

MARKETING MANAGEMENT: EVOLUTION TOWARDS A SUSTAINABLE FUTURE**Mihai STANCIU***National University of Political Studies and Public Administration, 012104, Romania*
mihai.stanciu.23@drd.snspsa.ro**Abstract**

This article presents a scholarly exploration of the evolution of marketing management thought and practice, charting its course from conceptual origins to contemporary challenges, with the aim to establish what are the pre-requisites for a sustainable future. The paper highlights key evolutionary stages, from the development of marketing principles to the scrutiny of marketing managers' activities and their impact on organizational performance, highlighting the significant role of contemporary technologies in transforming marketing practices. The paper addresses the current challenges marketing managers face, including the global business emphasis on short-term results, the ambiguity surrounding the primary responsibilities of marketing managers, and the persistent need to demonstrate the effectiveness of their activities. The paper suggests essential directions for reevaluating the role of marketing managers, in an effort to steer practitioners towards organizational excellence and long-term sustainability.

Keywords: *Future of marketing; Marketing evolution; Marketing management; Role of marketing managers; Strategic marketing.*

JEL Classification: *M31; M14.*

I. INTRODUCTION

Upon entering a hypothetical marketing museum, one would be immediately struck by the discipline's extensive history. Contrary to common perception, the practice of marketing has ancient roots, manifesting historically as commerce and exchange mechanisms.

Scientific literature asserts that marketing's genesis, as a commercial activity, dates back over 10 millennia. The intellectualization of marketing began to surface only in the late 18th century, focusing on the analysis of trade intermediaries, the emergence of mercantilist doctrines, and the integration of capitalist ideologies (Jones & Shaw, 2014). The term "marketing" itself was formally introduced between 1906 and 1911, as identified by Robert Bartels (1976).

While the application of marketing has been a constant under various appearances throughout history, the formal study of marketing thought is relatively nascent, spanning a history of approximately 230 years. Theories specific to marketing management only began to appear in the latter half of the 20th century, predominantly in nations such as the United States, Germany, and Japan. This era witnessed a paradigm shift from product-centric strategies (1950-1960) to customer-centric approaches (1970-1980), and ultimately to the incorporation of brand management practices (1990-2000) (Kotler, 2010).

The evolution of marketing thought has crossed numerous phases, with scholars attempting to chronicle its progression from the early 20th century to contemporary times. Bartels (1976) delineates the initial stages of marketing thought as being intrinsically linked to trade, distribution, and market theories, advancing through the establishment of fundamental marketing concepts, the diversification into sub-disciplines, and culminating in a recognition of its societal impact.

Kumar (2015) offers a retrospective examination of marketing's historical trajectory, as depicted through thematic analyses in the *Journal of Marketing*. This scholarly work extends the foundational efforts of Roger A. Kerin in 1996 to a comprehensive overview encompassing developments up to 2015. To expand this analysis to present times, one needs to understand what forces are currently reshaping the marketing discipline.

As we trace the evolution of marketing management from its conceptual origins, we witness a field that has not only grown in complexity, but also in its capacity to drive organizational performance and sustainability. Considering recent advancements, it is evident that marketing is undergoing a transformative phase in defining its function within the business landscape. Notably, the advent of artificial intelligence has emerged as a significant technological force, exerting a profound influence on the domain despite its relatively recent popularization.

Contemporary academic theory, exemplified by the systematic literature review authored by Labib (2024), proposes artificial intelligence (AI) as an important catalyst inaugurating a new era in the marketing discipline. The influence of AI is categorized into six nascent domains: psychosocial dynamics, enhancement of market

strategies, consumer-centric services, decision-making processes, value transformation, and the ethical dimensions of marketing. Furthermore, the substantial impact of AI on the formulation of marketing strategies is discernible across diverse industry sectors, with its capabilities in tailoring consumer experiences, augmenting data analytics, and refining advertising endeavors illustrating its revolutionary effects on marketing paradigms (Tadimari et al., 2024).

Given these advancements, it becomes essential to revise the historical overview developed by Kumar (2015), ensuring it mirrors the contemporary and emergent states of marketing thought and practice. The ensuing table amends Kumar's chronology to the present day, ending the last phase of his analysis to 2018 and encapsulating the transformative role of AI as a seminal force within the marketing discipline starting with 2019.

Table 1. Evolution of marketing thought and practice

Timeline	Prominent Theme(s)	Predominant Metaphor	Triggers for the Themes
1936-1945	Illuminating marketing principles and concepts	Marketing as applied economics	<ul style="list-style-type: none"> • Understanding of marketing principles through case studies • Need to comprehend government legislation and trade regulations • Marketing research topics and implications for marketing practice
1946-1955	Improving marketing functions and system productivity	Marketing as a managerial activity	<ul style="list-style-type: none"> • Accountability of marketing principles through case studies • Focus on the growth of marketing discipline • Identification of marketing functions and deciding on the definition of marketing
1956-1965	Assessing market mix impact	Marketing as a quantitative science	<ul style="list-style-type: none"> • Focus on marketing theory development • Transition into analytical studies • Interest in statistical quality control
1966-1975	Uncovering buyer and organizational processes	Marketing as a behavioral science	<ul style="list-style-type: none"> • Need for establishing clear agendas for the marketing discipline • Articles highlighting directions for future research • Spotlight on marketing practice through <i>Journal of Marketing's</i> "Applied Marketing" section
1976-1985	Crafting market/marketing strategy	Marketing as a decision science	<ul style="list-style-type: none"> • <i>Journal of Marketing's</i> refocus to a "scholarly professional journal" through editorial policy changes • Emphasis on theory development and understanding market structure • Outlook toward the use of quantitative techniques in marketing
1986-1995	Identifying market/marketing contingencies	Marketing as an integrative science	<ul style="list-style-type: none"> • Use of sophisticated empirical techniques • Emergence of conceptual frameworks of marketing phenomena • Use of interdisciplinary knowledge
1996-2004	Customer profitability studies and resource allocation efforts	Marketing as a scarce resource	<ul style="list-style-type: none"> • Developments in database technology • Ability to capture individual customer data • Analyses performed at the individual level
2005-2012	Marketing accountability and customer centricity	Marketing as an investment	<ul style="list-style-type: none"> • Technological advancements • Deeper customer insights to aid marketing initiatives • Marketing investment activities directed at customer level
2013-2018	Marketing at the core and new media influence	Marketing as an integral part of the organization	<ul style="list-style-type: none"> • Changes in media usage patterns • Focus on marketing efficiency and effectiveness

			<ul style="list-style-type: none"> Firm value generated by engaging stakeholders of the firm
2019-Present	AI-driven marketing transformation and organizational impact	Marketing as an intelligent and adaptive system	<ul style="list-style-type: none"> Integration of AI technologies into marketing practices Enhancing consumer personalization Elimination of uncertainties in strategic decision-making

Source: After Kumar (2015); Labib (2024); Tadimarri et al. (2024)

Reflecting on the past seven decades of marketing management theory reveals a predominant focus on the field's functional aspects, its contributory role, and its potential to generate incremental value for organizations, economies, and societies. Efforts have been made to codify marketing principles and elevate operational concepts to the level of scientific laws, aiming to illustrate marketing's capacity to facilitate organizational enhancement.

The trajectory of marketing's evolution has been expedited by the digital revolution, particularly the proliferation of the Internet and associated technological innovations. However, this rapid progression has also made room for superficial engagement within certain marketing departments, which can be largely attributed to a deficiency in the theoretical and practical knowledge of marketing managers.

Scientific literature indicates that marketing has always grappled with difficulties in being defined or delimited from other related corporate sectors, such as sales. The persistence of these 'gray areas' between complementary domains is likely to continue until a cohesive management framework for marketing departments is established.

Moreover, there is a gap within academic literature regarding the strategic guidance a marketing manager can provide to steer an organization towards growth and value creation. An in-depth comprehension of the operational excellence of premier marketing departments, their managerial positioning, and their strategic integration within corporate structures and cultures could lead to an applied understanding of how a marketing department can be managed effectively and efficiently.

The relevance of this paper lies precisely in its endeavor to elucidate the principles that could underpin the development of such a management framework. This exploration begins with an analysis of the progression of marketing thought and the pivotal role of marketing managers in propelling organizational objectives.

II. LITERATURE REVIEW: THEORETICAL FOUNDATION AND HYPOTHESES FOR THE STRATEGIC INTEGRATION OF MARKETING MANAGEMENT

This paper employs a detailed semi-structured literature review, adhering to Snyder's (2019) guidelines, to methodically identify, appraise, and integrate the existing corpus of academic work.

Commencing with an exhaustive search within the *Web of Science* database, a vast array of publications was discovered containing titles, keywords, and abstracts pertinent to the keywords 'marketing manager', 'marketing management' and 'role of marketing'. This initial query amassed an extensive corpus of 479, 589 publications. To sift through this initial body of work, stringent inclusion criteria were applied, selecting scholarly works written in English and within the disciplinary boundaries of Business, Management, and Economics. This refinement yielded 209,017 publications. A further constriction was imposed by delineating a temporal boundary from 2010 to 2024, resulting in 160,550 publications.

Subsequently, a rigorous analysis of the abstracts and conclusions of 125 articles was undertaken to determine the applicability of each article for the purposes of this paper. This phase was pivotal in discerning the depth and contribution of each article to the academic understanding of the evolution of marketing management. The final stage of this process was the selection of 34 publications, which represent the foundational literature for the review, offering an exhaustive perspective on the contemporary state and trajectory of marketing management.

With the aim to elucidate the evolutionary trajectory of marketing management and its convergence towards a sustainable future, a detailed semi-structured literature review was meticulously conducted, adhering to the methodological precepts set forth by Snyder (2019). This review serves as a cornerstone for the paper, substantiating the relevance of the research and providing a foundation for the ensuing discourse. This methodological rigor ensured a sensible balance between the scope and granularity of the literature, guaranteeing that the selected works were representative of the field and of high academic merit. The semi-structured nature of this review afforded methodological flexibility while maintaining systematic rigor, thereby ensuring the integrity of the research methodology.

Homburg et al. (2014) highlights the significant contribution of marketing to organizational performance, emphasizing the importance of clearly defining the roles of marketing managers. The paper indicates that marketing's role is crucial in fostering market orientation within the organization, which in turn positively affects business results. Academic research is encouraged to examine the strategic role and organizational integration of marketing to enhance resource efficiency and promote sustainable growth. Therefore, two central hypotheses have been advanced as objectives for this literature review:

H1: *The imprecision in defining marketing managers' roles within organizations leads to misused resources and outcomes detrimental to the organization's strategic objectives.*

H2: *The strategic integration of marketing departments within organizational structures directly and quantifiably enhances long-term sustainable growth, mediated by the department's ability to understand market changes.*

III. THE DEVELOPMENT OF MARKETING THEORY AND ITS ACADEMIC DISSEMINATION

A comprehensive inquiry on the Google Scholar platform indicates a substantial number of references, approximately 4.3 million, encompassing books and papers, associated with the term "marketing," and 1.35 million references linked to "marketing management." In contrast, the phrase "business strategy" generates a staggering 5.7 million entries. From this data, one might conclude that both marketing and business strategy are extensively studied disciplines, with a depth of analysis that facilitates a robust understanding of these fields.

Nevertheless, the search term "role of marketing" yields a mere 65,700 entries, which could suggest a lack of scholarly interest. However, such a conclusion would be inaccurate. As shown by Jones and Shaw (2014), scientific literature covering marketing predates the 19th century, with its relevance acknowledged even in ancient times. Philosophers like Plato and Aristotle extended their analytical rigor to the realm of commerce, recognizing its societal importance. Early moral evaluations of marketing were influenced by important religious figures. Pope Leo I deemed marketing morally acceptable provided the profits were just, and St. Augustine distinguished between the morality of marketing activities and their practitioners.

Bartels (1976) undertook a historical analysis of marketing, pinpointing the initial conceptualization of the term between 1906 and 1911. Sheth & Gardner (1982) further outlined the evolution of marketing thought, identifying pivotal schools of thought that shaped its development. The Macromarketing School (1964-1965) critically assessed marketing's impact on organizational outcomes, shifting the focus from mere profit generation to broader objectives. This school's influence led to the recognition of marketing's multifaceted goals, including its potential impact on society (Hanssens & Pauwels, 2016; Kumar, 2015; Miller, 2019).

Subsequent schools of thought, such as the Systems Approach (1960-1970) and the Consumerism School (1971-1972), explored ethical considerations and the outcomes of marketing activities. The Buyer Behavior Theory (1960-1970) elevated marketing to a scientific discipline, borrowing concepts and even theorists from the field of psychology. The Strategic Planning School (1970-1980) redirected marketing for the first time towards strategic thinking and incorporated market research within its realm (Jones & Shaw, 2014).

The emergence of macromarketing signaled a paradigm shift within the marketing discipline, leading to a diversification of objectives and acknowledging, for the first time, its potential impact on society. This expansion of marketing's purpose paved the way for a conceptual "identity crisis", as the first overlaps with other related fields, such as business strategy, and the first ambiguities regarding the boundaries of the field began to emerge (Jones & Shaw, 2014). Moreover, this enlargement of purpose and ensuing deliberations over the field's applicability produced a series of inquiries into marketing's legitimacy as a scientific discipline (Hunt, 2015), including the surfacing of fundamental misconceptions, namely the reduction of marketing to mere sales activities or its mischaracterization as a simple corporate department (Kotler, 2003). Furthermore, Sheth & Sisodia (2002) proposed that the fundamental challenge confronting marketing at the time was the diminished productivity of its tactics, despite the increased costs associated with their implementation.

In conclusion, the consensus among scholars is clear: marketing is a behavioral science that seeks to explain transactional relationships between consumers and sellers, focusing on four interdependent concepts: consumer behaviors in such transactional relationships, seller behaviors, the institutional framework that facilitates transactions, and their impact on society (Varadarajan, 2015).

However, these ongoing debates and dilemmas continue to overshadow the marketing discipline, with a growing presence in academic discourse since the turn of the millennium. Observations by theorists and practitioners alike suggest a diminishing role for marketing departments, characterized by a tactical rather than strategic contribution to organizational decision-making (Tuzovic et al., 2013).

IV. THE INFLUENCE OF MARKETING LEADERSHIP ON ORGANIZATIONAL OUTCOMES

Delving into the strategic management of marketing, a notable observation is the academic literature's predilection to cover more the tactical activities of marketing managers, and their impact, often at the expense of strategic decision-making and involvement. The scientific literature tends to relegate strategic considerations to the periphery, while putting a pronounced emphasis on the proper allocation of marketing budgets (Hanssens & Pauwels, 2016). Furthermore, the literature frequently portrays marketing managers as passive recipients of organizational change rather than as proactive instigators or facilitators of strategic evolution (Kirova, 2023).

The ambiguities and inefficiencies that surround the marketing discipline are, in part, attributable to a deceptively straightforward question: what constitutes the role of marketing within organizations? Despite

extensive inquiries into this question, as analyzed by Kumar (2015) and the *Journal of Marketing* since the mid-20th century, the answer remains dependent on the unique characteristics of each company or industry and also heavily influenced by the CEO's perspective, knowledge and experience. Consequently, the specific responsibilities assigned to marketing departments can fluctuate significantly, even when roles are clearly similar (Webster et al., 2003), leading to the conclusion that there is no universally acknowledged job description for marketing managers (Jaworski, 2011).

Marketing can simultaneously refer to a multitude of concepts: it is a management philosophy, an organizational function embodied by the marketing department and, at the same time, a collection of activities known as the marketing mix (Hanssens & Pauwels, 2016). This multiplicity can impair employees' understanding of marketing's diverse dimensions, whether as a philosophical approach like customer-centricity, a strategic orientation such as positioning towards particular market segments, or as a routine set of daily activities aimed at enhancing sales, brand recognition, or market share (Webster et al., 2003).

Moreover, the prevailing expectation that marketing is a collective responsibility further complicates the differentiation of marketing as a distinct managerial activity. This expectation blurs the marketing department's role, as all employees are expected to potentially engage with customers, thereby diluting the role of the marketing department (Webster et al., 2003). Such dynamics add considerable pressure on both marketing managers and theorists to justify the relevance of their roles and the field at large (Boyd et al., 2010).

Marketing managers are also compelled to empirically validate their department's productivity and its contributions to the organization's success to secure recognition from CEOs, CFOs, or investors as serious actors involved in strategic initiatives (Webster et al., 2003). This imperative has been pushed by technological advancements that facilitate the tracking of consumer behaviors and the attribution of marketing activities to tangible outcomes (Kumar, 2015). Nonetheless, the marketing department operates within a larger ecosystem and collective efforts are essential to impact company results. Despite this interdependence, marketing managers may receive less recognition for their merits and more blame, because the results of their department are less quantifiable (Boyd et al., 2010).

A critical pressure point in contemporary global business is the emphasis on short-term results. Companies may engage in practices aimed at producing immediate revenues or diminishing costs within a specific timeframe, which are indicative of *myopic management*. The marketing department is frequently the first to be subjected to these practices, either through pressure to initiate promotional activities or through the reduction of allocated budgets for advertising or research initiatives. These short-term oriented strategies may subsequently lead to a devaluation of the company's worth and a decline in profits (Srinivasan & Ramani, 2019), while simultaneously compromising the marketing managers' ability to deliver effective outcomes (Chung et al., 2023).

All the challenges presented in the literature mentioned above can be summarized using the following diagram, which in essence confirms H1:

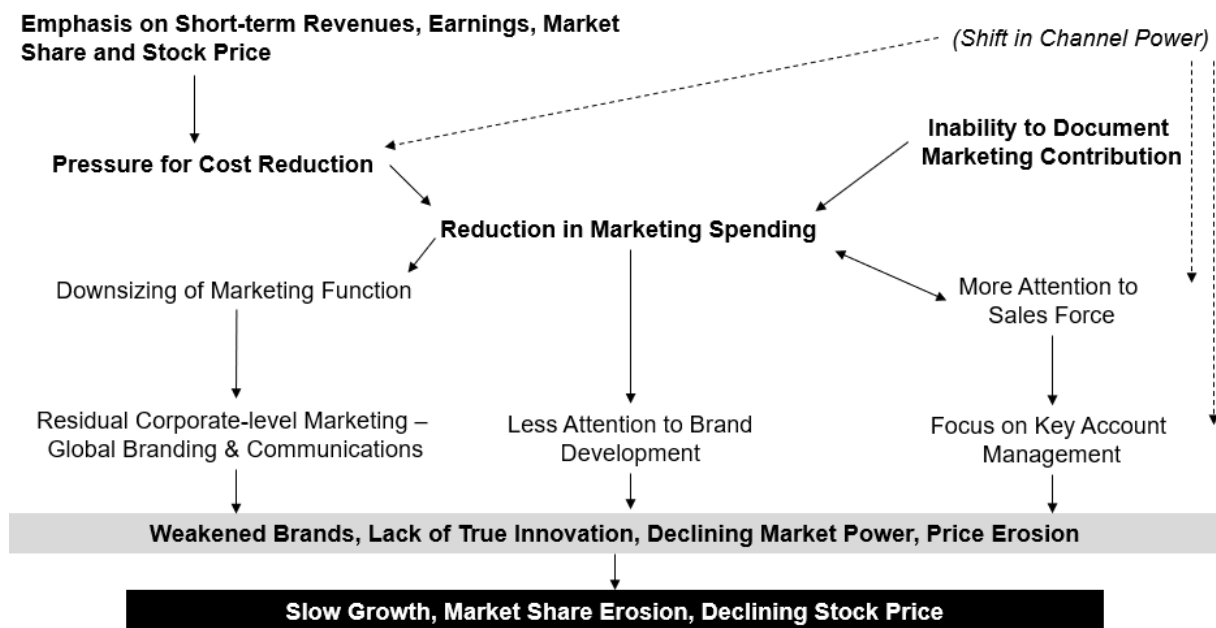


Figure 1. Emphasis on short-term revenues, earnings, market share and stock price

Source: Webster, Malter, & Ganesan (2003)

Within scientific literature, the enduring challenges and pressure points surrounding the marketing discipline are acknowledged, yet there is ample evidence provided by scholars affirming the pivotal role of the marketing department in an organization's developmental trajectory. The extent of the marketing department's influence, whether expansive or limited, has a direct correlation with organizational performance. A more pronounced role of the marketing department, coupled with a market-oriented approach, can serve as a catalyst for enhancing organizational performance (Tuzovic et al., 2013). Morgan (2012) attempted to research and clarify the role of marketing in explaining performance differences between different organizations, finding a strong association between marketing strategy, capabilities, resources, as well as positioning advantages, defined as the relative value delivered to customer segments through strategic marketing decisions, and organizational performance.

At the same time, academic literature has also sought to elucidate the advantages of a prominent marketing department within an organization. Empirical studies have linked the authority of a marketing manager to increased sales (Germann et al., 2015) and demonstrated a positive correlation between the power of a marketing department and the company's capacity to cultivate sustainable long-term assets that generate significant short-term revenues, as well as its appeal to potential new employees (Feng et al., 2015). Consequently, the influence of a marketing department extends beyond the company's performance, as it is also positively associated with the organization's ability to attract capital via external financing, recruit experienced and cost-effective human resources, and to secure significant partnerships (Moorman & Day, 2016).

In other words, strong brands attract strong resources, whether these are potential employees and partners or resources that have an impact on the organization's performance. The scientific literature indicates that companies appoint marketing managers with the expectation of enhancing organizational outcomes (Germann et al., 2015), which ultimately is in support of H2. Furthermore, a strong marketing department is better positioned to foster innovation and customer orientation (Moorman & Day, 2016), guide company management towards strategic decisions aligned with market needs, and focus management attention on long-term objectives, while counterbalancing short-term pressures (Feng et al., 2015), all factors positively correlated with improved company results.

What factors contribute to the effective integration of a marketing department within an organization? Moorman & Rust (1999) observed that the value of the marketing department is strongly linked to its proficiency in developing the organizational knowledge and skills necessary to connect customers with the organization's products and services, thereby generating financial outcomes. To achieve this, a company must surpass its competitors in creating, delivering, and communicating added value to customers (Kotler, 2000). It is important to examine how a marketing department can create this added value, which leads to the question: what is the role of the marketing manager in this context?

Traditionally, the marketing manager's role is predominantly outward facing, providing a unique external perspective to the company, both in terms of customer orientation and market orientation (Feng et al., 2015). Thus, marketing department leaders fulfill three external roles: informational, where market orientation aids in identifying new opportunities; decisional, associated with the selection of marketing investment specifics and scale; and relational, in which the marketing department aids in cultivating and managing the company's partnerships (e.g., with advertising agencies, media agencies, research partners, co-marketing partners etc.). However, marketing departments also play a crucial internal role through their influence on how employees identify with the brand and the organization (Boyd et al., 2010; Moorman & Day, 2016).

Given the roles of the marketing manager and their department, as well as the strong positive correlations between the department's power and the company's performance, it is imperative to analyze next the strategic role of the marketing department within an organization. The scientific literature typically is oriented into two directions regarding marketing's contribution to organizational objectives: the formulation and implementation of specific models needed to utilize an organization's resources to reach its goals.

The dichotomy between formulating a model, representing the strategic orientation of marketing, and implementing the model, embodying the tactical orientation of marketing, constitutes a framework for making marketing decisions that align with desired organizational objectives (Morgan et al., 2018). An extensive review of 4,683 scientific articles published between 1999 and 2017 revealed that only 5% address marketing strategy, with the majority focusing on marketing tactics, required resources and capabilities, or the internal context necessary for achieving appropriate results. Despite the acknowledged strategic significance of the marketing department, marketing strategy remains a fertile ground for research, particularly as it revolves around the fundamental question related to what enables a company to outperform its competitors (Meyer, 1991).

Additionally, the managerial perspective on processes that facilitate strategic organizational changes has been underexplored, despite being critical to any managerial function to identify strategic improvement opportunities, develop implementation plans, or mitigate resistance to change. Furthermore, the scientific literature does not provide sufficient resources to comprehend the marketing manager's role in these strategic organizational transformations (Kirova, 2023).

Collins (2001) sought to discern what distinguishes high performing companies from their less successful counterparts. He proposed that the key strategic differentiator propelling a company from good to excellent performance is strongly linked to the strategy crafted in response to three important questions: the domain in which it can excel as the best in the world, the mechanisms to influence financial outcomes, and the areas where the company demonstrates genuine passion. Answers to these questions are attainable through the strategic integration of the marketing department into management, as marketing’s role involves promoting a customer-centric culture, assessing market opportunities based on customer needs, and conveying the organization’s value proposition to customers (Webster, 2002). Kotler et al. (2017) suggests a nuanced interpretation of the term ‘marketing’, proposing to be considered as ‘market-ing’. This perspective emphasizes the importance of adaptability to the fluidity of market changes, implying that effective performance is derived from attentively monitoring and responding to a continuously changing market.

To further elucidate the strategic role marketing can play in promoting and implementing strategic organizational changes, Kirova (2023) demonstrates that marketing managers can spearhead these transformations through market and customer orientation and by guiding the organization towards fulfilling business objectives. However, the operationalization of these strategic changes by marketing managers may vary across different organizations and industries. The scholar proposes four distinct roles, detailed in the following table.

Table 2. Marketing manager’s change agency roles and respective dynamic managerial capabilities

Marketing change agency	Pilot	Advisor	Expert	Synergist
Marketing manager’s position in strategic change	Proactive in content and process	Reactive in content and process	Content-driven	Process-driven
Marketing manager’s perspective on strategic change	Hybrid – inside-out and outside-in	Outside-in	Outside-in	Inside-out
Marketing manager’s dynamic capabilities in strategic change	<p><i>Sensing</i> Identify market opportunities Internalize the customer and competitor perspective Reflect on the brand concept</p> <p><i>Sensing</i> Address latent consumer needs Activate a wide spectrum of resources Capture value in the internal processes</p> <p><i>Reconfiguring</i> Reposition the brand Transform the customer experience</p>	<p><i>Sensing</i> Anticipate market trends Provide information Infuse knowledge and new ideas</p>	<p><i>Sensing</i> Scan the market Interpret information Generate information</p> <p><i>Seizing</i> Mobilize various resources Develop market offers Develop successful business models</p>	<p><i>Seizing</i> Communicate with internal stakeholders Coordinate actions Create synergies</p> <p><i>Reconfiguring</i> Change the value proposition Transform the organizational structure</p>

Source: After Kirova (2023)

In essence, Kirova (2023) illustrates the multifaceted role of marketing managers as change agents within organizations, highlighting their dynamic capabilities in sensing, seizing, and reconfiguring market opportunities. The proactive and reactive strategies, coupled with content-driven and process-driven approaches, underscore the importance of marketing managers in navigating strategic changes. By leveraging their unique perspectives and capabilities, marketing managers can effectively drive organizational transformation, ensuring alignment with market trends and customer needs. This comprehensive understanding of their roles and capabilities is crucial for fostering innovation, enhancing customer experiences, and achieving sustainable competitive advantage.

V. CONCLUSION

The findings of this semi-structured literature review confirm both hypotheses. Empirical evidence demonstrates that marketing departments, when strategically integrated, significantly contribute to sustainable growth through their enhanced ability to adapt to market changes, supported by advancements in AI and

technology. Additionally, the analysis reveals that imprecision in defining marketing managers' roles within organizations leads to outcomes detrimental to the organization's strategic objectives. This is corroborated by both the literature review and empirical data, highlighting the importance of precise role definitions for optimal organizational performance. These conclusions underscore the critical role of well-defined and strategically integrated marketing departments in achieving long-term sustainable organizational success.

Marketing faces a myriad of challenges that necessitate a strategic response. Central to these challenges is the imperative for continuous market adaptation, a task that falls to the marketing manager who must navigate the complexities introduced by an important shift towards digitalization (Zhalinska, 2023). Connectivity stands as one of the most transformative forces in the evolution of marketing (Kotler et al., 2017), altering the landscape of marketing management by reshaping perceptions of market entry barriers, product development, and competitive analysis.

Romaniuk & Sharp (2016) present a critical empirical observation for marketing managers: consumer brand familiarity is a prerequisite for purchase, and brand consideration is infrequent among non-purchasers. This seemingly straightforward notion bears significant implications in an increasingly connected and digital world, where brand visibility and consumer persuasion become increasingly challenging. The role of the marketing department, as acknowledged, is instrumental in driving organizational objectives. The synergy of marketing strategy and tactics propels organizations towards notable results. Yet, the question remains whether an integrated model can be developed to enable a marketing manager to implement these concepts, from strategic formulation to tactical execution and outcome analysis, thereby ensuring the marketing department's operational effectiveness and efficiency.

Future research could pivot towards the development and analysis of an integrated framework that determines the optimal structure and processes for a marketing department, within a given organizational and industrial setting. Such a framework would axiomatically correlate the architecture and governance of a marketing department with organizational performance. This endeavor would require effort in differentiating the marketing department's functional boundaries, especially as other organizational units increasingly undertake similar or complementary roles. Following this line of research, academic literature could ultimately articulate the responsibilities and 'job description' essential for a marketing manager to maximize organizational impact. Additionally, further research might explore the relationship between a marketing manager's education, training, or experience and their effect on organizational performance.

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