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# The Role Played by the Broadening of Marketing Movement in the History of Marketing Thought

Philip Kotler

**W**illiam L. Wilkie and Elizabeth S. Moore (2003) made a fine contribution to the understanding of the history of marketing thought in their article "Scholarly Research in Marketing: Exploring the '4 Eras' of Thought Development." However, because the authors were required to limit their description of the whole history of marketing thought to 30 pages, some thought streams received relatively brief treatment and therefore deserve further elaboration. One such thought stream is the "broadening of marketing" movement, which received only one short paragraph in the article. I believe that broadening deserves more attention, and I offer this article as an expanded note on the role and impact of the broadening of marketing movement.

The broadening movement was an effort to free the marketing paradigm from the narrow confines of commercial marketing and to show its application to a far larger number of contexts in which exchange and relationship activities take place. Until 1970, marketing language and theory focused on explaining how goods and services are priced, promoted, and distributed in commercial markets by for-profit firms. Transactions and payment were considered central to the definition of markets and marketing. Other domains of exchange activity, such as the efforts of museums, performing-arts groups, churches, social agencies, city governments, social action groups, and celebrities to attract and serve visitors, members, donors, clients, fans, and others, were outside the purview of marketing and its concepts. The problems that such groups faced were examined, if at all, by public relations practitioners and press agents.

In the late 1960s, some scholars began to believe that these noncommercial organizations faced "marketing-like" problems that could be fruitfully addressed with marketing language and concepts. Thus, in January 1969, Sidney Levy and I published "Broadening the Concept of Marketing" in *Journal of Marketing* (Kotler and Levy 1969a).

We defended this broadening proposal on several grounds:

- Marketing helps the practitioners in noncommercial sectors become more successful in pursuing their goals.
- The marketing field can benefit by recognizing new issues and developing new concepts that can be brought back to and can offer insight into commercial marketing practice.
- By expanding its territory, marketing can gain more attention and respect for what it can produce.

- Marketing can become more attractive as a discipline for study to a wider audience of young people who have little interest in the commercial for-profit world.

As we advanced these arguments, some marketing scholars felt distinctly uncomfortable. They believed that the broadening movement would dilute the substance of marketing. David Luck (1969, pp. 53–55) championed the opposition, saying, "If marketing is so many things, then it is nothing." He warned that the broadening movement would damage marketing. Levy and I then issued a rejoinder (Kotler and Levy 1969b), and the matter finally came to a head when a professor mailed a survey to marketing educators on whether they believed that the broadening movement was good or bad for marketing. The matter was settled when an overwhelming number of marketing educators said that they favored the broadening movement.

The broadening movement subsequently introduced several new areas to the study of marketing. My own publications, several of which were written with coauthors, reflect some of the areas into which marketing moved (see the Appendix). On examining the list of books, it is possible to see when certain domains entered into marketing discourse. The order seems to be as follows:

1. Social marketing,
2. Educational marketing,
3. Health marketing,
4. Celebrity marketing,
5. Cultural marketing (museums and performing arts),
6. Church marketing, and
7. Place marketing.

As marketing language and concepts began to enter into each of these domains, serious opposition emerged from the old guard. Consider the following two domains: First, museums directors and staff felt uncomfortable about introducing marketing talk in their discourse. It smelled of commercialism and might pollute the sacredness of their objects and missions. It had so little to do with beauty and art. At best, they tolerated an education department and fundraising (called development). Today, however, virtually every museum has a marketing person who is responsible for attracting visitors, selling memberships, building an image in the community, helping the development department, assisting the gift shop, and improving the restaurant, public facilities, and signage. The Art Institute of Chicago has spent the past two years developing a major study of how to incorporate stronger marketing into its organization to further its organizational goals.

Second, some church leaders have been the most vocal opponents against the "invasion" of marketing language into

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their field. They view marketing as a pollution of their sacred mission and goals. They prefer to overlook the precedent that the historical growth of major religions has been the result of two major forces: marketing (i.e., proselytizing) and compulsion (i.e., the Inquisition). Today, the majority of church leaders, though they prefer not to use the word “marketing” to describe a good portion of their activities, are resorting to marketing when they do not have enough members or not enough members show up for Sunday services or when not enough money is given to support the church. Religious leaders prefer to talk about being customer oriented rather than to engage in marketing.

However, marketing is well established in other nonprofit areas. For example, politicians conduct marketing research, raise money, advertise, and sell ideas. They talk about segmentation, targeting, and positioning with ease, and they have a deep understanding of and skillfully use communication and promotional tools and channels. In addition, social marketers are active and somewhat effective in selling causes, such as “Say no to drugs,” “Don’t litter,” “Eat healthier foods and exercise,” and many other causes.

All said, the invasion of marketing into the noncommercial arena has been a drama laden with setbacks, oppositions, and victories, but the general consensus is that broadening marketing has been good for marketing and good for the areas that marketing has invaded.

## Appendix: Books and Articles on the Broadening of Marketing

### Books

*Creating Social Change* (New York: Holt, Rinehart & Winston, 1972). Coeditors: Gerald Zaltman and Ira Kaufman.

*Marketing for Nonprofit Organizations* (Englewood Cliffs, NJ: Prentice Hall, 1975, 1982, 1986, 1991, 1996, 2003). Renamed *Strategic Marketing for Nonprofit Organizations* and published beginning in 1986. Coauthor: Alan Andreasen.

*Cases and Readings for Marketing for Nonprofit Organizations* (Englewood Cliffs, NJ: Prentice Hall, 1983). Coauthors: O.C. Ferrell and Charles Lamb.

*Strategic Marketing for Educational Institutions* (Englewood Cliffs, NJ: Prentice Hall, 1985, 1995). Coauthor: Karen Fox.

*Marketing for Health Care Organizations* (Englewood Cliffs, NJ: Prentice Hall, 1987). Coauthor: Roberta N. Clarke.

*High Visibility: The Making and Marketing of Professionals into Celebrities* (New York: Dodd, Mead & Co., 1987). Coauthors: Irving Rein and Martin Stoller. Republished by NTC Business Books, 1998.

*Social Marketing: Strategies for Changing Public Behavior* (New York: The Free Press, 1989). Coauthor: Eduardo Roberto. Renamed *Social Marketing: Improving the Quality of Life* and published by Sage Publications in 2002. Coauthors: Ned Roberto and Nancy Lee.

*Marketing for Congregations: Choosing to Serve People More Effectively* (Nashville: Abingdon Press, 1992). Coau-

thors: Norman Shawchuck, Bruce Wrenn, and Gustave Rath.

*Marketing Places: Attracting Investment, Industry and Tourism to Cities, States and Nations* (New York: The Free Press, 1993). Coauthors: Donald H. Haider and Irving Rein.

*Standing Room Only: Strategies for Marketing the Performing Arts* (Boston: Harvard Business School Press, 1997). Coauthor: Joanne Scheff.

*The Marketing of Nations: A Strategic Approach to Building National Wealth* (New York: The Free Press, 1997). Coauthors: Somkid Jatusripitak and Suvit Maesincee.

*Museum Strategies and Marketing: Designing the Mission, Building Audiences, Increasing Financial Resources* (San Francisco: Jossey-Bass, 1998). Coauthor: Neil Kotler.

*Marketing Places Europe* (Harlow: Financial Times/Prentice Hall, 1999). Coauthors: Christer Asplund, Irving Rein, and Donald Haider.

*Marketing Asian Places* (New York: John Wiley & Sons, 2001). Coauthors: Irving Rein, Michael Hamlin, and Donald Haider.

*Social Marketing: Improving the Quality of Life* (Thousand Oaks, CA: Sage Publication, 2002). Coauthors: Eduardo Roberto and Nancy Lee.

*Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause* (New York: John Wiley & Sons, 2005). Coauthor: Nancy Lee.

### Articles

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“Beyond Marketing: The Furthering Concept,” *California Management Review*, Winter 1970, pp. 67–73. Coauthor: Sidney J. Levy.

“The Elements of Social Action,” *American Behavioral Scientist*, May–June 1971, pp. 691–717.

“Social Marketing: An Approach to Planned Social Change,” *Journal of Marketing*, July 1971, pp. 3–12. Coauthor: Gerald Zaltman.

“Metamarketing: The Furthering of Organizations, Persons, Places, and Causes,” *Marketing Forum*, July–August 1971, pp. 13–23.

“Demarketing, Yes, Demarketing,” *Harvard Business Review*, November–December 1971, pp. 74–80. Coauthor: Sidney J. Levy.

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“Education Problems and Marketing,” in J.N. Sheth and P.L. Wright, eds., *Marketing Analysis for Societal Problems* (Urbana, IL: Bureau of Business and Economic Research, 1974), pp. 186–206. Coauthor: Bernard Dubois.

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“Advertising in the Nonprofit Sector,” in Yale Brozen, ed., *Advertising and Society* (New York: New York University Press, 1974), pp. 169–89.

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