**Selected Quotes**

**A Radical Agenda for Marketing Science, 1987**

**Direct quotes:**

* In the context of needed development in marketing theory, examining our roots may be especially fruitful by raising neglected issues that are, in fact, central to our very existence.
* When society opted for division of labor, it severed the natural connection between user and producer that is found when individuals play both roles-producing what they use or consume.
* As a practical matter, one never has all the information one wishes for, and the pressures on management to "do something" readily turn into pressures to "do anything."
* When society opted for division of labor, it made marketing an essential function.
* In a free enterprise economy, the marketplace performs such a function by penalizing producers whose offerings users find to be less than desirable or useful, relative to the competition.
* marketers need to understand the natural process of want-occurrence and want-satisfaction
* the primary professional domain of marketers is to answer the question: What shall we produce or, more broadly, what shall we offer?'
* The marketing concept was never intended to be an altruistic doctrine
* Marketers do not create demand
* Marketers seek to participate in behavior that is underway; advocates of social causes seek to change behavioral direction as they find it.
* The essential difference between marketing and selling is this: Marketers want to engage in exchanges (usually on an ongoing basis, and, within broad limits, are open-minded with regard to the specifications of their offering. Sellers have ready-made offerings for which they want something in exchange
* used as a verb, to market has acquired pejorative connotations similar to those associated with high-pressure sales tactics
* It follows that marketers do not "create demand.”
* the convention of equating demand with goods/services sold is useful for the economist's purposes, but it is of no value to a marketer
* Producers (and the marketers who assist them) are concerned with demand that preexists goods/services
* For us, demand is already there in the conditions that allocate people's resources to doing what they do, and it is marketers' task to describe it in a way that guides the production of saleable products.
* we must distinguish at least two contexts for exchange: marketing and selling.
* Society's charge to the productive enterprise is clear in marketing (make what people would make for themselves), but unclear in the context of selling.
* the behavioral implications of marketing are very different from those associated with attitude change or advocacy of social causes. The marketer's objective, which is to participate in behavior that is underway (e.g., "when you are thinking of controlling unpleasant odors. think of using our baking soda";, is readily distinguished from that of inducing behavioral change ',e.g., "stop smoking," "start voting").
* If the research shows among prospects/targets that predetermined levels of brand awareness, correct awareness of the brand's attributes, and actual brand trial have been achieved, but that repeat purchase of the brand is low, neither our science nor our practice permits us to claim that we know how to make that brand a winner, other than by identifying already- circumstances with which it is (competitively) compatible.
* Conceptual progress is impeded by failing to treat marketing and selling separately as two distinct and mutually incompatible forms of exchange.
* We have not put waterfalls to work by first requiring the water to reverse its direction; our windmills are designed to respond to the wind's characteristics.
* a population is not optimally represented as a universe of individuals, but, minimally, must be viewed as a universe of occasions for all of the activities in which human beings engage
* A first cut through a universe of activity-occasions is needed in order to exclude the portion for which a producer's domain of expertise is likely to be irrelevant (nonprospects).
* first cut that defines a market of interest (the portion of a universe of activity-occasions to which the producer's domain of expertise is likely to be relevant), followed by analysis of the nature of segmented demand within that market (market segmentation), leading to the producer's selecting some region of that demand to respond to (i.e. the positioning decision).
* one of the first tasks that becomes the lot of marketing scientists is to represent the natural processes of want-occurrence and want-satisfaction-to develop
* in a thoroughgoing marketing study, authors would state the systematic status of audience members in relation (1; to the message domain (e.g., the audience comprises prospects and nonprospects) and (2) to the message (e.g., some—which?--or all prospects have been selected as targets,'.
* Marketing academics have no direct responsibility for the existence of goods/services, as practitioners do.
* Collectively, we have not found a way to render marketing activity, properly understood

**Paraphrased Points:**

There is a two-fold challenge for marketers: extend and develop appreciation for marketing’s contribution, develop the scientific underpinnings so that we have the expertise to legitimize the discipline.

Marketing has the greatest potential for value creation before deciding what to produce.

Most marketing studies fail to classify respondents as nonprospects, prospects, and targets

Potential benefits:

* Sensitize marketers to the significance of preexisting products and being told to market them. (selling)
* Prepare marketers to educate clients and bosses concerning the true essence of marketing
* Prepare them for leadership roles in understanding consumers’ circumstances and developing appropriate products

Fennell, G. (1987). A Radical Agenda for Marketing Science: Represent the Marketing Concept! In F. Furat, N. Dholakia, & R. Baggozzi (Eds.), Philosophical and-Radical Thought in Marketing. Lexington Books.