

Example: "**Bassin**" magazine's media kit reports their average reader:

- Is male;
- Is married with a family;
- Owns a home;
- Owns a boat;
- Attended college;
- Has an annual income of \$33,000;
- Fishes 32 days each year;
- Spends \$250 annually on tackle;
- Owns 10 rods and reels;
- Purchases 21 lures per year;
- Buys most fishing gear by mail; and
- Reads each issue for 1.65 hours.

Psychographic information is particularly valuable in selecting the advertising media to be used, as well as in designing ads. It can help identify the buying behavior of potential consumers.

Example: if a person is ambitious, (s)he will tend to buy "status-support" products. If the person enjoys social activities, (s)he will be good customers for liquor, wine glasses, and cookery items. If the person is a loner, (s)he will gravitate toward private entertainment forms like personal computers, model building, and the like.

It is also important, in considering potential customers, to keep in mind that there will be geographic differences within regional markets. Snow shovels may sell well in Boston, but not in Miami. Food preferences differ not only from one part of the country to another, but even within a city. Bagels may be a big seller in one neighborhood, while tacos sell well in another. Some regional or metropolitan markets are considered so representative of the nation as a whole that they are often used as test areas for new products and services. Some states like California, on the other hand, have so many people pursuing unusual life-styles that some market researchers don't use those areas to test market mainstream products. For this reason, a knowledge of regional preferences is necessary.

Market research can also be used to determine the cause of specific business problems or to explore new opportunities in the marketplace. It can also be done a myriad of different ways.

It can be done through:

- 1) Interviews;
- 2) Focus Groups;
- 3) Literature reviews;
- 4) Magazines;
- 5) Commercial market research;
- 6) Computer generated data bases;
- 7) Consumer attitude & public opinion polls like Nielsen;
- 8) Observation (e.g., traffic counts);
- 9) Experimentation; and
- 10) Surveys.

One of the markets that is often forgotten in the marketing process is that of children and teenagers. This market has a profound impact on the buying habits of their parents.

How Do You Market?

There are several key marketing tools that are often not considered part of marketing even though they are. These include two of the five "P's" previously identified as well as one more:

- 1) Pricing, 2) Packaging, and 3) Promotion.

***Pricing** is a decision that combines market research with financial analysis. To be successful, businesses must price products/ services to allow a profit margin, be competitive with other businesses, and suit the customer's budget. Price can make or break a business. If the price is wrong, it won't matter if everything else is right.*

But how does one go about deciding upon a price? There are two important factors to keep in mind when establishing a pricing structure.

- 1) Price Ceiling. This represents the price that the market determines the product or service will successfully sell for. This identifies the top price customers will typically pay for particular goods or services. Market research and competitive analysis should be used to determine pricing trends and strategies of similar businesses.

2) **Price Floor.** This represents all of the costs associated with running the business. This is the price below which business cannot sell and make the necessary profit.

Successful businesses traditionally operate somewhere between the price ceiling and the price floor; allowing a margin for returns, damage, sales, and discounts.

There are also psychological factors involved in pricing. Increasing the cost of designer jeans has little to do with the product's performance; but a lot to do with consumer psychology. Likewise, retailers use "odd number" pricing (\$499 rather than \$500) because the difference between the prices is perceived as being greater than one dollar. Psychologists even suggest that every number has psychological qualities that affect price perception. For example, the number 8 is round and symmetrical; soothing and calm, while the number 7 is angular and calls attention to itself. Consequently, in psychological terms, 8.8% financing may be more appealing than 7.7%.

Perceived value is another pricing factor. With manufactured goods, perceived value might be measured in terms of greater durability or longer warranty. Perceived value can also easily be enhanced by packaging, advertising, and promotion. Determining perceived value will almost certainly require the use of market research.

Price can play a major role in product or service promotion. Discounts and rebates can help increase sales volume. There are even instances where a rise in price has actually increased market share. For example, when Fleishmann's gin raised its price a \$1 per bottle, sales improved dramatically. Perception of the quality of the gin rose with the price.

Promotional pricing is somewhat limited by government regulation. If a business advertises fantastic discounts, the savings must be real. "Rain checks" must be offered for specially priced items that quickly sell out. Promotional pricing is also important in introducing a new product or service. However, remember that it is easier to lower a price than raise it. Selling below the competition may initially help sales volume, but could cost a lot of customers when prices are raised after the promotional period ends.

Who Is The Customer?

There can never be too much emphasis on this subject. Customer identification is a primary goal of market planning. People's needs and desires change over a lifetime as economic circumstances like disposable income and borrowing habits shift. Attitudes toward money also change. For example, young singles tend to buy more clothes and eat out in restaurants, while couples with children spend their money on things like carpeting and washing machines.

As family incomes increase, the percentage spent on clothing, recreation, transportation, health, and savings also increase. Consumer research, done in an attempt to define categories for market segmentation, generally includes both demographic and psychographic profiles.

Demographic Profiles include information on:

- age,
- sex,
- marital status,
- family status,
- religion,
- politics,
- income level,
- education, and
- occupation

Psychographic Profiles includes information about:

- life-styles,
- personality traits,
- opinions, attitudes,
- interests, and
- activities.

Large companies and independent researchers have done a lot of research into both of these areas. University libraries are good sources for researching their information. Trade associations and related business organizations can also provide relevant demographic and psychographic data. Lastly, magazine "media kits" often provide the information required.

PRICING is the value placed on a product or service. This is often affected by competitors' pricing; but also includes the psychological issue of pricing and considers the segment being solicited. Determining price levels and/or pricing policies is the major factor affecting total revenue. Generally, higher prices mean lower volume and vice-versa; however, small businesses can often command higher prices because of the personalized service they can offer.

PROMOTION refers to methods used to get the story out to the consumer. It includes advertising, salesmanship, and other promotional activities. In general, high quality salesmanship is a must for small businesses because of their limited ability to advertise.

PLACEMENT refers to how the product will be delivered. The manufacturer and wholesaler must decide how to distribute their product. Working through established distributors or manufacturers' agents generally is most feasible for small manufacturers. Small retailers should consider cost and traffic flow as two major factors in location site selection, especially since advertising and rent can be reciprocal. In other words, low-cost, low-traffic location means you must spend more on advertising to build traffic.

PROBE refers to consumer research.

The correlation between these is important since, on the whole, the American public doesn't believe that businesses operate with any kind of scruples. In fact, recent surveys indicate that 65% of the buying public believe that business will do everything it can to make a profit; even at the expense of the consumer. These surveys also indicate that the public believes the following:

- 1) The quality of goods and services continues to get worse.
- 2) Products don't last as long as they did a decade ago.
- 3) It is more difficult to get products repaired today.
- 4) Products used regularly do not live up to their advertising.

*Because of this environment of public distrust, thorough market planning becomes vital. Such planning includes two major parts. The first is **scanning the business environment** to determine the business climate - - both economic and competitive.*

Price changes can respond to shifts in the market, cost increases, or need for more profit. However, it is important to anticipate the impact of a price change.

- 1) How will the sales force react?
- 2) Will the change have a noticeable effect on competition?
- 3) How will it affect distributors or dealers?
- 4) Will suppliers charge more if prices are increased?
- 5) Are there government regulations to be considered?
- 6) How will customers react to a price change?

Ultimately there is not a magic formula for establishing a pricing structure. A lot of things have to be taken into consideration.

***Packaging** not only serves as a means for protecting a product, but also as a valuable marketing tool. In many instances the product's packaging makes the first initial impression on the consumer. Consumers often decide to purchase based upon the appeal of the package that encloses it.*

To keep costs down, some companies use stock packaging rather than having it custom designed. Selection of stock packaging has greatly improved over the past few years. Look through industry trade magazines for supply listings and advertisements on stock packaging.

When developing product packaging, consider product liability, bar codes, shape, size, and materials. Many retail stores will not handle products without bar coding. To still others, shape is important because storage and shelf space is typically designed or square or rectangular packaging. Therefore, materials should be chosen carefully. Some types of plastic deteriorate and become yellow and brittle without proper storage.

The package itself can be used as an advertising medium. Packaging and labeling are forms of direct communication with the consumer. The expansion of self-serve and warehouse shopping has placed increased emphasis on packaging. The package must convince the shopper to buy a particular product over that of the competition.

Promotion: Two elements are involved in deciding the impression the customer will make about a business and its products or services. Identity refers to how the customer compares a business to its competition while image refers to the emotional or psychological feeling that a customer has about the business product, or service.

Names - - of companies and products or services, can be a very important part of a business's identity. For that reason, many companies register their business and/or product names. However, it is important to remember that, if the name of a product is a key part of the overall marketing strategy, then it should be registered before the product is fully developed. This helps prevent the competition from capitalizing on the use of the name.

Product names - - often referred to as brand names - - should be strong, easy to pronounce and spell, distinctive, and descriptive. These names provide a method of identifying the specific goods or services of a particular seller. The rights to sell brand names are protected by common law, but it is still a good idea to obtain further protection by registering the name with the Patent and Trademark Office. Keep in mind, however, that the legal registration process is complex. The rules state that a brand name must be used in interstate commerce before it can be protected.

Trademarks, like brand names, help make a product or service more noticeable and distinctive in the marketplace. A trademark is defined as "any word, name, symbol, device or combination thereof, adopted and used by a manufacturer or merchant to identify his goods and distinguish them from those manufactured or sold by others." A good trademark, will be easily recognizable for its visual representation of a company or product.

However, the real identity of a company actually stems from the image that it creates with its customers by listening to their wants and needs and then meeting them once they have been identified. Failure to achieve that single goal - - no matter how good the company's proposed image may be - - will leave the business with a negative identity in the eyes of the consumer.

Whatever target markets are ultimately chosen, they must be:

- 1) **Large enough.** For example, McDonalds requires a population of 25,000. They know that population will provide a sufficient customer base for them to be successful.
- 2) **Reachable.** If customers are hard to reach, more advertising may be required. This may effect product/service price.
- 3) **Profitable.** If a business can't make a profit within the identified market segment, then it's not a market to enter.
- 4) **Have purchasing ability.** Economic conditions can influence markets.
- 5) **Have future potential.** Markets change. If it can't keep up with a particular market, then it should be avoided.
- 6) **Be identifiable.** If the demographics/psychographics of a market can not be determined, then a business choosing that market may be headed in the wrong direction.

Ultimately, target market selection may rest with availability of market share. To calculate market share, business must begin by estimating its total sales in the current market. The next step is to estimate the number of customers within that identified market. Finally, estimate how many times the average customer purchases the product or service (for example, six tubes of toothpaste per year). By multiplying the number of customers in the market with the number of purchases made, business can identify the total size of the annual market. Then, by dividing their sales into that figure, a company can determine its market share.

Marketing Mix. There are five key decision areas in a marketing program:

- 1- Product, 2- Pricing, 3- Promotion, 4- Placement, and 5- Probe.

PRODUCT refers to the goods, services, and ideas that embody the benefits that consumers seek. This includes packaging, name, logo, and the product itself. Effective product strategies for a small business may include concentrating on a narrow product line, developing a highly specialized product or service or providing a product-service package containing an unusual amount of service.

Target Marketing is the selection of target groups. This can be done through one of the following:

1) Concentrated Marketing

which focuses efforts on one segment of the market with a single mix. *Playschool*, for example, concentrates its marketing efforts on pre-schoolers. The advantage of this form of marketing is that it allows a business to both know and understand its chosen market. For this reason, it may be the best tactic for companies with limited resources. The disadvantage is that business may become vulnerable if marketing conditions change and it has nothing to fall back on. A company's strength in a single market may be a deterrent should it seek to expand its base. For example, Disney had trouble breaking into the market for young adult films because the company was so heavily identified with children's movies.

2) Differential Marketing which involves marketing to multiple segments. Pepsi is a good example in that it has five different types of cola. The advantage to this type of marketing is that it allows a company to drop a segment that is unprofitable. The disadvantage is that marketing costs are much higher.

Whether concentrated or differential marketing is chosen will likely depend upon exactly what the business is marketing and the various marketing strategies chosen. However, for the most part, only extremely specialized businesses can afford to use concentrated marketing. Most businesses will have multiple market segments.

There are different views on how many market segments a company should pursue at any given time. However, most experts agree that the following things must be taken into consideration when segmenting markets.

1) Business's financial condition. Small businesses may need to restrict marketing efforts in order to survive.

2) What the competition is doing. Companies have to decide whether to compete or cover a segment that isn't being covered.

3) Experience level. Is the market new to the business or the business new to the market? If so, it may be best to begin with one segment, perfect it, and then move on to another market.

If image is an important factor in a company's marketing strategy, the services of a professional artist, computer graphics specialist, or ad agency to design the packaging, trademark, logo, and various promotional materials will likely yield high dividends.

A business's image - - which will eventually become an integral part of its overall identity - - is reflected in its chosen log, business signage, employee uniforms, style of promotional materials, and packaging. These things, when tied together are often referred to as an "image package." The combinations chosen for this package creates an image for the business and makes promotional and packaging materials more easily recognizable. In today's competitive world, it is important to be recognized, remembered, and viewed as an established business. Image includes:

- 1) Logo,
- 2) Logotype (typestyle used in writing business name);
- 3) Company colors,
- 4) Signage,
- 5) Office materials (e.g., business card, letterhead, etc.) and
- 6) Promotional materials (e.g., flyers, brochures, etc.).

How Do You Know If You Are Marketing Correctly?

After marketing decisions are made, managers need to evaluate how well the decisions have turned out. Standards of performance need to be set up so results can be evaluated against them. Sound data on industry norms and past performance provide the basis for comparing against present performance.

The key questions to ask are:

- 1) Is the company doing all it can to be customer-oriented?
- 2) Do the employees make sure the customer's needs are truly satisfied and leave them with the feeling they would enjoy coming back?
- 3) Is it easy for the customer to find what he or she wants and at a competitive price?

There are also warning signs when a marketing strategy is off mark. A sick marketing campaign can be cured by isolating its symptoms and identifying the underlying problem(s). These include:

1) **Shooting From the Hip.** *This approach involves spot mailing, periodic ads, and a brochure once or twice a year. It lacks planning, organization, and purpose. It won't work!*

2) **Taking Action Just to Beef Up Sales.** *Business is often guilty of budgeting little or no money for marketing. Money allocated, is used only when a crisis occurs. Once sales begin to climb again, they cease marketing. This is risky business. Only by marketing consistently can business make sure that sales remain on track. Marketing should be proactive to maintain sales; not reactive to boost them.*

3) **Making a Secretary the Marketing Director.** *Small businesses have the habit of making secretaries perform functions usually assigned to a marketing Director. Since these individuals generally have little or no marketing training, activities are often limited to ordering pamphlets and stationery based on existing material or commissioning (from a friend with "some" design ability) a brochure or flyer. What a waste of time and money!*

4) **Duplicating the Competition.** *This is another misdirection of time and money. Time should be spent scoping out the competition's marketing efforts in order to develop new ones for the business. It will be far more productive. After all, who says the competition is on track with their marketing efforts?*

5) **Expecting Huge Results From a Tiny Budget.** *If you place priority in minimizing your cash investment, you can't realistically expect good results.*

6) **Failing to Do Market Research.** *Disregarding the market research component, even with the most expensive brochures, flyers, etc., won't do any good. Business must know who their audience is in order to influence them properly.*

They lost big business to foreign competitors who were more than willing to respond to those wants and needs. The lesson to be learned is this: Businesses that intend to "customer center" their company, must do it all of the time; not just when they feel like it.

Keep in mind, however, that there are certain variables commonly used by customers to determine their perception of a company's customer service quality. Failure to provide at least two or more of these variables will most likely result in significant customer loss. Such variables are listed below in the order of customer significance.

1) **Reliability** gages the consistency of employee performance and dependability.

2) **Responsiveness** relates to the employees' apparent willingness or readiness to provide good customer service.

3) **Competence** refers to the service provider's possession of required skills and knowledge about the product or service.

4) **Access** measures a business's approachability and ease of contact.

5) **Courtesy** refers to the politeness, respect, and friendliness exhibited by personnel.

6) **Communication** refers to a company's ability to keep customers informed about their product or service, in a language that the customer can understand.

7) **Credibility** gages the trustworthiness, believability, and honesty of the business in the customer's eyes: Does the business truly appear to have the customer's best interest at heart.

8) **Security** refers to the customer's belief in being free from danger, risk, or doubt with regard to the company's products or services.

9) **Understanding** relates to the company's efforts to really get to know the customer's wants and needs.

10) **Tangibles** refers to physical evidence of the above in terms of:

- a. buildings, appearance of personnel,
- b. tools used to provide service, and
- c. other customers.

*In short, to succeed in business - - **and make a living at it** - - business must carve out a market niche. Within that niche, they must develop as good a reputation for "making widgets" as Coke does for making sodas or as Gillette does for cutting off stubborn whiskers.*

To determine the uniqueness of its product or service, business needs to explore several questions:

- 1) Is it offered by anyone else?
- 2) Does it satisfy an unfulfilled need?
- 3) Will it create a trend?
- 4) Is it environmentally sensitive?
- 5) Does it play to the customers' sense of value?
- 6) Does it occupy a special niche?
- 7) Is a moral issue involved?
- 8) Is it patentable?
- 9) Is the marketing technique different?
- 10) Is customer service different?
- 11) Does it use my special talents?

*Once a business has a clear picture of its place in the market, it is time to decide upon a marketing approach. **There are two basic marketing approaches.** The first is **company centered**. In using this approach business essentially claims: We (business) have ALL the answers! An example of this approach would be Ford Motor Company. Their boast was that they would make Model T's in any color the customer wanted; as long as it was black. This philosophy worked for them because demand for their product far exceeded supply. Only a handful of companies still operate by this standard.*

*The second - - and more recommended approach - - is **customer centered**. This approach essentially claims that the customer is ALWAYS right! In using this approach, companies respond directly to the wants and needs of the customer. For that reason this is the approach that most successful businesses follow. However, it is important to keep in mind that this approach requires both focus and consistency. Remember Detroit in the 70's when they ignored the wants and needs of **their customers for more fuel efficient cars?***

7) **Minimizing the Value of Good Advertising.** *Continuously running a poor ad is a waste of money. Running a really good ad a few times is much more cost effective.*

8) **Advertising in Publications With the Lowest Rates.** *This is another money-saving technique that often backfires. Publications with lower rates have low rates for a reason: No one reads them. Plus, just because the rate is cheap doesn't guarantee that business will reach its projected target. An ad seen by the wrong audience represents lost money.*

9) **Running an Ad Only Once.** *The rule of thumb is that an ad will run 5 to 7 times before it is noticed. So, if you run an ad only once, you're throwing away advertising dollars.*

10) **Publishing a Newsletter Once or Twice a Year.** *A newsletter can be a very cost effective way of marketing. But, producing the letter only once or twice a year is more likely to impede communication between the business and customers.*

Ineffective, or bad, marketing efforts most often stem from the lack of any kind of solid marketing plan. Without a marketing plan, a business is reduced to "guessing" about its future, much like a side show gypsy looking in a crystal ball. But, with a marketing plan, the future is set with business in control. In this day and age, the more scientific approach is the most cost effective way to go!

How Do I Do A Marketing Plan?

A marketing plan should not be long; only about 20 pages. If it is longer than that, it will not be used. The plan should also be succinct. It summarizes a business's analyses and strategies by putting them down in writing. This formal, written narrative gives business another chance to review its ideas, goals, objectives, and strategies.

All marketing plans should begin with the identification of the business's mission statement. This statement should specify what the company wants its business, markets, and products/services to be. The next step is to establish specific goals and objectives. These should be broad in nature; identifying what the company wants to do within a given time frame (one, three, five, or ten years, etc.).

Next, translate established goals into terms of sales or profits. In other words, determine how much money the business wants to make. Then describe the company's products and services. Be sure to note any recent changes, proposed changes, or possible additions to the line. Also identify target markets. Include each market's size and any demographic and/or psychographic information available. Describe each segment identified above in terms of its market potential. Be sure to identify any specific advantages that a particular segment has.

Describe the competition in terms of both their strengths and weaknesses and how your business measures up with regard to competitive threats and opportunities. Do a SWOT (strengths, weaknesses, opportunities, and threats) analysis on each individual competitor as well as on your business. Identify your specific market niche. Describe what makes your business, product, and/or service unique. Also identify the promotional, pricing, and sales strategies your business will use. Be sure to explain how these strategies will help you either maintain or increase sales.

Identify potential problems you might encounter and possible solutions for overcoming them. Establish a timetable and periodic benchmarks to measure the effectiveness of your marketing efforts. Finally, decide how often you will review your established marketing plan. Identify how you will evaluate the effectiveness of the plan and the actions you will take to improve the plan.

Once a marketing plan is in place, business can consider methods for achieving their goals and objectives. In almost every instance, this will require the use of one or more marketing tools, including:

- 1) Public Relations,
- 2) Publicity,
- 3) Promotion, and/or
- 4) Advertising

Suppose a consumer decides to spend a portion of his or her disposable income on entertainment. (S)he must then decide whether to buy a stereo, theater tickets, a VCR, etc. These "generic competitors" vie for the same entertainment dollar. Only once the consumer has decided to buy a stereo, will (s)he choose the product form (phonograph, tape deck, CD player) and the specific product.

Marketing is critical to the life of any business; but that is particularly true of small business. Therefore, to be successful, small businesses must focus on identifying their customer's wants and needs and then meet them while still making a profit. To do that, business must begin with a basic analysis of what it has to offer. Whatever the product or service, there must be something unique about it; something that will make the customer willing to pay the asking price.

In order to manage the marketing functions successfully, good information about the market is necessary. Frequently a small market research program based on a questionnaire given to present customers and/or prospective customers can disclose problems and areas of dissatisfaction that can be easily remedied. It might also help identify new products or services that could be offered.

Market research should also encompass identifying trends that may affect sales and profitability levels. Population shifts, legal developments, and the local economic situation should be monitored to enable early identification of problems and opportunities. Competitor activity also should be monitored.

***Market Strategy** encompasses the identification of customer groups - - or target markets - - which the business feels it can serve better than its larger competitors, and then tailoring its product offerings, prices, distribution, promotional efforts, and services towards those particular segments. Ideally the strategy should try to address customer needs which currently are not being met in the market place and which represent adequate potential size and profitability. A good strategy implies that a small business cannot be all things to all people and must analyze its market and its own capabilities so as to focus on a target market it can serve best.*

What Is Marketing?

Contrary to popular belief, marketing is NOT a glorified name for selling. In fact, selling is just one of the components of marketing. For this reason, successful business owners think "marketing," not "selling." They understand it is infinitely more important to know the wants, needs, and preferences of their customers than it is to focus on how to sell their product or service. After all, it is the customer who has control over the life of any product or service. Sales people who pride themselves on being able to sell anything to anyone, even ice to Eskimos, are fooling themselves. The biggest markets, and the best profits, come from discovering and supplying customer wants and needs. If done correctly, marketing actually makes selling almost incidental. When customer's needs are answered, and the product or service properly exposed, then what is being offered will sell.

The marketing concept basically states that:

- 1) All company policies and activities should be aimed at satisfying customer needs; and
- 2) Profitable sales volume is a better company goal than maximum sales volume.

To use the marketing concept, a small business should:

- 1) Determine the needs of their customers (*Market Research*);
- 2) Analyze their competitive advantages (*Market Strategy*);
- 3) Select specific markets to serve (*Target Marketing*); and
- 4) Determine how to satisfy those needs (*Market Mix*).

Market Research. *There are many products and services competing for the consumer dollar. Before a customer chooses a specific brand or selects a particular style, (s)he must first decide whether or not to buy at all. "Instead of buying a new coat should I save for a vacation? Should I buy a new car or invest in a retirement plan?" Of course, in reality, vacations and retirement plans are also forms of purchases, but those in the business of selling coats or cars, rarely think of the competitive power of these alternate options. Nevertheless, they are competing items.*

The Northwest Oklahoma SBDC, located in Alva at NWOSU - - with offices at the Enid NWOSU campus and Guymon, Oklahoma - - covers a large portion of Northwest Oklahoma.

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Marketing 101

To some businesses - - small businesses, in particular, - - marketing and advertising seems like a great deal of senseless hocus pocus. In reality, however, there is nothing at all magical about either one. Both marketing and advertising are, in fact, based on a very logical premise: **Before a consumer can buy a product or service - - no matter how well designed or efficiently produced it is - - he or she must first know that it exists.** That, in a nut shell, is the purpose of marketing. Advertising, on the other hand, is simply one of several different methods used to "get the message out."

CEO's of Fortune 500 companies all have at least one thing in common. They agree that marketing is one of the most important functions in any business. For that reason, nearly 50 cents of every consumer dollar made goes toward marketing and advertising. On the flip side, surveys of failing businesses reveal that little, and in some instances no, marketing and advertising ever took place. Notice any interesting correlations?

The truth of the matter is this. Businesses that operate without using good marketing principals in conjunction with solid advertising standards, had better find a reliable crystal ball, a genie's lamp, or a very powerful magic wand. Without the use of marketing and advertising - - or a great deal of magic - - the business is doomed to fail!

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The ABC's of Marketing



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