of a firm is the combination of utilities and disutilities which arise from its operations. The elements of the firm's product are:

1. Satisfaction utilities  
The satisfactions and dissatisfactions derived from the consumption of the physical product.
2. External economies of production utilities  
Indirect utilities manifested by the firm's accelerated production. This kind of utility may occur in two ways. First, by conducting its operations the corporation may perform an indirect service to others. An example is the training of labor in an area. The firm's competitors are in a position to employ these trained laborers at no training cost. Second, when the firm expands its operations, it becomes possible for other firms in the area to have services at lower costs.<sup>7</sup>
3. External diseconomies of production disutilities  
Disutilities arising from the firm's operation such as discharging pollutants in the environment.<sup>8</sup>
4. Social utilities  
Utilities created because of contributions to programs which attempt to

improve the society such as hard-core training, urban renewal, and ghetto educational programs.

5. Occupational and vocational utilities and disutilities

Utilities created by training, employment and income for citizens in the society. Disutilities are created by training and employment programs when highly specialized programs are accomplished or terminated. A case in point is the aerospace industry.

6. Informational disutilities

Advertising creates information utilities as it provides the consumer with essential information about a product. Advertising creates information disutilities, however, when it becomes excessive, involves false and deceptive claims, and when it deals with advertising of products that are hazardous. Also of import are informational disutilities that create diseconomies of excessive consumption. For example, if extensive advertising encourages Person X to buy a luxury car and then in turn Person Y buys a luxury car to keep up with Person X, the informational disutilities have given rise to diseconomies of consumption.<sup>9</sup>

With few exceptions, companies have, so far, advertised and engineered marketing strategies for the physical product and ignored the rest of its product elements.

If the product of the business firm is composed of six elements rather than one, it seems inappropriate to confine the definition of its customers to only those who consume the physical product. The definition of a firm's customers should be extended to include society as a whole. Therefore, the business firm should devise marketing strategies and programs for all the components of its product. The hostile or unresponsive elements of the environment of business today seem in great part to be a result of firms considering their customers to be only those who consume the physical product.

### The Objective of Marketing

The marketing concept spells its objective as profit maximization. The appropriateness of the goal of profit maximization and its compatibility with marketing's social responsibility has been questioned in the marketing literature.<sup>10</sup> It is interesting to note that profit maximization and social responsibility have been traditionally viewed as mutually exclusive.

However, it is appropriate to contend that the profitability criterion is most appropriate and compatible with social responsibility.

Profit maximization is compatible with social responsibility if profits generated are allocated responsibly. For example, profits generated can be used to produce socially desirable products such as hard-core training, urban renewal, and the like.

### THE MARKETING MIX IN THE 1970's

A strategic view of the marketing mix in the 1970's is depicted in Figure 2 which is explained in the balance of this paper.

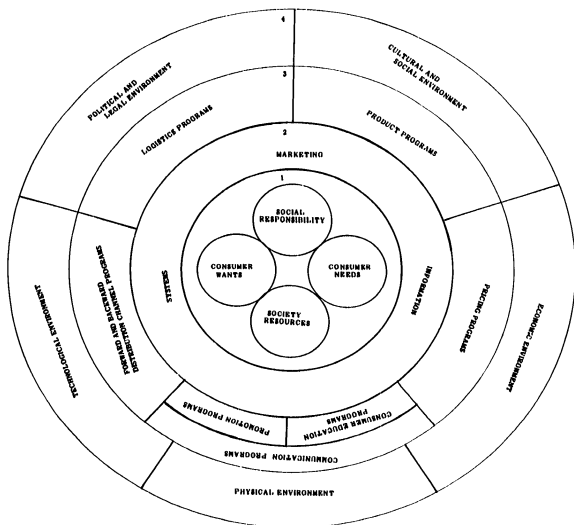


Figure 2  
STRATEGIC VIEW OF THE  
MARKETING MIX IN THE 1970's

### Circle 1—The Focus of the Marketing Mix

Circle 1 represents the focus of the elements of the marketing mix, including consumer wants, consumer needs, social concern, and societal resources. It is suggested here that the concern of marketing management is *not* solely a concern for consumer wants.<sup>11</sup> For example, consumers may want cigarettes which are pleasing and desirable products in the short run but are a health hazard in the long run. A concern for consumer real needs and long-run welfare may lead to the conclusion that cigarette production is undesirable. Also, consumers may want to own more than one car. However, given their real needs, the current level of pollution, and the limited resources of the society, second car ownership may not be desirable.

Marketers' need to effectively influence consumer attitudes and expand the mass consumption base has led to social criticisms of advertising, such as its creating of an illusory standard of living, deceiving the consumer, wasting resources, creating monopolizing powers, and encouraging irresponsible consumption. Maybe advertising practices need to be geared not only to expand the mass consumption base and satisfy consumer wants but also to aim towards consumer education reflecting concern for consumer needs, social concern, and societal resources.

### Circle 2—The Marketing Information System

The marketing information system is an integral part of a marketing communication system. Its functions involve gathering, processing, and reporting information about the firm's markets, environment, and internal operations. While other components of the marketing communication system, such as consumer education and promotional programs, deal with information flowing from the firm to the consumer, the marketing information system deals with information flowing from the consumer to the firm and within the firm.

Stidsen warns that marketing information systems have developed largely as feedback systems (e.g. surveys of consumer opinion) rather than effective communication means (e.g. a telephone call from a consumer to producer) designed to develop consumer-producer dialogue for consumers to influence producer decisions.<sup>12</sup> There is more need in the 1970's for the development of effective consumer-producer communication programs such as the establishment of direct telephone lines to separate customer service departments and the Ford Motor Company "We Listen Better" program.



### Circle 3—Elements of the Marketing Mix

**Product Programs.** Product programs in the 1970's will need to incorporate changes commensurate with the new focus of the marketing mix design.<sup>13</sup> For example, there is a need for (1) emphasis on quality of production, (2) pollution free products such as one-way biodegradable soft drink bottles, (3) the abandoning of technical and obsolescent programs, and (4) product redesign for use of alternative energy sources and lower emission of pollutants.

Varble points out that new products should be evaluated in terms of their social and environmental impact. Evaluation factors include environmental and production processes compatibility, i.e., production processes that do not pollute; environmental and use compatibility, i.e., emission control on automobiles; environmental and after use compatibility, i.e., one-way bottles and throwaway cans; recycling potential; and social and moral impact.<sup>14</sup>

**Pricing Programs.** Traditionally, pricing has been based on production cost. A socially responsible firm should charge a price for its product that covers the private as well as social cost of production. Till recently, the private cost to the firm polluting the environment was zero while the social cost was positive. The enforcement of environmental protection standards will result in internalization of the social cost of pollution and their inclusion as a part of the private cost structure.

Pricing decisions, particularly for extractive products, have to take into consideration their limited national and international resources. Underpricing has resulted in excessive consumption of some products which extends beyond their resource base.

Supermarketers are faced with a decision to voluntarily incorporate unit pricing in their pricing programs. The pressure of consumerists will eventually lead to mandatory unit pricing enforced by the FTC.<sup>15</sup>

**Communication Programs.** Communication programs include three component programs: marketing information system, consumer education programs, and promotional programs. Consumer education programs are a new element of the marketing mix. Consumer education can be achieved via the traditional vehicles of promotion. Consumer education can be labeled as the last frontier for advertisers. Some corporations such as Ford Motor Company and Del Monte have realized the value of consumer education as a component of the marketing mix. Ford Motor initiated the "Car Buyer's Guide" and "Consumer Information" programs. Del Monte started a "Label Nutritional Information" program.

Similarly, the firm has to self-regulate and discipline regarding

advertising to children,<sup>16</sup> advertising claims,<sup>17</sup> and advertising appeals, particularly sex and fear appeals.<sup>18</sup> By the same token, some personal selling practices need to endure significant changes.<sup>19</sup> Particular among these is the tendency of salesmen to switch consumers to high-priced, high-margin products in a product line. Oftentimes, this trading-up is not beneficial as consumers realize sooner or later that they do not need the additional features of the product.

Traditionally, the firm has taken a purely corporate posture with regard to promotion. Stidsen points out that the firm evaluates advertising effectiveness from its point of view rather than from both its vantage point and that of the consumer. For example, the effectiveness of the promotion mix is measured by the change in sales volume and/or the change of consumer attitudes. However, the consumer benefits from promotion as it creates information utility. Therefore, a meaningful evaluation of promotion effectiveness should consider the consumer's benefit as well as the firm's in evaluating its promotional programs.<sup>20</sup>

Stidsen further argues that the firm should cease to attempt to differentiate products solely on the basis of promotion. The attempt to force consumers to buy promotionally differentiated products discrepant from their needs may have been consonant with the production or sales eras.

Despite the current criticisms of advertising,<sup>21</sup> one should not underemphasize its contribution to economic growth and the information utility it creates.<sup>22</sup>

**Distribution Channel Programs.** Distribution cost accounts for 50 percent or more of marketing cost. Channel programs should incorporate provisions for coordination and cooperation among the channel members. Distribution channel members should be viewed as members of a super organization rather than independent and loose coalitions or organizations.

Channel designers should come to realize that marketing is a social process involving several participants. Participants in the marketing process range from manufacturers to wholesalers, retailers, and consumers and include suppliers, investors, and employees as well. There is a need to emphasize that shifting of marketing functions among the participants in the marketing process should be based on reducing total cost to society and enhancing productivity. Functions should be shifted only to those participants who can perform the activity effectively at the optimum cost per unit of output. This emphasis is needed to prevent such prevalent practices of shifting inconvenient or costly functions to consumers or other distribution channel members. The same criterion should be applied

to the environmental clean-up function. Shifting this function to the government may not necessarily represent the best alternative from a resource allocation point of view.

The "backward" distribution channel is a new dimension of the channel as an element of the marketing mix. The daily disposable waste rate for each American is approximately 5½ pounds. This rate is predicted to increase to eight pounds by 1980. Although science and technological innovations are necessary aspects of recycling, Zikmund and Stanton see recycling of waste material as a marketing activity, primarily a channel of distribution problem.<sup>23</sup>

Recycling waste material is essentially a "reverse-distribution" process. Reverse distribution is facilitated by a "backward" channel which returns reusable packaging and other products from the consumer to the producer. It reverses the traditional physical flow of the product. One of the major barriers to the success of this backward channel is the motivation of the consumer to start the reverse flow. Another barrier is the degree of cooperation that exists among channel members. Retailers and other middlemen must be willing to cooperate with the manufacturers if reverse distribution is to operate effectively. Middlemen will probably require an additional incentive to participate.

**Logistics Programs.** Logistics programs involve integrated materials management and physical distribution management programs.

Physical distribution management was described as the last frontier for marketing. Indeed, in an era of saturated markets and intense competition, increasing market share and sales volume may not be achieved easily and profitably. Cost savings resulting from efficient physical distribution become a more attractive alternative for improving profitability. Logistics is recognized as an autonomous function from marketing and production in a few corporations where the logistics concept has been adopted. However, the majority of businesses include physical distribution in the marketing organization. The marketing executive in the 1970's should be cognizant of the fact that this arrangement requires utmost coordination among the physical distribution and material management functions.

### CONCLUDING REMARKS

This article espouses a theory of environmental determinism of marketing. The focus, nature, and components of the marketing mix should change to cope with a changing environment. The nature of these environmental and mix changes was discussed in detail. The views

expressed are strategic as they relate the marketing task of the firm to its environment shown in the outer circle of Figure 2.

The views expressed are intended to provide guidelines for corporate and marketing strategists in the formulation of the marketing mix. It is appropriate to indicate that these guidelines are based on the premise that marketing has social responsibilities. Furthermore, it should be clear that achieving social responsibility is not fully within marketing strategy domain but rather within the realm of corporate strategy. Moreover, social responsibility should be achieved within corporate resource base.

A strategic posture necessitates balancing environmental demand and corporate resources. Stidsen's and Schutte's remarks about the boundaries of marketing concern are very appropriate at this juncture.

Discussions of the social responsibility of marketing often fail to take into account the limitations of marketing methods. It is always tempting . . . to define the social responsibility of marketers in terms of a set of 'socially desirable' outcomes of the marketing process. But the 'socially desirable' usually goes far beyond the 'socially attainable.' The 'socially desirable' merely depends upon one's imagination; the socially attainable depends upon everybody's resources. Any specification of the boundaries of marketing concern in terms of particular 'socially desirable' outcomes . . . ultimately presumes that marketers *control* both producer and consumer behavior. Marketers neither possess such control, nor is it clear how they could attain it in an essentially free market.<sup>24</sup>

Therefore, achieving social responsibility is both the marketer's and the consumer's obligation. So far, research studies indicate that some consumers are not "socially conscious."<sup>25</sup> If behavior of these consumers is necessary for achieving marketing's social responsibility, it becomes essential to influence their decisions. Marketers can effectively influence consumer decisions through the design and implementation of a socially responsible marketing mix.

#### FOOTNOTES

<sup>1</sup> Ralph Star Butler, *Marketing Methods* (New York: Alexander Hamilton Institute, 1917), James W. Culliton, *The Management of Marketing Costs* (Boston: Division of Research, Graduate School of Business, Harvard University, 1948), Neil H. Borden, *The Economic Effects of Advertising* (Homewood, Ill.: R. D. Irwin, 1942), and E.

Jerome McCarthy, *Basic Marketing*, first edition, (Homewood, Ill.: R. D. Irwin, 1960).

<sup>2</sup>For a general discussion of the changing marketing environment and role, reference can be made to William Lazer, "Marketing's Changing Social Relationship," *Journal of Marketing*, Vol. 33 (January 1969), pp. 3-9; Robert J. Lavidge, "The Growing Responsibilities of Marketing," *Journal of Marketing*, Vol. 34 (January 1969), pp. 25-28; Lawrence P. Feldman, "Societal Adaptation: A new Challenge for Marketing," *Journal of Marketing*, Vol. 35 (July 1971), pp. 54-60; and Eugene Kelley, "Marketing's Changing Social/Environmental Role," *Journal of Marketing*, Vol. 35 (July 1971), pp. 1-2.

<sup>3</sup>George Fisk, "Criteria for a Theory of Responsible Consumption," *Journal of Marketing*, Vol. 37 (April 1973), p. 25.

<sup>4</sup>David A. Aaker and George S. Day, "Corporate Responses to Consumerism Pressures," *Harvard Business Review*, Vol. 50 (November-December 1972), p. 114.

<sup>5</sup>Literature on the present status of the concept and the need to modify it of interests to the readers includes Carlton P. McNamara, "The Present Status of the Marketing Concept," *Journal of Marketing*, Vol. 36 (January 1972), pp. 50-57; Martin L. Bell and William Emory, "The Faltering Marketing Concept," *Journal of Marketing*, Vol. 35 (October 1971), pp. 37-42; Hiram C. Barksdale and William Darden, "Marketers Attitudes Toward the Marketing Concept," *Journal of Marketing*, Vol. 35 (October 1971), pp. 29-36; Leslie M. Dawson, "Marketing Science in the Age of Aquarius," *Journal of Marketing*, Vol. 35 (July 1971), pp. 66-72; Leslie M. Dawson, "The Human Concept: New Philosophy for Business," *Business Horizons*, Vol. 12 (December 1969), pp. 29-38, and Andrew G. Kaldor, "Imbricative Marketing," *Journal of Marketing*, Vol. 35 (April 1971), pp. 19-25.

<sup>6</sup>Alton F. Doody and William R. Davison, "Growing Strength in Small Retailing," *Harvard Business Review*, Vol. 42 (July-August, 1964), p. 75.

<sup>7</sup>William J. Baumol, *Economic Theory and Operations Analysis*, 2nd edition, (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., August 1965), p. 369.

<sup>8</sup>*Ibid.*

<sup>9</sup>*Ibid.*, p. 370.

<sup>10</sup>Charles F. Phillips, Jr., "What is Wrong With Profit Maximization? *Business Horizons*, Vol. 6 (Winter 1963), pp. 73-80.

<sup>11</sup>Philip Kotler, "What Consumerism Means for Marketers," *Harvard Business Review*, Vol. 50 (May-June 1972), pp. 48-57; W. Thomas Anderson, Jr. and William Cunningham, "The Socially Conscious Consumer," *Journal of Marketing*, Vol. 36 (July 1972), pp. 23-31.

<sup>12</sup>Bent Stidsen and Thomas F. Schutte, "Marketing as a Communication System: The Marketing Concept Revisited," *Journal of Marketing*, Vol. 36 (October 1972), p. 25.

<sup>13</sup>H. Paul Root, "Should Product Differentiation be Restricted?" *Journal of Marketing*, Vol. 36 (July 1972), pp. 3-9; Thomas A. Staudt, "Higher Management Risks in Product Strategy," *Journal of Marketing*, Vol. 37 (January 1973), pp. 4-9; and Dale L. Varble, "Social and Environmental Considerations in New Product Development," *Journal of Marketing*, Vol. 36 (October 1972), pp. 11-15.

<sup>14</sup>Varble, *Ibid.*

<sup>15</sup>Kent B. Monroe and Peter Laplaca, "What are the Benefits of Unit Pricing?"

Journal of Marketing, Vol. 36 (July 1972), pp. 16-22 and Michael J. Houston, "The Effect of Unit Pricing on Choices of Brand and Size in Economic Shopping," Journal of Marketing, Vol. 36 (July 1972), pp. 51-54.

<sup>16</sup> Scott Ward, "Kids' TV—Marketers on Hot Seat," Harvard Business Review, Vol. 50 (July-August 1972), pp. 16-28, 146, 150-151.

<sup>17</sup> Dorothy Cohen, "Surrogate Indicators and Deception in Advertising," Journal of Marketing, Vol. 36 (July 1972), pp. 39-43.

<sup>18</sup> Homer E. Spence and Raza Moinpour, "Fear Appeals in Marketing," Journal of Marketing, Vol. 36 (July 1972), pp. 39-43; Herbert Kay, "Do We Really Know the Effects of Using 'Fear' Appeals?" Journal of Marketing, Vol. 36 (April 1972), pp. 55-57; Theodore Levitt, "The Morality of Advertising," Harvard Business Review, Vol. 40 (July-August 1970), pp. 84-92; and Michael L. Ray and William L. Wilkie, "Fear: The Potential of an Appeal Neglected by Marketing," Journal of Marketing, Vol. 34 (January 1970), pp. 54-62.

<sup>19</sup> Donald L. Thompson, "Stereotype of the Salesman," Harvard Business Review, Vol. 50 (January-February 1972) pp. 20-29.

<sup>20</sup> Bent Stidsen, "Some Thoughts on the Advertising Process," Journal of Marketing, Vol. 34 (January 1970), pp. 47-53.

<sup>21</sup> Stephen A. Greyser, "Advertising Attacks and Counters," Harvard Business Review, Vol. 50 (March-April 1972), pp. 22-28, 140-146; Stephen Greyser and B. B. Reece, "Business Take a Hard Look at Advertising," Harvard Business Review, Vol. 49 (May-June 1971), pp. 18-26, 157-165; and John Howard and Spencer F. Tinkman, "A Framework for Understanding Social Criticism of Advertising," Journal of Marketing, Vol. 35 (October 1971), pp. 2-7.

<sup>22</sup> James V. Koch, "Advertising and Economic Growth," Journal of Advertising Research, Vol. 11 (August 1971), pp. 55-57, and Stephen Unwin, "A Synchronistic Theory of Advertising," Journal of Marketing, Vol. 36 (October 1972), pp. 16-21.

<sup>23</sup> William G. Zikmund and William J. Stanton, "Recycling Solid Wastes: A Channel of Distribution Problem," Journal of Marketing, July 1971, pp. 34-39.

<sup>24</sup> Bent Stidsen and Thomas F. Schutte, "Marketing as a Communication System: The Marketing Concept Revisited," Journal of Marketing, Vol. 36 (October 1972), p. 24.

<sup>25</sup> W. Thomas Anderson, Jr. and William H. Cunningham, "The Socially Conscious Consumer," Journal of Marketing, Vol. 36 (July 1972), pp. 23-31 and Harold H. Kassarian, "Incorporating Ecology into Marketing Strategy: The Case of Air Pollution," Journal of Marketing, Vol. 35 (July 1971), pp. 61-65.

### ABOUT THE AUTHOR

DR. ADEL EL-ANSARY is Associate Professor and Chairman of the Marketing Department, Louisiana State University, Baton Rouge. He received his M.B.A. in 1968 and his Ph.D. in 1970 from the Ohio State University. El-Ansary is a Fulbright Scholar and he has contributed articles to the Journal of Marketing Research, Journal of Marketing, and Journal of the Academy of Marketing Science. He has contributed three research monographs and has a forthcoming book, *Distribution Channels: Environment, Structure, and Management*, to be published by Prentice-Hall in 1975.

المنارة للاستشارات