

# The Evolution On Marketing Concept: Analysis On The Perspective Changes In Marketing Concept

Joan Yuliana Hutapea  
Universitas Advent Indonesia  
sicipika@gmail.com

## Abstract

**Purpose** - The purpose of this paper is to understand the evolution of marketing concept, how the perspective of marketing has changes, from its early philosophy to modern marketing concept that not only focused on the creation of products for consumers, but also giving a careful attention to other marketing factors such as: market segmentation, brand positioning, brand loyalty, internal marketing and market orientation.

**Design/methodology/approach** - The paper takes the form of a literature review, tracing the evolution of marketing concept, by analyzing and reviewing previous conceptual and empirical studies that related to the topic.

**Findings** - Marketing concept has significantly changes since the industrial revolution until today. Business initially only focused on how to create a product in high inventory levels in order to meet the needs of consumers. But along with the increase in technology, consumers knowledges, as well as the business competition that occurs from time to time, then business should be able to aggressively anticipate the dynamic changes, and come up with new and sophisticated marketing concepts to anticipate these changes. This study finds that perpective on marketing concept has been broaden, in which marketing activities were not just the creation of products and ensure the availability of products, but also have to think about market segmentation, brand positioning, how to maintain consumer confidence to the product, and how the organization should have a market oriented behavior, where customer satisfaction become the focus of the organizational activities.

*Keywords: Marketing concept, Early Philosophy, Market Segmentation, Brand Positioning, Brand Loyalty, Internal marketing and Market Orientation.*

## INTRODUCTION

In marketing literature, is often stated that marketing is an activity that focuses on the customer, what is their needs, and how to satisfy those needs by creating and offering a valuable product or service for the customer. This approach became an important fundamental in the marketing activities. At first, the marketing concept was not directly focused to the customer as the element that have an important role in marketing activities. However, along with the increase of argumentation and research in the field of marketing, such concepts are changing and significantly developed. When we look at the literature related to this study we will find different emphasises in each concept. Researcher suggests the importance of

developing the marketing concepts that takes into account the overall marketing perspective, not just from the business perspective but also from the consumer perspective.

The purpose of this study is to understand how a marketing perspective evolved over time.

The evolution of marketing concepts show that marketing activities not only create products and services that are valuable to consumers, but also should pay attention to other marketing factors that important for business success. Therefore, to be able to get better understanding on the matter, we will start by analyzing the early history of the marketing concept.

## MARKETING CONCEPT AND ITS EARLY PHILOSOPHY

In the academic view, marketing is viewed from two aspects, as a philosophy and as a function, (Keelson, 2012). In marketing concept, marketing is seen as a philosophy, as stated by (Dibb, et al., 1997) “marketing concepts defined as a way of thinking; a management philosophy guiding an organization's overall activities (affecting) all the efforts of the organization, not just its marketing activities”. As a function, the function of marketing is “simply the performance of business activities that direct the flow of goods and services from the producer to the consumer,” (1960).

Customers are important elements in marketing activities, therefore need to be given careful attention to what they needs and wants, as expressed by (McKitterick, 1957)“the principal task of the marketing function in a management concept is not so much to be skillful in making the customer do what suits the interests of the business as to be skillful in conceiving and then making the business do what suits the interests of the customer”. In line with this statement, (Kotler P, 2008) states that marketing is "a process by which companies create value for customers and build strong customer relationships in order to capture value from the customers in return". Here we can see that customers is the main focus in marketing activities. What is needed and desired by them needs to be considered carefully and strived to fulfill. If this fails, the company will then lose the ability to survive in business competition. However, initially the consumer was not the main focus of a marketing concept. From the literature we found that the marketing concept has several emphasize to what became the focus of business thinking. The philosophy underlying the marketing concept was developed from time to time. On a study conducted by (Grundey, 2010), he compiled the elements of marketing philosophy according to several authors :

Table 1. Elements of Marketing Philosophy

<i>Dibb and Simkin (2004)</i>	<i>Lancaster and Reynolds (2005)</i>	<i>Blythe (2005)</i>	<i>Drummond and Ensor (2005)</i>	<i>Morgan (1996)</i>
1. Production orientation	1. Production orientation	1. Production orientation	1. Production orientation	1. Cost philosophy
2. Financial orientation	2. Sales orientation	2. Product orientation	2. Product orientation	2. Product philosophy
3. Sales orientation	3. Marketing orientation	3. Sales orientation	3. Sales orientation	3. Production philosophy
4. Marketing orientation		4. Customer orientation	4. Financial orientation	4. Sales philosophy
5. Customer orientation		5. Societal marketing	5. Marketing orientation	5. Erratic philosophy
6. Competitor orientation		6. Relationship marketing		6. Marketing philosophy
7. Interfunctional coordination				7. Social marketing philosophy

Source : (Grundey, 2010)

Table 1 above shows that every authors are using different terminology in representing their ideas on marketing concept. These words are not the same but basically has the the same meaning. According to merriam-webster (dictionary), the words concept, philosophy and orientation refer to nearly the same meaning. Concept is an idea of what something is or how it works; philosophy is a set of ideas about how to do something or how to live; orientation is a person’s feelings, interests, and beliefs. So in this article, the author will be using either of these words in the same interpretation. It also shown that the concept has been evolved according to the authors perpective and argumentation. To enhance the above compilation, the author of this article also has compiled other authours perspective on the matter.

Tabel 2. Elements of marketing philosophy

	by another authors.	
(Kotler, et al., 2008)	(Keelson, 2012)	(Grundey, 2010)
<ol style="list-style-type: none"> <li>1. the production concept,</li> <li>2. the product concept,</li> <li>3. the selling concept,</li> <li>4. the marketing concept.</li> <li>5. the societal marketing concept</li> </ol>	<ol style="list-style-type: none"> <li>1. the production philosophy</li> <li>2. the product philosophy</li> <li>3. the selling philosophy</li> <li>4. the marketing philosophy</li> <li>5. the societal marketing philosophy</li> <li>6. the holistic marketing philosophy</li> </ol>	<ol style="list-style-type: none"> <li>1. the production orientation,</li> <li>2. the product orientation,</li> <li>3. the financial orientation,</li> <li>4. the selling orientation,</li> <li>5. the marketing orientation,</li> <li>6. the market orientation (which extends to internal and external orientations),</li> <li>7. the sociaethical marketing orientation,</li> <li>8. the holistic marketing orientation (which extends to internal marketing orientation, integrated marketing orientation, social marketing orientation relationship marketing orientation).</li> </ol>

Source : compiled by the author

As indicated on the tables 2, some marketing philosophy is dominant and can be seen in most of the authors. These 5 (five) dominant philosophies indicates that they were essentially agreed and generally accepted by authors, which means they have the same perspective that these are the important marketing concepts that become the focus of the business thinking. These dominant concepts are: *the production philosophy, the product philosophy, the selling philosophy, the marketing philosophy, and the societal marketing philosophy.*

To get a better understanding, in the next section, the authors will review these philosophies, as well as to review another philosophy that is found important in the authors perspective; the holistic marketing philosophy.

#### The Production Philosophy (1850 – 1900)

In a study conducted by (Keelson, 2012) revealed that the production philosophy era emerge along with the industrial revolution in America. Developments taking place at that time in terms of electrical technology, rail transportation, the concept of division of labor, assembly lines, and mass production, allows the efficiency in production activities. In addition, demand for manufactured products were highly increased. This early philosophy appears based on the assumption that consumers will buy or use products that highly available in the market at an affordable price. Therefore, the concept of business thinking that arises is how to create a good product with a high level of supply and in efficient manner, in order to be able to offer it with inexpensive prices, (Kotler P, 2008), (Miller, et al., 2001).

#### The Product Philosophy ((1900-1930)

Product philosophy emerged and became the dominant concept in the era 1900 - 1930, (Keelson, 2012). If in the previous era, business

concentrated on the creation of products with the criteria of availability and affordability, in this era, businesses are focusing on how to be more creative and innovative with their product. They were guided by the concept which holds that consumers favor those products that offer the most quality, performance, or innovative features, (Kotler, 2000 ). In an innovative atmosphere, products were enhanced and created without the involvement of customer, which means manufacturing position themselves as actors who knows what the customers need, while customers themselves don't. The company knows what will work in designing and producing the product and what will not work, since the company has the great knowledge and skill in making the product, and assume that they know what is best for customers (Keelson, 2012). In other words the assumptions made based on the perspective of consumers, according to business / manufacturing perspective. Unfortunately, this concept may lead to a marketing myopia. Business might forget their fateful purpose in the industry. As stated by (Levitt, 1960)" *The railroads did not stop growing because the need for passenger and freight transportation declined. That grew. The railroads are in trouble today not because the need was filled by others (cars, trucks, airplanes, even telephones), but because it was not filled by the railroads themselves. They let others take customers away from them because they assumed themselves to be in the railroad business rather than in the transportation business. The reason they defined their industry wrong was because they were railroad-oriented instead of transportation-oriented; they were product oriented instead of customer-oriented*". Some organization may still have focus on this concept. These organizations too often are looking into a mirror when they should be looking out of the window (Kotler, 2000 ). In today's business environment and competition, this product philosophy may lead into a failure. It may be works in introducing new product, which has never exist before, where customers do not have any idea of the product or its substitution products, and the competition were minimal. But for the industry with a high level of competition and the products that have been known very well, that has a lot of product substitution, this concept is inadequate to be applied.

#### The Selling Philosophy (1930 -1950)

The selling philosophy is a business concept that emerged after the era of product philosophy. it became a dominant concept in 1930 until 1950 (Keelson, 2012). This concept appears along with the development of the manufacturing industry where manufactures were becoming more efficient at creating products, with more variety of products and high level of quantity, that create a surplus of products, and the level of competition were increased in the industry. The assumption underlying this concept is that customers will not buy a product if they do not aggressively directed and persuaded to buy. This concept holds that if customers and businesses being left alone, they will ordinarily not buy enough of the organization's products, therefore the organization must undertake an aggressive selling and promotion effort to stimulate buying (Kotler, 2000 ). In other words, this philosophy promotes the need for a department that specifically handling the selling activities (Perreault WD Jr., 1999). This concept is acceptable until today, where most companies realize the importance of a specific department that addresses marketing issues.

The selling philosophy is often applied when the company is in (product) surplus condition. To reduce the risk due to high levels of inventories, companies has to make an aggressive selling strategy. This philosophy also successfully used in different type of organization, such as a political organization, where they aggressively bombard people with their political message to win the election. unfortunately, this philosophy encourage organizations to perform hard selling, where they use aggressive or forceful language and sales practices to get a customer to purchase their product. For example a hard selling strategy were used to force customers to make immediate decision to purchase a car; how the stock were limited while many people waiting to purchase; lots of bonuses will be given, and how the price will up on the next day. This concept may succeed in increasing sales immediately but still very risky. If the company failed to prove their aggressive messages, the customers will feel cheated and later they will think longer or even have no desire to buy the products. A dissatisfied customers may bad-mouth the product to 10 or more acquaintances; bad news travels fast,

something marketers that use hard selling should bear in mind, (Kotler, 2000 ).

#### The Marketing Philosophy (1950 – present)

Marketing philosophy started to become the focus of business thinking in the mid-1950s (Kotler, 2000 ), and still accepted until the twenty first century (Keelson, 2012). This concept assumes that the first step of the whole marketing process is understanding the customers needs and wants (Svensson, 2001) and no longer on aggressive selling (Keelson, 2012). This philosophy was very contrary to the selling philosophy. There is a striking difference in the concept, as stated by (Levitt, 1960) “The difference between selling and marketing is more than a semantic, Selling focuses on the needs of the seller; marketing on the needs of the buyer. Selling is preoccupied with the seller’s need to convert his product into cash; marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating, delivering and finally consuming it”. (McKitterick, 1957) also emphasized the same idea, he stated that "the principal task of the marketing function in a management concept is not so much to be skillful in making the customer do what suits the interests of the business as to be skillful in conceiving and then making the business do what suits the interests of the customer". In other words, the marketing philosophy were began to involve customers. The consumer perspective to what they desired and needed becomes very important. The consumer is considered as a person who has a significant role in determining the success of the company, and the company must have a sensitivity to what is required by market and sensitive to changes on the needs and demand of the market.

#### The Societal Marketing Philosophy (1970)

The societal marketing philosophy emerged in the 1970s, and regarded as overlapping with the previous philosophy (Keelson, 2012). There was a question whether the marketing philosophy is still an appropriate philosophy when the world is facing issues on environmental deterioration, resource shortages, explosive population growth, world hunger and

poverty(Kotler, 2000 ). This concept becomes an important thing when business activities were considered to give a detrimental effect on society and the environment. Therefore, companies need to give attention and strives to find a way of how to satisfy their customers and in the same time minimizing and or eliminating the detrimental effects to the society. A mutual benefit should be considered into the organizational marketing strategy and practices. As stated by (Kotler, 2000 ), “organization must balance and juggle the often conflicting criteria of company profits, consumer want satisfaction, and public interest”. Customers came from the society. If the presence of the company giving a detrimental effect to society, it is much the same to harming the customers itself. This concept is very important to be understood by every organization, that they can not stand idly by looking only to their customer satisfaction, but also should pay attention to what is the impact of their business to the society welfare and how they should responsible to the society especially their immediate environment.

#### The Holistic Marketing Philosophy

The holistic marketing philosophy is probably the latest business approach on marketing concept. It was considered to be the 21<sup>st</sup> century business thinking ( Keller, et al.,2009). The definition of holistic marketing according to the (business dictionary) is “a marketing strategy that is developed by thinking about the business as a whole, its place in the broader economy and society, and society, and in the lives of its customers. It attempts to develop and maintain multiple perspectives on company’s commercial activities”. (Keller, et al.,2009) defined holistic marketing concept as “ the development, design and implementation of marketing programs, processes, and activities that recognize the breadth and interdependencies. Holistic marketing recognizes that “everything matters” with marketing and that a broad, integrated perspective is necessary to attain the best solution.”

The holistic marketing philosophy is based on the assumption that the marketing concepts

should be developed by thinking about the business as a whole. Holistic marketing recognizes that there are many variables and activities related in marketing, therefore a broad integrative perspective is very necessary. (Dibb, et al., 1997) define marketing concept as “a way of thinking; a management philosophy guiding an organization's overall activities (affecting) all the efforts of the organization, not just its marketing activities”. This shows that the holistic marketing concept is not only important to be understood by those who are directly related to marketing, but need to be jointly understood by every individual in the organization. According to (Keller, et al., 2009), there are 4 (four) components of holistic marketing concepts, namely: internal marketing, social responsibility marketing, integrated marketing and relationship marketing. Even though this concept was mentioned to be a holistic marketing concept, it seems to be only focusing on marketing functions alone and not at the activities of the organization as a whole. Every aspect of the business must be considered carefully. The company must think that the customers will interact not only with its product, but also with its services, its websites, its customer service on the hotlines and everything else that associated to the product or services they consumes. According to (Keelson, 2012), this concept fails to acknowledge other activities of business such as production, management style, organisation culture and other non-marketing factors of business that make a firm business orientated. However, this concept is seen as a clever combination of the overall concept developed previously, (Keelson, 2012), (Kotler P, 2008), (Pride, 2008). Therefore, in the next section, the authors will discuss about another important marketing concepts. This marketing concepts has been studied by many researchers and need to be reviewed in this article in order to understand how the perspective of marketing concept changed and what underlies these changes. Certainly, there are many other marketing views and concepts expressed by excellent writers that interesting to be discussed. In this paper will be reviewed 5 (five) modern concepts, to be investigated in relation to this study. These marketing concepts are divided into 2 (two) groups. The reason why they were divided into groups because it was related to each other. The first group, will be

discuss about the *market segmentation, brand positioning, and brand loyalty*. The second group will discuss about *internal marketing and market orientation*.

Modern Marketing Concepts (I) : Market Segmentation, Brand Positioning, and Brand Loyalty.

Market segmentation is a very important concept in marketing. In business activities, market segmentation is necessary so that the organization will be able to select, define and determine the target market, analyzing market behavior and design products in accordance with market segmentation that has been appointed. For companies who are involved in international business, global market segmentation is even more complex. Cultural diversity, behavior, character and other aspects related to the targeted market need to be considered carefully. According to (Hassan, 2012), most of the previous studies on market segmentation is based on macro factors, such as: Economy (Kotler, 1986); Culture (Whitlock, 1987); (Hofstede, 2001) ; Geographic (Daniels, 1987) and Technology (Huszagh, et al., 1986), but current research indicates that these factors are not sufficient without considering the behavioral factors (Helsen, et al., 1993); (Nachum, 1994). Consumer behavior refers to the consumers buying behavior in selecting, purchasing and using or deciding not to use the product or services.

(Solomon, et al., 2009) defining consumer behaviour as “the study of the processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas or experiences to satisfy needs and desires”. Limiting market segmentation based on macro factors alone also criticized by (Hasan, et al., 1991) which states that “world market segmentation based on macrobases has three major limitations:

1. Segmentation decision is based on country-specific geographical variables not consumer-behavior variables;
2. it assumes total homogeneity of consumer behavior within country segments; and

3. it overlooks the existence of homogeneous segments that transcend across national boundaries”.

In line with this view, (Steenkamp, et al., 2002) stated that “The choice of the segmentation basis is one of the most crucial factors in international segmentation. The segmentation basis is a set of characteristics that is used to assign consumers to segments”. According to (Wedel, et al., 1998), “an important distinction can be made between general and domain-specific segmentation bases. General bases are independent of the domain in question and can be further divided into observable and unobservable bases. Examples of general observable bases include geographic locations (regions, countries), economic indicators, political characteristics, and demographics. Two key instances of general unobservable bases are consumer values and life-styles. Domain-specific bases such as brand penetration rates, attitudes, benefit importances or domain-specific attitudes, depend on the particular domain/product”. For example: the concept of "luxury" will differ from country to country.

Market segmentation is a very important element in connection with the brand positioning (Lhotakova, et al., 2009). It dividing a market into distinct groups that have common needs and will respond similarly to a marketing action, (Belch, et al., 1995). According to (Lhotakova, et al., 2009), it is very important to look into motivations for the purchase; what benefits or services that consumers expect from the product, it usually helps to understand about the consumers. Different types of media and promotions also play important roles in reaching different types of segments. Selecting appropriate media for advertising and promotion will affect how a product or service well accepted by the consumers.

The Brand itself is the elements that can be used in measuring the level of consumer loyalty to the product and the potential benefits that can be achieved. The better Brand perceived and positioned by the consumers, showed the high level of consumer confidence to the product, which in turn will affect the response or behavior of consumers towards the brand. (Khraim, 2011) revealed that research has indicated that the attributes of the brand is viewed as an important element for the consumer decision making. For

instance, (Lau, et al., 2006) mentioned that there are seven factors that affect the level of consumer loyalty to a particular brand. These factors include: brand name, product quality, price, style, store environment, promotion and service quality. Famous brand names can disseminate product benefits and lead to higher recall of advertised benefits than non-famous brand names (Keller, 2003). According to (Cadogan, et al., 2000), “a prestigious brand names and images, attract consumers to purchase the brand and bring about repeat purchasing behavior and reduce price related switching behaviors”. However, a famous brand does not guarantee that the product will be chosen by the consumer. Under certain conditions, the consumer may choose to buy a product, based on its price or function, and not fixated on the brand.

#### Modern Marketing Concepts (II) : Internal Marketing and Market Orientation

In modern marketing concept, internal marketing is one of the concept that extensively studied as a concept that supports the achievement of an effective marketing program. This concept was first introduced by (Berry, et al., 1976) then (George, 1977), (Thompson, et al., 1978) dan (Murray, 1979) as cited in (Rafiq, et al., 2000), and (Al-Hawary, et al., 2013). According to (Berry, et al., 1991) internal marketing was define as “attracting, developing, motivating and retaining qualified employees through job-products that satisfy their needs...the philosophy of treating employees as customers... and the strategy of shaping jobs to fit human needs”. In line with this view, (Hult, et al., 2000) stated that “*internal marketing means considering the internal employee as the internal customer and to contemplate on making the internal customer’s (employee) satisfaction*”. In this concept, employees are treated as internal customers, and the company can manage its internal customers effectively will be more efficient in relation with their external customers, (Conduit, et al., 2001).

Becoming a more market oriented organization is regarded as one of the competencies that support the achievement of better corporate performance. To achieve this, the internal marketing becomes a mechanism that can help the realization of a more marketoriented

behaviors. To understand the concept of market orientation we will look at Peter Drucker's statement, who is called the father of the market orientation concept. As cited in (Lings, et al., 2005), Drucker stated that "... the customer must be the focus of management thinking". It is more than just management functions, such as production, finance and human resources, and it represents the management philosophy should be the guideline for the entire organization.

Most of the literature on market orientation take one of two views, (Homburg, et al., 2000): (1) The market orientation is seen as a business philosophy that represents the concept of marketing; (2) market orientation is seen as a set of behaviors that indicate the implementation of the marketing concept. (Tuominen, et al., 1996) as cited in (Lings, et al., 2005), emphasized the role of management in developing the appropriate structures and systems to create a market-oriented behavior. They argue that the system of organization, including recruitment, training and reward systems influence the adoption of MO in the company. In relation to the concept of market orientation, the internal marketing has long been discussed as a means of motivating employees to focus on customer and market-oriented behavior (Azzolini, et al., 1993). It is based on the belief that external marketing success, depending on how the company motivates and gives satisfaction to employees (Sasser, et al., 1976); (Berry, et al., 1991). According to (Gronross, 1985), every employee should be trained as a marketer to do the add-on, cross-selling and the like along with the customer retention skills that will enable the sustainable development of customer relationships. In addition to the impact on employees, and perhaps as a result of its application, the Internal Market Orientation have important consequences for attitudes and customer behavior. Motivating employees to provide services without exception regarded as a major determinant of customer satisfaction (Lings, et al., 2009). On their study, (Lings, et al., 2009) showed that the orientation of the internal market has a significant positive impact on the external market orientation and motivation of employees. They argued that managerial behaviours associated with viewing employees as being important enough to warrant attention to their wants and needs does indeed create a more motivated workforce. This, in turn,

has positive consequences for customer satisfaction and profitability.

## CONCLUSION

This literature study has indicated that for many years the marketing concept has become an issue that is very much debated by academic researchers and practitioners. Each concept was proposed as the most appropriate concept to be applied in accordance with the circumstances that occurred at that time. For some period, these concepts was very successful in underlying marketing activities, but some concept may have been quite outdated to be used with the dynamic changes in business world. The perspective on marketing concept has changes, from focusing on product and corporate benefits to focusing on consumer welfare. Consumers, who is very important element in marketing activities is the most dynamic element that requires a dynamic marketing thinking in order to survive in the industry. Technology is also an element that plays an important role to this changes, it helps companies to carry out production activities in ways that are more effective and efficient. Market was also changed, consumers are no longer a passive elements. Their preferences are changing very dynamic. They become more observant and careful in making choices on the products they want to use. With the presence of sophisticated technology, consumers were facilitated to get sufficient information about products. Only product and or service that has a quality in terms of price, function and other supporting attributes (availability, obtainability, adequate product information, etc) that will have a place in the hearts of consumers, and this makes the competition becomes a matter that must be fought carefully in order to survive.

The evolution of marketing concept was not ended to only thinking about how to create a product or service that satisfy the the customer. Ample research has shown that there are many marketing factors that need to be considered carefully. Among others are the market segmentation. Market segmentation is a modern marketing concept that has widely studied. In determining the market segmentation, an identification and classification is needed to define the target market. The company's decisions in determining their market segment



will greatly affect how the brand perceived and positioned by the market and what will be their response, whether it is in line with what is desired by the company or deviated from what was expected. A superior products will have a good brand positioning in the minds of their customers. It also will greatly affect the customer loyalty to the brand. Customer loyalty is determined by the level of satisfaction and experiences perceived by consumers to the brand. The higher level of satisfaction in terms of quality, price, and other attributes that increase satisfaction to the brand, the more they become loyal to the brand. This is certainly leads the company to its profitable condition.

Other modern marketing concept that is important and has been widely studied is the internal marketing and market orientation. From the literature we found that internal marketing is a concept that underlies the management efforts in creating a market-oriented behavior. It is an effort to integrate the role of human resources to provide a more satisfactory service to its customers. In order to become more marketoriented organization, it requires the participation of every individual in the company. It started with the management as the most influencing individual in the organization. This concept needs an adequate supports to be implemented successfully. To actualize this, at first, the organization need to broaden their perspective about their employees, if previously the employees are treated only as an asset, in this concept, employees are also treated as customers (internal market) that need to be satisfied. As well as treating their external customers, organizations must be able to treat their employees as internal customers. What is the needs and desires, and how to ensure that it can be satisfied according to the organizational rules and capabilities, need a thoughtful consideration. The satisfaction will then create the motivation that encourages employees to be involved in the process of satisfying the external customers. However, to developed a marketoriented behavior, is not sufficient just by motivating employees only. There should be a careful planning, preparation, a well established system, adequate training and guidance so that the motivated employees will

understands and be able to show that market-oriented behavior and participating in achieving the institutional goals.

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