

P. K. Srivastava. *Marketing Management in a Developing Economy.* New Delhi: Sterling Publishers. 1991. vi + 559 pp. Price: Indian Rs 300.00

Marketing management is an important topic for those projects that depend on maximizing the sale of their output, especially in the industrial and agricultural sectors of the developing countries. This, however, does not mean that marketing management is only applicable to the directly productive/extractive sectors of the economy. Increasingly, with the passage of time, the service sector in both the developed and the developing countries has also expanded dramatically (Pakistan's fastest growing sector is the service sector). Here, also, marketing management can play an important role.

Five discrete steps can be singled out when a project is to be established; namely, identification, preparation, appraisal, implementation, and evaluation. This whole process is called the 'project cycle', and all projects, irrespective of the sector of the economy in which they are being established, have to follow in a sequential order the different stages outlined at the beginning of this paragraph. At the same time, it should be pointed out that, in the present-day world, project preparation and appraisal, in particular, have become very interdisciplinary in nature. Thus, it would be no surprise to have economists, anthropologists, demographers, marketing specialists, and engineers all working together in the design and implementation of projects. Further, it need not be over-emphasized that proper project identification and execution helps to propel the growth rate upwards, raising the living standards and improving the general economic well-being, which are the stuff of development.

This brings one to the role that a proper marketing strategy can play in ensuring a project's success, assuming that other factors involved in appraising and evaluating projects have already been taken into account. This is so because Third World countries are littered with examples of projects that have been well-designed and executed but, due to weaknesses in the marketing strategy for the project's output, these have failed; thereby resulting in the wastage of scarce economic and financial resources.

The book under review, thus, looks at marketing management in a developing economy. Marketing has now become a sophisticated technique, which is used to influence the consumer's choice in selecting or rejecting particular commodities; and these days, services as well.

The book consists of 18 chapters of medium to moderate length, dealing with various aspects of marketing management. Some of these include the marketing system, the marketing environment, marketing organization, marketing research, and market segmentation. Other chapters look at product planning, testing, and distribution. Three chapters are devoted to marketing management, using India as a

case study. The final chapter examines marketing at the international level. An index is given at the end of the book for easy reference.

The book details the evolution of the concept of marketing in its various attributes. Definitions, both traditional and modern, have been given in the first chapter, and these are illuminating in the sense that the reader becomes aware of how the concept of marketing and marketing management has evolved over time, adjusting to the changing environment in which it has had to operate. For example, marketing has been defined by the American Marketing Association in an earlier era as "the performance of business activities that direct the flow of goods and services from producer to consumer and user." (p. 2). A more modern version of marketing, is defined as follows: "... marketing is a fundamental philosophy. Fundamental to this philosophy is the recognition and acceptance of a customer-oriented way of doing business. Under marketing the customer becomes the fulcrum, the first point about which the business moves in operating for the balanced best interests of all concerned." (p. 5).

These definitions show that, initially, marketing just dealt with the distribution of goods and services. However, over time, it came to be recognized that to maintain the market share and customer satisfaction, it was just as essential that, after the product had been sold, servicing should also be available. This would also help the company in generating more profit.

Of particular interest to the reader is Chapter 3, which deals with the marketing environment. This term "denotes the macro context within which the business firm, the micro unit, operates. It refers to all factors which are external to, and beyond the control of, individual business enterprises and their managements". (p. 45). What this means is that the business firm's marketing environment in which its strategy is formulated is not limited purely to an economic one, but also takes into account other social disciplines; for example, anthropology, politics, etc. Thus, economic, social, and cultural issues all determine whether a particular marketing strategy would succeed or not. This is important because a strategy that may be successful in the industrialized and technologically advanced West would not necessarily succeed in a developing country. The lesson is to adapt marketing strategies to local conditions.

This is where the main strength of the book lies. It has used India as a case study. While three chapters of the book are devoted to marketing management in India, other chapters are also liberally sprinkled with references to India. Thus, the lessons learnt may be applied to other, similar developing countries, keeping in view their individual characteristics.

To conclude, the book is exhaustive in dealing with its subject matter, which is entirely related to marketing management. Much of the theoretical material in this area has been effectively summarized. The presentation is very matter-of-fact,

with the author economizing on words. The many diagrams, charts, and graphs given are useful because they summarize as well as elucidate and complement the text. Even those who are not familiar with the subject will be able to follow such a clear presentation. Of particular interest, as well as importance, is the case-study approach as followed by the author. Although the book is largely based on the Indian experience, a similar book dealing with Pakistan could prove to be just as illuminating. To end on a minor point: there is the odd typographical error, which marginally detracts from the overall presentation of the book.

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