

MARKETING - INPUT

INTRODUCTION

Marketing is about understanding people. It is about putting others in the center of your institution. You may call them customers, target groups, or simply the individuals interested (or potentially interested) in what you can offer them. As a leader it is critical for you to understand who you are addressing, what characterises them, and why you are doing it for. This will allow you to develop a strong narrative and a set of services for them. Needless to say, these are key tasks for the marketing department in your organisation but you, as a leader, need to guide them and understand what they need to do.

MAIN IDEAS

Many people confuse marketing with branding and advertisement but, although these constitute important aspects in this field, marketing is actually much more than that. The functions of marketing departments are actually many and diverse. Amongst the different functions you can find: market research, product and services management, promotion, distribution, pricing, branding, segmentation, advertisement, benchmarking, decision making, etc. The activities performed by the marketing department will vary across organisations depending on their size, internal structures, purpose, and resources. As a leader, understanding these functions will give you insights into how organisations work and maybe some ideas to implement in your situation.

A strong definition of what marketing is and that we can endorse is “The organization's marketing task is to **determine the needs**, wants and interests **of target markets** and to **achieve** the desired **results** more effectively and efficiently than competitors, in a way that preserves or **enhances the consumer's or society's well-being.**” - Philip Kotler. According to this definition by one of the most renowned marketing experts we should we focus on:

1. Determine the needs...
2. ... of a target audience...
3. ...by achieving results to...
4. ...improve their well-being.

For this section we will divide the previous four points in two sections, first determining the our target audience and their needs and secondly, seeing how we can achieve better results to improve their well-being. We will do this through the two exercises you will find in the exercises section.

Segmentation

Market segmentation allows us to divide a large group of individuals into subsets that share needs and characteristics. In addition to dividing them by their needs (for example: spiritual support, education, human aid, etc.) they can be divided by characteristics, the most typical groups are:

- **Psychographic:** cultural, lifestyle, social status, personality type, interests, opinions, etc.
- **Demographic:** age, gender, religion, occupation, educational level, etc.
- **Behavioural:** Loyalty, attitude towards the service, usage of the service, etc.
- **Geographic:** country, region, climate, etc.

There are other types of characteristics that are less known like who is the decision maker in the process or how they reach you. You should choose those characteristics that allow you to better create subclusters of groups of individuals. It is important to raise again the fact the purpose of why you are doing this. The process of segmentation should help you understand better those interested in what you are offering to provide them a better service, it should not be a way to subjugate them to your ruling, the purpose is everything.

The Marketing Mix

Now that you are aware of what type of individuals you are addressing and their needs, we can proceed to the third and fourth points aforementioned. These are related to designing constructing an integrated marketing program. Do not forget that the marketing strategy will have to hang directly from the organisation's overall strategic plan. The marketing strategy is a "functional strategy" while organisations tend to have an overarching strategy that encompasses all functional strategies.

It is useful to get acquainted with the model of Marketing Mix and the elements that constitute it. It is a simple approach to developing the different parts of an integrated marketing strategy. It is defined as "*set of marketing tools that the institution uses to pursue its marketing objectives in the target*". The marketing mix is also known as the 4Ps model or the extended version the 7Ps model. The 7Ps are: **Product (or Service), Price, Placement, Promotion, Physical Evidence, People, Process**. The question then is, now that you know who are your target groups you need to decide what are you offering them an how are you offering it. It is now recommended that you do the second exercise proposed in the exercise section.

In order to build a strong relationship and satisfaction with your target groups you need to implement the ideas of the marketing mix. With this we move from reflection to action. It is not useful to do a thorough analysis if you are not going to implement the ideas.

It is important to understand that the process does not end with us delivering a service or a product but by proceeding to build a long-lasting relation with the target group. It is known that building trust is a long process but losing it rather a short event. Simon Sinek has a saying that is quite relevant for this previous idea: "*people don't buy what you do, they buy why you do it.*" Those individuals linked to your "why" will remain more connected to our institution than those that only come for the "what" we offer.

What you need to aim for is the last point, the final outcome. Of course, the process is also relevant, not everything is permitted (we do not want results at any cost). But you need to ask yourself, are you creating value for your target groups? What type of value? Can it be done better?

This section on Marketing has been a quick overview of a very large subject. We talked about target groups and the marketing mix but the topic has a lot more to offer you. We therefore, guide you to MarketingTeacher.com where you will find a large number of lessons and resources to help you become a marketing expert. All the resources there are free of charge and there are many tools for you to learn about.

IGNATIAN NOTE

Ignatius and the First Companions did not talk about segmentation or the marketing mix but there are good insights in the first documents of the order that come from reflections by Ignatius. Here are two examples:

The first one is an excerpt from a letter of Ignatius to Bishop Gian Pietro Carafa (1536 Venice), it talks about different **services** (begging, preaching, digging, celebrating masses) Jesuits could perform, the **price** (“gratis” means free), **promotion** (setting example to inspire others), **place** (predisposition by going to places, being on the “look-out”).

[Need for a public image] My point is that even if they did not practise begging, their works would become public knowledge if they were to preach etc. Even supposing that they did not have the ability or the proper disposition to preach, if they were on the look-out, and asked some parishes to let them know when people had died, so that they could help to dig the graves, pray for them and celebrate masses gratis, then they would have a way of giving greater service to God Our Lord in a religious manner, and the general public would be more inspired to maintain them and would show much more charity towards them, and other clerics would try to interest more people and prick their consciences.

In the letter to the students in Coimbra (1574 Rome), in addition to the points that support the aforementioned ideas, Ignatius exhorts the young men to understand that the **need that they are to cover** is a spiritual one, concretely, helping individuals come closer to God (“drawing creatures back to Him”).

You must co-operate in this work for others, not just by good example and by prayers of desire, but also through the other, publicly visible means, arranged by His Providence for us to use in helping each other. Thus you will see how noble and royal a way of life you have adopted. There is no more noble activity for human beings, or even for angels, than that of glorifying one’s Creator and, as far as they are able, of drawing creatures back to Him.

Finally, one of the most important insight is mentioned repeatedly in the Constitutions ([351C] in this case) and it has to do with being **sensitive and understanding well the different individuals** we are addressing and offering our services to:

“They will devote themselves with greater diligence to the parts which are more helpful for the end mentioned above, taking into account circumstances of times, places, persons, and other such factors”

EXPECTED LEARNINGS AND OUTCOMES

1. Discovering the true meaning of marketing
2. Getting to know the people we are addressing with the work of our organisation
3. Learning some basic ideas about the marketing mix and creating our own

“We’re all learning here; the best listeners will end up the smartest.”

Josh Bernoff