

PART THREE

THE CURRENT SITUATION

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(The Current Situation)

CHAPTER SIX

Sample Survey of the General Public: Professionalism.

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Introduction

In Parts One and Two of this study, we discussed the historical and current sociological treatment of the concept of professionalism. We also traced to what extent the process of professionalization had developed within the marketing occupation. The sociological literature we have examined and other works to which reference will be made in the coming Chapters does not yet present a set of agreed conclusions on the subject of professionalism. However, it does point to the presence of two main schools which are functionalist and trait. The investigations reported in part three of this study will apply the framework of both approaches. This should provide further data to assess the position of marketing in regard to its degree of professionalization. This Chapter is divided into four sections. The first explains the sociological justification for carrying out a survey of a sample of the general public. This is followed by a description of the methodology employed, and then the main part of the Chapter which discusses the findings of the survey. The Chapter concludes by drawing attention to the implications of these findings for our main theme. The Chapter ascertains what the sample considered to be the mark of a "professional occupation", how they viewed the professionalization of various occupations and how marketing rated in these perceptions. The following Chapter then explores more specifically the knowledge of marketing held by the sample.

Rationale for a Sample Survey of the General Public.

It was felt necessary to collect data representing in some sense the views of "society in general", for despite the variance of attributes given by trait theorists (Lewis-Maude¹, Ben-David², Hughes³, Prandy⁴, Lockwood⁵, Flexner⁶, Greenwood⁷) on what constitutes a "professional occupation", one central criterion is generally accepted by these writers, which is that the occupation must be accepted as being a professional one by the general public. This too is central to the functionalist approach. (Durkheim⁸, Spencer⁹, Pareto¹⁰, Parsons¹¹). How society in general

views the occupation is thus a vital issue as professionalism seen by the functionalists is limited to those elements which are said to have functional relevance either for the society as a whole or for the professional -client relationship. Influential adherents include Parsons and Barber, the latter claiming that his analysis of professionalism exclude such concepts as style of life, corporate solidarity and socialisation structures and other processes which he claims apply to all occupational groups. To these theorists professional behaviour is defined in four basic attributes. These are (1) a high degree of generalised and systematic knowledge (2) orientation to community interest, rather than to individual, (3) self control, through codes of ethics and a system of rewards, monetary or honorary, and (4) reward based on work achieved not of individual self interest. This approach attempts to show that the professional's knowledge is for community rather than individual interest. Honour tends to be more significant to professional practitioners because it is associated with the primacy of community as against individual interest.

At the one extreme, it has been suggested that the only agreed characteristic of professions is a eulogistic terminology, or even more strongly that "profession" is not a sociological category (Habenstein).¹² Alternatively the various commonly cited definitions and criteria indicate a commendable unanimity (Goode).¹³ While it appears that the differences between definitions are more frequently those of emphasis or omission than of contradiction, the unanimity certainly does not extend to agreement as to which are "core" and which are the derivative traits of professions. One of the important variables which influences these processes is the "public acceptability" criterion of a profession; for this determines and reflects that particular occupation's relationships with society. It was felt vital therefore, to take some measure of how the community which professions are said to serve views an occupation such as marketing which has had claims of professionalism made for it.

How "society" views a particular occupation is relevant to a variety of issues raised by theorists. Both Mead¹⁴ and Cooley¹⁵ made the point that

the development of a professional occupation's "self conception" involves a chain of perceptions, skills, values and inter-actions. In this process a professional identity is forged which is credible both to the individual and society at large. This latter concept is somewhat similar in principle to the issues raised by Hughes¹⁶ that greater knowledge of the professional's role will help to replace many of the stereotyped images that are held of the professional person. Such barriers can only start to be eliminated if we know where to start from i.e. what precisely do people outside the occupation perceive of the professional role and the actions of its practitioners.

An analysis of public assessment and opinions can be seen as constructive in breaking down barriers between certain occupations and society. If any such barriers are to be breached, the first step should be to ascertain current perceptions. Durkheim¹⁷ was aware of this point when he described the discipline of a profession as something which is seen as exterior to the practitioner and also as dominating him. It also leads directly to the problem outlined by Caplow¹⁸ in 1964, where he used the term "mild paranoia" as the condition whereby persons in highly professionalized occupations often look upon themselves as having a more important status in life than outsiders are willing to accord them. We know also from the work of Malinowski¹⁹ the powerful role that myths can play in a society no matter how "advanced" it might be. What is possibly needed is more systematic information on the process by which occupational myths operate in our own contemporary society.

The relevance of public assessment of professions and occupational ratings is perhaps expressed best by Hughes²⁰ where he uses the term "license" and "mandate" as describing the relationship between an occupation and members of the larger society. But what is the extent of "license" to be accorded professional acceptance? What sort of mandate has society conferred on a particular occupation, as compared to the conception of mandate held by members of the occupation? The vital issue might not be "license" and the "mandate" which are recognised by all

to be of importance to the well being of society; but a questioning of the extent of the license and the interpretation and use of the mandate. Thus high occupational prestige is presumed to bear some positive relationship to the social contribution the public accords an occupation.

Methodology Employed.

It was decided to undertake a stratified survey of the general population. This would provide data not only on the subject of our study but also examine the public's notion of the concept of professionalism. The following were the main issues probed:-

1. The individual's understanding of a "professional occupation" and the examples he or she had in mind. (The latter would directly indicate the depth of public understanding and application of this term).
2. Opinions on attributes which a professional occupation should possess (according to trait and functional theorists).
3. A rating of a number of occupations, including marketing in regard to their perceived level of professional development.
4. The value attached to marketing as an occupation in relation to other selected management functions.
5. The perceived role of marketing in modern society.
6. The public understanding of the functions contained within marketing.
7. The contact individuals have had with marketing personnel.
8. Knowledge of the occupational institute (i.e. Institute of Marketing).
9. The extent to which members of the public consider marketing men practised a code of ethics in their work.
10. The extent to which members of the public consider more attention needs to be given to marketing in order that our present economic position will improve. This was included as a measure of the perceived social importance of marketing.

This survey was planned to be of 200 persons (100 men and 100 women) and the sample to be proportionately representative of the total population both working and non-working. The stratification frame employed was constructed from H.M.S.O. "Social Trends" for 1972 and is

TABLE 1SAMPLE FRAME FOR STRATIFIED POPULATION SURVEY OF 100 MALES AND 100 FEMALES.

Economic activity of population aged 15 and over to be sampled by interview.

Exact numbers to be interviewed are as follows:

*		MEN	WOMEN
1	Professional workers, self employed	2	-
2	Professional workers, employees	4	1
3	Employers and managers in general Local Government., industry, commerce (Large establishments)	4	1
4	Employers and managers as above in small establishments.	5	2
5	Inter-mediate and junior non-manual and personnel service workers	9	22
6	Foreman and supervisors (manual)	3	-
7	Skilled manual	26	3
8	Semi Skilled manual	13	8
9	Agricultural workers	4	1
10	Unskilled manual	6	1
11	Own account other than professional	3	1
12	Armed forces	2	-
13	Retired **	10	2
14	Students	4	3
15	Sick and unemployed	3	2
16	Others	2	53 ***
Figures in brackets denotes total U.K. Population.		100 (19,030,000)	100 (21,012,000)
* Numbers used in survey for 1 - 16 socio-economic scale.			

**	Class	Nos.	*** These housewives were then stratified by husbands, Registrar General Classification	
Registrar General	1	1		
	2	2		
	3	5		
	4	1		
	5	1		
		10		
<u>Registrar General Classification</u>			Class	Nos.
1.	Professional		1	2
2.	Intermediate		2	8
3.	Skilled		3	27
4.	Semi-skilled		4	12
5.	Unskilled.		5	4
				53

given in Table 1. The interviews were carried out by two experienced market research interviewers under the writer's supervision. Their brief was to seek out each occupation according to the sample frame and obtain the necessary information. Though some repetition in locating respondents was inevitable, complete stratification and representativeness was ensured. As can be seen the largest number in the female section was "others" (or housewives). This 53 (to continue with our cross-section of the population) was broken down according to Registrar General Classification and their appropriate numbers proportionately as would be found in the total population.

Before the interviews were carried out a pilot survey was undertaken, following which some modifications were made to the questionnaire. No problems were experienced in the interviews and recording of data. Some difficulty was experienced in obtaining members of all the occupations necessary to make up the survey population but these were all secured within one month. The questionnaire and covering letter are given in Appendix Two, Item 1.

Analysis of the Survey.

Respondents were asked in the opening question (which was an open ended one) to define a "professional occupation". The categorized responses are given in Table 2.

Table 2.

Question: What do you understand by the term: "Professional Occupation"?

CLASSIFICATION OF THE REPLIES	MEN %	WOMEN %
Salary - Monthly Cheque	24	31
High Income	16	13
Experience only	5	-
Training (No mention of qualifications)	23	33
Formal Qualifications and Training.	32	23
	100	100

All the answers given by respondents could be classified into one of the five categories shown in Table 2. Taking both sexes of respondent together, salary, formal qualifications and training, and training received approximately equal weight. Training (both categories) received half the total mentions, and clearly emerged as the dominant feature associated with the term "professional occupation". However, there is some difference between the sexes on these three definitions. Women mentioned salary and training (without qualifications) more often than men, and men mentioned the formal qualifications and training aspect more often than women. This might suggest that men see a professional career as a long term process associated with the educational system, and that perhaps many semi-professional occupations held by females are carried out by women who established themselves in that position on the criteria of basically time and experience alone. Alternatively women may just be more ignorant of the extent and nature of formal qualifications and not refer to them as criteria.

The examples given of "professional occupations" by men and women are listed in Table 3.

TABLE 3.

The two examples of a "professional occupation" given by respondents of both sexes.

FIRST EXAMPLE: OF PROFESSIONAL OCCUPATION.			SECOND EXAMPLE: OF PROFESSIONAL OCCUPATION		
Total Sample:	Males	Females	Total Sample:	Males	Females
	N= 100	N= 100		N= 100	N= 100
	%	%		%	%
DOCTOR	38	36		11	25
SOLICITOR/LAWYER	22	10		25	14
DENTIST	8	16		18	23
TEACHER	4	8		11	8
OPTICIAN	5	5		3	7
ACCOUNTANT	3	4		0	6
SURGEON	0	6		0	5
BARRISTER	1	5		4	2
NURSE	1	5		1	4
SPORTSMAN	6	0		8	0
MISCELLANEOUS	3	1		2	0
ESTATE AGENT	3	0		0	0
ENGINEER	2	0		6	0
DIRECTOR	0	2		4	2
PHARMACY	0	1		0	1
MANAGER	0	1		0	0
SOCIAL WORKER	1	0		1	0
HEALTH INSPECTOR	1	0		1	0
ARCHITECT	1	0		2	1
CHARTERED SURVEYOR	1	0		0	0
WELFARE OFFICER	0	0		0	1
LECTURER	0	0		1	0
SCIENTIST	0	0		1	0
PERSONNEL OFFICER	0	0		0	1
MEMBER OF PARLIAMENT	0	0		1	0
	100	100		100	100

Taken as a total of both sexes the most commonly cited examples of a "professional occupation" were doctor, solicitor, dentist, teacher, optician, accountant and nurse. The rank order for the second example was dentist, solicitor, doctor, teacher, optician, sportsman and accountant, director; barrister equally. As can be seen there is a general consensus between the sexes on these examples, but some differences do occur. In both the first and second examples men offer solicitors, lawyers and engineers more commonly than women. For women, taking both together, doctors and dentists are quoted more frequently than in the case of male respondents. There were few instances of "business occupations" being cited, and no mention at all of marketing as a general description of an occupation or of any of the specialised functions of marketing named. The first impression is that the public have little contact with or knowledge of the occupation. The term "sportsman" was also quoted by men as a small percentage in both examples and not at all by women.

It was recognized that the incidence of these responses might also vary in association with a number of social and contextual factors such as:-

1. The particular sex having more contact with a given occupation.
2. Educational differences.
3. Among females, being a housewife rather than in paid employment.
4. Socio-economic level of respondent.
5. Age of respondent.

Data on these possible sources of variation will be discussed in this Chapter.

At this stage of the survey the other feature examined was the total sample's rating of the professional development of a selected number of occupations including marketing. These are set out in Table 4. The table shows the general trend of opinion for the sample as a whole. An extension of the table is expressed in Table 5, whereby each assessment definition is multiplied by 5 by 4 by 3 by 2 by 1 respectively on the assumption that the range of assessment progressed from "An old established

TABLE 4.

TOTAL SAMPLES ASSESSMENT OF A RANGE OF OCCUPATIONS FOR THEIR DEGREE OF "PROFESSIONALIZATION PERCEIVED". PERCENTAGES AGREEING TO EACH STATEMENT FOR THE SELECTED OCCUPATIONS.

	An old established professional occupation	A new professional occupation.	Developing into a professional occupation.	Not a professional occupation at present	Unlikely to become a professional occupation	Total %
Accountant	58	42	-	-	-	100
Chartered Engineer	11.5	80	8	0.5	-	100
Actor	42.5	9	9	23.5	16	100
Architect	78.5	19.5	2	-	-	100
Company Secretary	9.5	68.5	18.5	3.5	-	100
School Teacher	26	53	20	1	-	100
Solicitor	85	14	1	-	-	100
Marketing Executive	-	10	66	21	3	100
Journalist	30	15	11.5	37.5	6	100
University Lecturer	71.5	24.5	3.5	0.5	-	100
Army Officer	43	2.5	10	26.5	16	100
Bank Clerk	4	1.5	8.5	39.5	46.5	100
Police Officer	17	12.5	15	42.5	13	100
Dentist	15	82	3	-	-	100
Estate Agent	-	6.5	17	50.5	26	100
Social Worker	0.5	8	59.5	27.5	4.5	100
Optician	7	68	9	11	5	100

professional occupation" to "Unlikely to become a professional occupation". This in effect provided 5 items of reasonably comparable scale intervals to which a value of 5 could be allocated to the point closest to a full professional occupation and a value of 1 to the least professional category. The means and standard deviations based on these scores were also calculated and are given in Table 5. The selection of occupations for this question attempted to cover a wide range of occupational activity to which the label of "professional" might conceivably be applied. The occupations selected are not, however, meant to be taken as "professions" per se. Rather than at this stage to engage again in sociological debate as to what constitutes a "profession", I preferred to assume that many occupations are incorporating in at least a basic form some of the traits that have been commonly applied to the older traditional professions. Having said this, many of the occupations selected fall short of the "traditional model" or "ideal type" of profession discussed in Chapters 1 and 2.

As can be seen from Tables 4 and 5 marketing is seen by the majority of the sample as an occupation which is developing into a professional form. In this its assessment was exceptional among the occupations listed except for that of social workers which received a similar profile of ratings. At first this similarity of rating between the two occupations seemed strange, in that a group whose working environment is nearly always one of public service, and where the ethic of service is strong should compare with a group that is rarely found in public employment either directly or indirectly. Yet further reflection indicates that they both represent a generalist or nebulous description of an occupation. The finding reported later, that the general public has little direct contact with marketing personnel might explain this phenomenon and the same possibly applies to social workers. It is assumed however that the public would have had more contact with social workers as an occupational group than with marketing men. The most recent study encompassing these two occupational groups (Hickson and Thomas²¹) reached a similar conclusion, though the social work institute

concerned there, was the Institute of Medical Social Work. This is illustrated in Appendix 3 Table 1. The professional scale scores in this table were computed by scoring one for each scale item possessed on the trait attributes given in Appendix 3, Table 2, reproduced from Millersons²² study in 1964.

As expected and subsequently confirmed by Tables 4 and 5 solicitors, accountants and dentists scored highly. Actors, army officers and journalists received widely spread ratings. The general ranking of occupational groups in Table 4 and 5 broadly agrees with the findings of Moser and Hall²³ who found that the ranking in order of prestige was medical officer of health, company director, school teacher and policeman. There is considerable agreement on the prestige ranking of occupations in all industrial societies. Power, influence, wealth and moral worth are all criteria which seem to contribute to the formation of the complex judgments of social standing. Income alone does not seem enough, a point which the relatively low rating of marketing, a well paid occupation, illustrates. It does not lead to the acceptance on an equal footing of well paid manual workers by black coated workers who may earn less. This point is also in agreement with the work of Goldthorpe and Lockwood.²⁴

TABLE 5.

Scores calculated on basis of applying a 5 point scale to the responses given in Table 4.

N = 200	MEAN SCORE	STANDARD DEVIATION
1. Solicitor	4.840	0.394
2. Architect	4.765	0.470
3. University Lecturer	4.665	0.570
4. Accountant	4.585	0.494
5. Dentist	4.120	0.408
6. School Teacher	4.035	0.712
7. Chartered Engineer	4.025	0.464
8. Company Secretary	3.840	0.630
9. Optician	3.610	0.950
10. Actor	3.315	1.618
11. Army Officer	3.260	1.636
12. Journalist	3.255	1.382
13. <u>Marketing Executive</u>	<u>2.815</u>	<u>0.643</u>
14. Police Officer	2.790	1.316
15. Social Worker	2.720	0.696
16. Estate Agents	2.045	0.835
17. Bank Clerk	1.770	0.960

The survey also attempted to probe sub-cultural differences in prestige rankings, by a question on the value to society of certain given occupations and the value some management functions are seen to play economically. These sub-cultural differences show some significant results as will be seen. Such findings are not, however, without some precedent. Wilmott and Young²⁵ in Bethnal Green found a substantial minority of lower status workers rejected the more general prestige rankings and adopted the criterion of usefulness to society which resulted for example in a dustman ranking his occupation on equal terms with a medical officer of health. The same happened to company directors who were similarly rated for the same reasons. Such attitudes will be founded on the expectations which an individual brings to his job. These in turn will be the result of complex processes of selection and socialization, as illustrated, for example by Carter's²⁶ studies of school leavers.

The first question, as indicated in Tables 2 and 3, asked respondents to define a professional occupation and give two examples. In both functional and trait theories on professionalism the role of "society" plays a crucial role. The term profession as used in everyday language by people is widely and imprecisely applied to a variety of occupations and it was felt that this as an open ended question would provide some interesting insights. The adjective "professional" is even more overworked covering the opposite of amateur and the opposite of a make shift job, two concepts which need not be synonymous. Moreover, as the sociologist is concerned to analyse society not merely as an abstraction but with reference to the people within its boundaries, it is appropriate to seek opinions on the subject. Cogan²⁷ pointed out the differences between the definitions of various authors on this topic was largely due to the different purposes which they had in putting forward their definitions. The other reason why the problem of definition is important is that the title "profession" is in some respect a claim to social standing and recognition, and, as Millerson points out, it is a dynamic rather than static process. This process operates at three levels: (1) the general level of social change, (2) the level of occupational

organization and (3) the level of the individual life cycle. Definition has played an important role in the work on professions in society by British sociologists, as much of the work done has been within the tradition of British empiricism. The work of Carr-Saunders and Wilson²⁸ provided a base for this. Table 6 illustrates the definitions of a professional occupation given in the survey by the social class of the respondents.

TABLE 6.

Question: What do you understand by the term "professional occupation"?

Respondents identified by social class. (Percentage of Total Respondents)

Response Category \ Social Class	Professional + Intermediate N = 57	Skilled N = 57	Semi Skilled and Unskilled N = 74
Salary	26.4	20.8	52.9
High Income	7.7	38.5	53.9
Experience	23.0	50.0	27.0
Training (no mention of experience or exams)	31.5	38.9	29.6
Formal Qualification	45.1	25.5	29.4

$$X^2 = 26.125 \quad \text{df.} = 8 \quad P = < .001$$

The main contrasts in the social groups are between the "professional and intermediate" groups and the "semi skilled and unskilled" categories. The high income and formal qualification characteristics are the most notable points of divergence for the classes. This raises the difficulty of homogeneity of a

"societal" evaluation of professionalism. It would seem that different criteria are used by different groups in this evaluation. This poses the question of how far is the concept of "professionalism" only meaningful to middle class, professional people. However, when it comes to assessing occupations in terms of the degree of professionalization, people employing these somewhat different interpretations appear to reach considerable overall agreement. This might well be because these different criteria of defining a profession usually go together in practice; for high income very often goes with a formal qualification or experience in a particular occupation.

It applies to both functional and trait theories that, if in Goodes phrase professions are "communities within a community", the particular attributes or distinguishing features which mark them out from the rest of society must be important for both schools of analysis, and that if such attributes do exist then the general public must be able to assign to them some measure of recognition and importance. In a survey of this nature time did not allow us to ask respondents all the attributes of professions as listed from sociological literature and given previously in Table 2 Appendix 3 so the ones more frequently quoted in sociological writing were selected and the respondents asked for their ratings of these as applicable to their perspective of a professional occupation. The attributes of a professional occupation respondents were asked to rate are listed in Table 7 together with their average rating given by the total sample. The scale for rating was a five point one:-

<u>SCALE</u>	<u>SCORE</u>
Extremely Important	5
Quite Important	4
Of some importance	3
Not very important	2
Not at all important.	1

TABLE 7.

TOTAL SAMPLES RATING OF "PROFESSIONAL TRAITS"

Attribute	Mean	Standard Deviation
Minimum of 3 years training	4.005	0.894
Service to the Community	3.560	0.812
A code of ethics	3.455	1.006
Competence tested by Examinations	3.385	1.206
Supported by an occupational Association.	2.435	0.975

The "training attribute" ranked high as was to be expected from the data on the definition of a professional occupation given by the public, with the backing of a full time occupational association giving the lowest mean. The code of ethics rating and competence tested by examination showed a range of fluctuating scores brought out by standard deviations of 1.006 and 1.206 respectively. The comparatively low score given to the "association" trait was surprising in view of the importance which many theories we have discussed attached to its role in the professionalizing process.

The Pearson correlation coefficients for relations between the assessments of "professional traits" are given in Table 8.

TABLE 8

TOTAL SAMPLE: CORRELATION MATRIX OF RATING OF IMPORTANCE GIVEN TO "PROFESSIONAL TRAITS" (N = 200)

TRAITS	Code of Ethics	3 Years Training	Community Service	Examination	Association
Code of Ethics	-				
3 Years Training	.57	-			
Service to Community	.10	.11	-		
Examination	.56	.62	.02	-	
Supported by an Association.	.36	.31	.29	.34	-

The conclusions to be drawn from Table 8 are that a code of ethics three years training, and test by examination are inter-correlated and rank fairly high in the public assessment of attributes which a professional occupation should possess. It implies that people view ethical conduct in regard to integrity of use of knowledge rather than a term of a more diffuse notion of service to the community. These three attributes all rated high in sociological theory on professions discussed in Chapter 2. A professional occupation as perceived by the public thus requires specialist training and a test of competence. The high correlations of a code of ethics is consonant with the functionalist view on the "value of society" emphasis of such theories. However, community service which is important to any functionalist approach to professionalism is not related to any of the traits, previously discussed. Though it does have some significance as will be seen from our analysis of variance tables for sex, age, and social class, its importance as seen by the public is not automatically associated with more "recognizable " traits. The trait theory characteristic that an "association" needs to support a profession again has weak scores. This is somewhat counter to the work of Caplow who maintained that the first step in the establishment of professional status is the setting up of a professional association with definite membership criteria designed to keep out the unqualified. This could possibly reflect a "dilution" in the meaning of profession as used by the general public today, when every qualifying association is calling itself a professional body. Possibly a consequence of the "professionalization of everyone" as foreseen by Durkheim. Also, perhaps the association is the trait that is least visible to the general public.

The attributes were tested to demonstrate how closely they approximated to a "normal" distribution. They were also broken down in a series of analysis of variance tests to analyse the variability among the mean scores. These are shown in Tables 3 to 5 and listed in Appendix Three for:

1. Registrar General Stratification	(Table 3))	
)	
2. Sex	(Table 4))	<u>Appendix 3</u>
)	
3. Housewives and "all others"	(Table 5))	

Standard deviation and mean values for all variables are set out. For the Registrar General Classes (Table 3) all scores for the F Values were significant. The results indicate that as one moves down the socio-economic scale the lower is the importance attached to each attribute. Also down the socio economic scale the differences of opinion on a particular attribute tended to widen as shown by the size of standard deviations, except for the "examination and association" attributes in the unskilled category.

One significant readings was shown by ratings of the traits for sex scores (Table 4) and this ratio as a total sample showed little difference between the sexes on how they assessed each trait. Women tended to attach less importance to a code of professional ethics. A point which has already been brought out in earlier tables was the lower value women put on formal qualifications in their definition of a professional occupation, and here their standard deviation on the "examination trait" showed that there is some variation in their scores on this as an occupational characteristic. Among women, housewives attached particularly low importance to the code of ethics and examination attributes relative to the ratings given by other groups in the sample. Age differences on ratings of the traits indicated no great deviation for any age groups.

That social differentiation does exist in rankings of occupations has been brought out by some of the studies referred to in Chapter 2. Indeed functionalists would maintain that these differential rankings reflect the necessity of social inequality as the method by which societies ensure that the most important positions are filled by the most qualified persons. However, Buckley argues that this view fails to distinguish between social differentiation and stratification, and that the

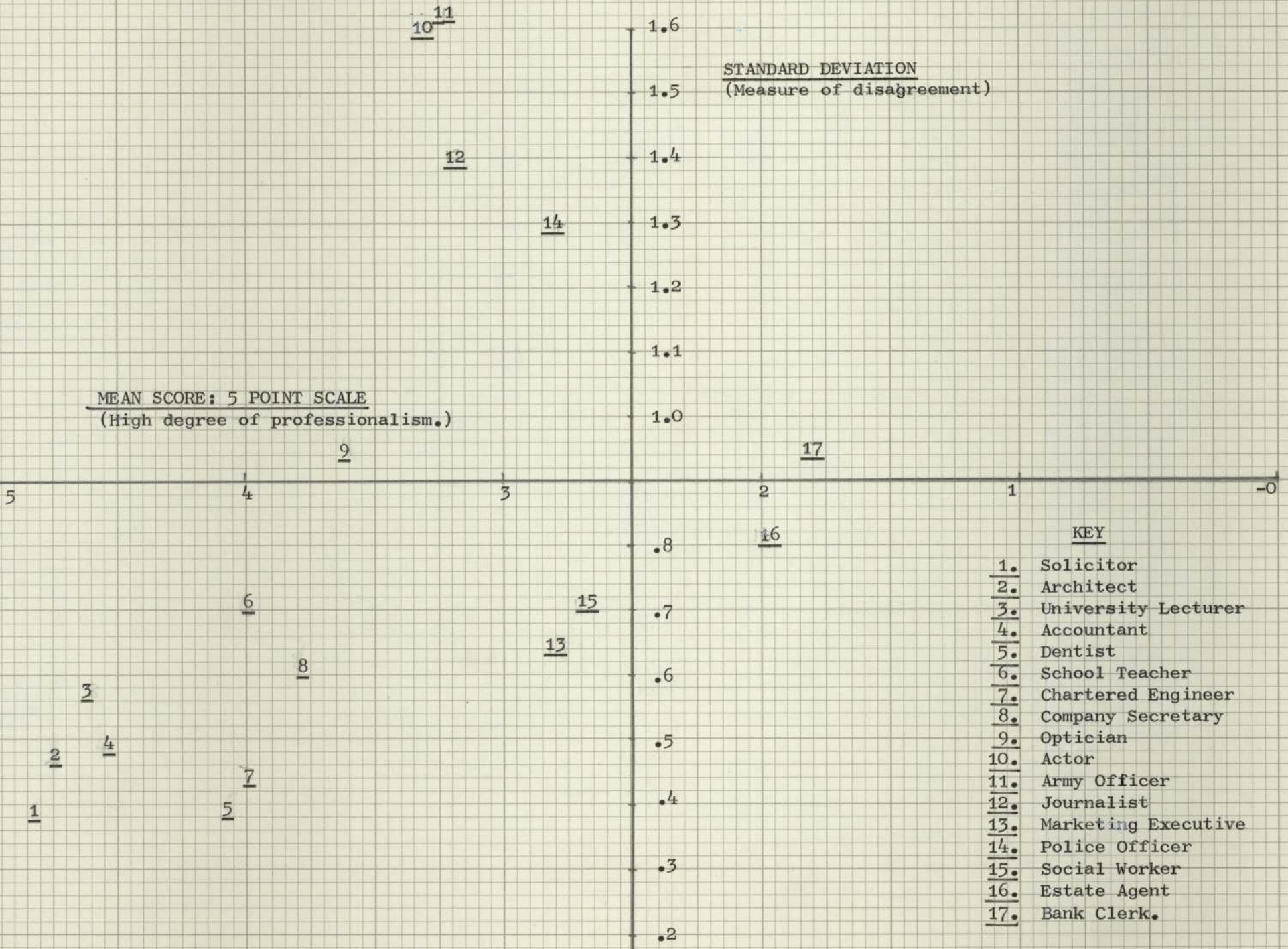
existence of social differences does not necessarily give rise to strata in society. However, Tumin³¹ points out that differences in occupations need not be taken up into the stratification system of a society and become the basis of invidious distinctions in social rankings. This relates also to Weber's³² differentiation between the market and status situations of an individual.

From the clustering of scores and variation of ratings given to the occupations by the respondents for their considered degree of professionalization and expressed in Tables 4 and 5, it is possible to put forward a paradigm for the patterns that emerged. This is attempted in Diagram 1. As a concept it takes into account the ratings given by class, age, sex and socio-economic classification. This adds a new dimension to Hughes'³³ original comments on "how professionalized" or "how professionalized in certain identifiable respects" an occupation may be, for although there may be general agreement or general disagreement that the public have toward certain occupational groups the variation that makes up that final opinion/assessment is far from uniform. At the same time there are certain occupations with constant measures of agreement but with wide differences of "professionalization" i.e. solicitors to estate agents. Yet against this measure we have occupations like journalists and actors which in the professionalization score, rate higher than marketing or social workers, yet have widely contrasting scores of agreement (standard deviations).

We have seen to date in this study, and we know from the literature on professionalism that the image or picture that an occupation conveys can be controlled by particular segments or disciplines of the occupation i.e. journalists by newspaper work, doctors by general practitioners, and possibly marketing by selling. However, it might be that sometimes these categories reject these public images as inappropriate either to themselves or to the occupation at large. If it is the former reason then the occupation may require that the public acquire specialised images themselves. This may be part of the explanation for the cross dimensions

DIAGRAM 1.

PARADIGM OF PROFESSIONAL EVALUATION BASED ON RESPONSES FROM SAMPLE SURVEY OF THE
GENERAL PUBLIC



- KEY
- 1. Solicitor
 - 2. Architect
 - 3. University Lecturer
 - 4. Accountant
 - 5. Dentist
 - 6. School Teacher
 - 7. Chartered Engineer
 - 8. Company Secretary
 - 9. Optician
 - 10. Actor
 - 11. Army Officer
 - 12. Journalist
 - 13. Marketing Executive
 - 14. Police Officer
 - 15. Social Worker
 - 16. Estate Agent
 - 17. Bank Clerk.

we have in the paradigm shown in Diagram 1. Segments in the occupations may be at pains to counteract the images which other practitioners in the occupation have of them, and attempting to create alternative images, (e.g. salesmen terming themselves technical sales consultants). This could have differing effects on such variables as age, sex and socio-economic groupings in the population at large in their perceptions of the occupation.

As the survey was to obtain as much data as possible on marketing it was felt that it would be within its aims to ascertain how the public perceived marketing in relation to other main management functions. i.e. accountancy, personnel, production and research. A five point rating scale again was used.

Scale

Vital	5	Degree of importance as a management discipline.
Very Important	4	
Of some importance	3	
Marginal value	2	
Of no importance	1	

and Table 9 gives the overall sample scores:

TABLE 9.

Total Sample's Rating of the Importance of Management Functions based on a five point scale.

Question: Place the following management functions in order of importance you consider their value.

	Mean	Standard Deviation
Production	4.575	0.605
Accountancy	4.505	0.650
Personnel	3.770	0.755
Research	3.650	0.996
Marketing	2.960	0.826

Accountancy and production are seen as being relatively more important than the others and this evaluation also secures a fairly high level of agreement (lower standard deviation). Marketing is last in order.

Even though marketing may have developed certain institutional characteristics of a professional nature, a public rating of its importance even when compared just to companion management functions is low.

The ratings of importance attached to selected management functions were also analysed by:-

Registrar General Classes		(Table 6)
Sex	<u>Listed in</u> <u>Appendix</u> <u>Three</u>	(Table 7)
Housewives and "all others"		(Table 8)

As Table 6 shows there is a tendency for marketing to obtain a lower rating (mean) progressively down the social class scale. This is not the case with accountancy, production or personnel which on the whole maintain an approximately constant mean. The downward trend of means is not so marked for research when compared to marketing, yet the term research is even more a "blanket type" description. The range of scores for research confirms this point to some degree. High "F" values were obtained for marketing and research. These findings seem consistent with the possibility that there is more familiarity with the nature of marketing at higher levels in the socio-economic scale, and that this differentiation is greater than for the other functions mentioned.

As a total sample there is little difference between the sexes on the management assessment ratings, except for marketing which along with accounting and personnel, men tend to rate higher. This may be due in part to greater knowledge which men have of marketing (as indicated later in this survey), and also possibly because many of the dealings women had experienced with marketing people, or what they classed as marketing people, were not very favourable. These usually (we found) came from the consumer field and related to such issues as prices, packaging and selling techniques. There was a slight non statistically significant tendency for the rating of importance for all functions to increase with age. Housewives gave a somewhat lower rating on average to marketing's importance than did women in general.

Both trait and functionalist theories on professionalism, especially the latter, lay stress on the value to society a particular occupation may or may not play. In Malinowski's view, the "charter" of a social institution can be thought of as those objectives which are generally "recognized" by society. To examine this criterion further, respondents were asked how they would assess a given list of occupations according to the "value to society", of the particular occupation. Though such a limited question could not distinguish between the "manifest" and "latent" functions of an occupation discussed earlier, it was felt it would be a useful method of further locating the assessment of marketing on a comparative basis.

Rueschemeyer³⁶ in his work on doctors and lawyers levels some criticism against the functional approach and his argument could be applied to certain of the attributes of professions put forward in Table 2, Appendix 3 such as codes of ethics, service to the community, rewards based on work achievement. This was a further reason for wishing to obtain some "occupation value to society" measures of opinion. However, too much emphasis on this would evoke Rueschemeyer's argument that this functionalist orientated approach shows the professions are merely service based occupations applying a systematic body of knowledge to problems which are highly relevant to the central views of society. This raises the question of whether these central values of society are shared equally by all sections and interests in society. The law (solicitors) though not one of the occupations given to the public to assess in this section, is not a scientific body of knowledge but a normative system and that as a result there are variations even in the conceptions of justice held by different groups in society. Thus the values and organization of that occupation (or any other) might vary in their consequences for different classes or status groups. It follows from this that the "social distance" or value to society" we are trying to measure to some degree, which is generated in the professional/client relationship, is partly the product of factors other than the expertise of one and the ignorance of the other.

The occupations the sample were asked to rate in order of their considered values they contribute to society were, estate agents, doctors, school teachers, marketing executives, bank managers and librarians. The scale was as in the previous question on management functions i.e.

<u>Scale</u>	<u>Score</u>
Vital	5
Very Important	4
Of Some Importance	3
Marginal Value	2
Of no importance	1

These scores given by respondents gave the following mean and standard deviations as expressed in Table 10.

Table 10
Value to Society of a given range of occupations (5 point scale)

	Mean	Standard Deviation
Doctor	4.790	0.420
School Teacher	4.045	0.675
Bank Manager	2.800	0.972
Marketing Executive	2.475	0.729
Estate Agent	2.120	0.824
Librarian	1.875	0.868

Marketing, again obtained middle range scores in this scale, though ^{that} only half given to doctor. Estate agents who to date in this survey have had a poor public range still rated a higher score than librarians. School teachers faired relatively better in this assessment than they had in previous ones, an occupation which does not always seem to have a high degree of professionalism associated with it when compared against the different groupings in the sample yet its value to society is not unappreciated as we have established. As with the other precoded rating questions this assessment was analysed by:

Registrar General Classes	(Table 9)	<u>Listed in Appendix</u>
Housewives and all others	(Table 10)	<u>Three</u>

Marketing men were again given a lower rating by those from lower socio-economic groupings. This differential was also evident with other lower rated occupations; bank manager and librarian. With these last two occupations we can assume the lower the socio-economic grouping of a respondent the less likely they are to have contact with the occupation. Banking as an occupation here relates back to question one in the survey on various definitions of a profession, where 27% of the total sample gave a definition that referred to monthly cheque (salary) as the hall mark of a profession. It has been suggested that banks are seen as "middle class" institutions and certainly until early 1960's the "banking image" did little to deter this view³⁷.

Housewives (all socio-economic classes) did not differ widely from the remainder of the sample rating except in their rating of estate agents when they gave a higher mean than the rest of the survey, reaffirming our previous remarks about estate agents, that the more contact the less they were perceived as a professional occupation - that is assuming housewives have less contact with them than all other adult members of the population. Marketing executives again with housewives obtained low mean scores and a high t value, higher in fact than for any other occupation in this question. There seems general agreement in the sample that marketing has a low "value to society" with only estate agents and librarians being considered of lower value (Table 10). It was evident from responses to other parts of the questionnaire that housewives in the survey equated a marketing man with their experience in shops and working class housewives had little knowledge of the various specialized functions of marketing.

Conclusions

The definitions of the term "profession" by a sample of the public all provide characteristics which each in their own way demonstrate that the term is not as is cited very often, a loose word for the full time incumbent of

any activity. There are a number of conclusions we can draw related to this issue. The examples of an occupational activity are in the main instances of occupations which would fall at least into the category of "semi-profession", measured by most of the criteria discussed in Chapter 2. Other conclusions are that "professional occupations" do have certain identifiable characteristics or traits, and that the public do perceive some of these as being more important than others. Also that certain traits are associated with other traits in the public's perception of a "profession". In the range of occupations given to assess, some were seen as more professionalized than others, and views on the primary characteristics of a professional occupation were found to vary systematically according to social class and sex. The same differentiations applied to opinions on management functions and how a given range of occupations were perceived in their value to society.

It would appear from our survey of the public's assessment of occupations that for a particular one to achieve professional status, both "subjective" and "objective" recognition is necessary. In "subjective" terms, practitioners of the discipline must be conscious of themselves as professionals. In "objective" terms, the public who use the service provided, must also be willing to recognise and accept the occupation as a profession. This recognition, as seen with responses on defining a professional occupation may make reference to different criteria: remuneration, mode of remuneration (salary or fee), advanced methods of theory and practice which have to be learned through training, and typically the passing of a qualifying examination. Implied also in many of our answers was the delegation of responsibility. Thus a professional occupation is not an "ordinary" type of occupational activity. By definition it is non-manual and in its successful practice there exists a body of knowledge. There appears to be a variance of opinion, however on how far this knowledge can be acquired by experience or by examination.

The title of professional occupation could not exclusively be applied to any of the occupations examined. It seems more a relative status level

very often only obtained through positive action by an occupation. Owing to socio-economic changes in society at large, this status could increase or decline over a period of time. New technologies can bring the fast rise of a new occupation, such as computer programmers, which might well base the acceptance of its existence on already existing and accepted disciplines (mathematics/engineering). The accountancy occupation has been a fertile ground for this particular type of occupational inbreeding. Alternatively a rise in numbers and professional striving does not necessarily obtain "acceptance" for an occupation when socio-economic factors may play a part. Estate agents for example had high status in Victorian and in early 20th Century England. In 1928 a B.Sc. in Estate Management was established at London University. The Land Agents Society was formed in 1902. However, more houseowners and greater public contact does not appear to have given them a high "professional rating".

The factor of being organized in a professional association does not seem to greatly assist an occupation being accepted as a profession as the survey demonstrated in their views on the value of a "professional association". By this same criteria an organized occupation, such as most trades are, is not necessarily a profession. An identifiable area of study or service must exist and be applied to give a definite service. To give this competent service, knowledge and experience must be obtained. This ability may be shown by successful practice of the occupation or more usually for most occupations by some prescribed test or examination. From our sampling of public attitudes, marketing at most emerged as "an occupation developing into a profession". The other significant fact was on the low value to society that is associated with marketing, both as against several other non-manual occupations and as against other business functions. This latter point contrasts with views often found among senior managers that "marketing is the leading force in successful business policy". This opinion was expressed many times in the survey of employers to be analysed in Chapter 8. However, marketing did obtain a higher evaluation

from professional, administrative and managerial groups compared with other groups in the sample.

One of the basic objectives of occupational sociology is to find out what "objective" factors are related to what typifications (or subjective definitions of situations). There can be however, as seen in this Chapter, a number of difficulties in the use of such factors, especially when more subjective ones tend to be neglected because of the scientific appeal of data that lends itself more readily to quantification. Firstly given the vague nature of social definitions, the connection between an objective factor and its subjective meaning is unstable and needs to be constantly checked. This was well demonstrated in the range of definitions which the public gave to a "profession". Also the range of objective factors that may be relevant in subjective definitions and evaluations is wide. In addition, if there is more than one system of typification in existence, two people in the same objective situation may be thinking and acting in quite different ways. It is not out of the question that similar overt behaviour in the "same" objective situation may result from quite different motivations.

The motivation making a person rate, say, solicitor higher in professional status ranking than marketing personnel may be due to personal beliefs, the perceived beliefs of anonymous others ('most people') and the perceived beliefs of significant others ('opinion leaders in society'). There are also difficulties on the question of 'objective scales' whether of occupations, status or class, where it has been clearly shown that social actors' ideas of such topics often take the form of "synthetic gradations",³⁸ in which a number of incommensurable criteria are intuitively ranked. This means that it might be impossible to operationalize accurately, in terms of weighted objective factors in an index, the actual process used by people in their social evaluations. The work of Rossi, Hutchison, Ramsey, Warner, Hatt, Meeker,

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Bott, Goldthorpe and Lockwood, Lockwood and Thomas do indicate the difficulties that can be encountered in evaluations of occupations by these methods. Finally, even though an "objective index" might be demonstrated to be a fairly "reliable" predictor of the actual social evaluations, the end product is generally reached artificially i.e. invalidly. This could mean that doing anything with the scale, apart from merely plotting a distribution of occupational positions for its own sake, would be difficult, mainly because its use in other spheres could be based on criteria that the people responding may not necessarily be taking into account. The basic problem then is essence encountered with assessing occupational scales and attitudes on professionalization, is largely one of knowing the limitations of the meaning of the data, and whether the meaning of the data is basically that of the respondents we are trying to evaluate, or that of the sociologist. It is hoped this part of the general public sample survey has not fallen into this danger. The second part of the survey is specifically devoted to the public's perception of marketing, and this is reviewed in the following Chapter.

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PART THREE

(The Current Situation)

CHAPTER SEVEN

The General Population Survey Part Two: Reference to Marketing.

- (i) Introduction.
- (ii) Analysis of this part of the Survey.
- (iii) Conclusions.

Introduction

In Chapter 6 we examined the concept of professionalism as perceived by the public. It also described their location of marketing in the "professionalization process" compared with a number of other occupations. An attempt was made to compare their consideration of marketing's value to society with that given to a number of occupations and to gauge how the public viewed marketing against the other major functions of management. The present Chapter is focused exclusively on marketing.

We are concerned first with the depth of the public's knowledge of the range of functions that marketing encompasses. Second, does marketing possess in the public's perception a given range of "professional traits". Third, we were attempting to measure the degree of importance to the economy in which marketing was seen by the sample and finally whether the public knew of the professional association that represented the marketing occupation. As in Chapter 6 the same categories in the sample i.e. age, sex and social class, were again utilized to compare the findings.

Analysis of this section of the Survey.

To assess the public's knowledge in some depth of the marketing occupation was felt to be a particularly important issue, in view of functionalist theory which we viewed in Chapter 2. The views expressed by the public on marketing, would be of little value unless some knowledge of the functions of marketing are known and understood. It was, therefore, not only interesting, but theoretically relevant to put some questions on the practice of marketing and to obtain some views on how the occupation is practised and what was known of its functions.

The only other research with which we can compare the following findings was a general survey made in 1970 by the British Institute of Management¹ which examined how marketing was organized in 553 British companies whose annual turnover exceeded three quarters of a million pounds. In this survey a total of 1,063 companies were contacted. The eventual response rate was 56% i.e. 553 completed questionnaires.

Among the questions asked were five which attempted to obtain facts on attitudes towards marketing and one was identical to that which we put to the general public, i.e. to define what areas of activity marketing covers. However, the views expressed in the B.I.M. survey were given by chief executives, who would be expected to be familiar with marketing, and as the survey points out the views in these answers reveal a high level of awareness of the implications of the marketing concept and substantial acceptance of it as a business philosophy. However, it is interesting to compare the two sets of responses and Table 1 provides this comparison.

TABLE 1.

DEFINITION OF MARKETING	B. I. M. SURVEY	SAMPLE SURVEY OF GENERAL PUBLIC.
Summary of definition	N = 533 Chief Executives	N = 200 Members of public
	%	%
Selling	13	35.5 Selling
The co-ordinative element in the firm.	4	28.5 Sales Management
Market Research	5	6.0 Research
Advertising and Promotion.	5	5.0 Advertising
Having the right goods in the right place at the right time and at the right price.	3	
Satisfaction of consumer needs.	14	0.5 Packaging
"Textbook" definition (e.g. Institute of Marketing).	3	1.5 Distribution
Satisfaction of consumer needs. profitably	19	
List of functions	9	
The total business operation.	8	3.5 Consumer Relations.
Not Answered	17	19.5 Not Answered
	100	100

As expected there is some variance amongst the sets of figures. The most notable is the fact that the public associates the marketing man much more with selling which is demonstrated by 35.5% of the sample replying

selling, and 28.5% sales management. The occupational image as seen by the public is very heavily biased toward one particular function. If it can be argued that selling is not a good image for the occupation, let alone a professional activity then only greater education of the general public by the marketing occupation on its precise functions will enhance its acceptance as a professional occupation and accordingly progress the occupation along the "path to professionalization"² in the eyes of the public. An important contrast is that most members of the public only see the "external functions" of marketing (selling, advertising and marketing research) while chief executives view its role in relation to other internal organization functions. As suggested in the previous Chapter, a particular segment of the occupation would appear to be exercising a disproportionate influence on its "public image" and this could lead to other practitioners in the occupation i.e. researchers, teachers, public relations officers, attempting to counteract this image and possibly to create alternative ones. We could assume these to be more "professional" or at least portray specialised images, to counteract the low esteem which might be attached to one particular area. In the pilot survey on the Institute of Marketing to be analysed in Chapter 9, members when asked why they considered marketing not to be an established profession raised three important issues which approximate with the general public's view i.e.

1. That for many people the name marketing can be applied to anyone remotely connected with selling.
2. It is associated in the public's mind with the undesirable aspects of selling i.e. high pressure consumer selling, pyramid selling, door to door sales, American methods of selling etc.
3. As its members act in so many different areas its definition is blurred.

Perhaps as important as any of the traits of "professions" which we have examined, are the techniques used to specify what type of person is to be accepted as a professional man. The status attributes attached

to professionals need not simply reflect lay ignorance. They can also reflect the professions need to guarantee itself before society. The intermingling of the two traditions of status and occupational professionalism in modern society seems to have important, if not confusing, consequences for professional identity.

Tables 2 and 3 show the results of the B.I.M. Survey on some related questions to the previous discussion on functions in the marketing area given by the executives questioned.

TABLE 2.

B.I.M. SURVEY

ATTITUDES TO THE STATEMENT:

"The marketing man's job is simply to sell what the works produce". N = 553

	%
Strongly agree	1
Agree	8
Undecided	1
Disagree	31
Strongly disagree	55
No response	4

TABLE 3.

B.I.M. SURVEY

ATTITUDES TO THE STATEMENT:

"A well made product will sell itself". N = 553.

	%
Strongly Agree	1
Agree	9
Undecided	2
Disagree	61
Strongly disagree	23
No response	4

Though no direct comparison can be made to the general public survey

from Tables 2 and 3, the sales orientation and the important area with which it is viewed come out clearly in the comments. The B.I.M. Survey did point out, however, that the functions of marketing most commonly given to outside agencies are advertising, transport, market research, packaging design and public relations. The survey did give particular attention to the promotional function/activity. It found the most common form of such activity is personal selling (giving some justification to the public's view) followed by exhibitions. Most firms were found to be using several forms of promotional activity to achieve their aims. These findings make the data expressed in the tables to follow in this Chapter more informative for comparison purposes. Table 4 shows how the answers were distributed in our sample of the general public when asked how many marketing functions/jobs they could name.

TABLE 4.

TOTAL NUMBER OF MARKETING FUNCTIONS NAMED BY THE TOTAL SAMPLE
(N = 200)

	None Given	One Function	Two Functions	Three Functions	Four Functions
Frequency	40	96	47	14	3
Relative Frequency %	20.0	48.0	23.5	7.0	1.5
Cumulative Frequency %	20.0	68.0	91.5	98.5	100.0
Mean = 1.220					
Standard Deviation = 0.898					

As can be seen no one could name more than four and 91.5% of the survey could only name two or less. The mean number was 1.220 for the survey. Tables 1 to 4 in Appendix Four outline how the answers to this

question fell when classifying the answers by:

Registrar General Classification	(Table 1)	
Sex	(Table 2)	<u>Listed in</u>
Age	(Table 3)	<u>Appendix</u>
Housewives and "all others"	(Table 4)	<u>Four</u>

All the Tables 1 to 4 in Appendix Four gave significant X^2 (Chi Square) values when tested with the appropriate degree of freedom. The higher the social class the more functions named, and men as expected tended to name more functions. This tendency also applied to the higher categories of the ages of respondents. Housewives did not name functions so numerous when compared to the rest of the sample, 81% of their numbers giving none or only one function, whereas 61% was the corresponding figure for "all others". This factor of familiarity with the occupation is taken a stage further in Table 5 which shows for the total sample the identifiable functions named.

TABLE 5.

NUMBER OF MARKETING FUNCTIONS NAMED BY TOTAL SAMPLE (N=200)

	Selling	Sales Management	No Mention	Research	Consumer Relations
Frequency	71	57	39	12	7
Relative Frequency %	35.5	28.5	19.5	6.0	3.5

	Advertising	Publicity	Export Work	Distribution	Packaging
Frequency	6	4	2	1	1
Relative Frequency %	3.0	2.0	1.0	0.5	0.5

Selling received the highest number of mentions, 35% of the sample naming this, and sales management being mentioned by 28%. These plus the percentage who could name no functions were 83.5% of the total sample. A very high proportion thus associate marketing with some form of selling or are completely unaware of jobs carried out by the occupation. Table 6 shows a sex breakdown for functions named. Women named less functions and selling is a major category for both sexes.

TABLE 6.

CAN YOU NAME SOME OF THE FUNCTIONS/JOBS CARRIED OUT BY MARKETING MEN
(N = 200)

	MEN	WOMEN	TOTAL %
Selling	44.0	27.0	35.5
Sales Management	25.0	32.0	28.5
No mention	14.0	25.0	19.5
Research	6.0	6.0	6.0
Consumer Relations	2.0	5.0	3.5
Advertising	5.0	1.0	3.0
Publicity	2.0	2.0	2.0
Distribution/Export Work	1.0	2.0	1.5
Packaging	1.0	0.0	0.5
% TOTAL	100.0	100.0	100.0

On the important question of whether the sample considered marketing to be a professional occupation 43.5% had no view; however, a sizable minority attributed some degree of professional standing for 11% considered it to be a profession and 15.5% considered it was developing into a professional occupation. In the sample 11% stated categorically

that it was not a profession, and a further 15.5% though not considering it a profession at present indicated it was not an "ordinary occupation" (Table 7), as was indicated by an analysis of their responses.

TABLE 7.

TOTAL SAMPLE'S VIEWS ON THE CLAIMS OF MARKETING TO BE A "PROFESSIONAL OCCUPATION".

	No Data	Yes it is	No it is not	Don't Know.	Developing into one
Frequency	1	22	22	87	31
Relative Frequency %	0.5	11.0	11.0	43.5	15.5

	Not at Present	More attention needs to be paid to certain aspects of its practice before it can be considered a profession.
Frequency	31	6
Relative Frequency %	15.5	3.0

This was felt to be an important question for it is relevant to the functionalist criteria of professionalism, discussed in the first Chapter of this thesis. These state that in order for an occupation to be accepted as "professional", there must be an identifiable core of background knowledge and practice, plus a crystallisation of its activities: that besides the self-consciousness on the part of the emerging professional group there must be recognition of the professional service outside the occupation i.e. that society must see it as such and

acknowledge the fact. If such an argument can be accepted, (and a successful objective assessment by society is cited as a criterion by all theories examined) then marketing has not yet reached full professional status in the public's opinion. The term semi-profession, quasi-profession or evolving profession would seem more appropriate. However, there exist "business" occupations today that do not possess a body of knowledge parallel to that held by marketing, yet call themselves "professional", as we noted in Chapter 4.

This question to probe the views of the sample if they considered marketing to be a professional occupation was analysed by the categories as for previous issues. It was found that the higher respondents were in the social scale, the nearer marketing came in their responses towards "professional status". This was consistent with results of earlier questions. Men tended to have more definite views than women on this issue and no discernable age trends could be followed. Housewives as a group contained a large percentage (52%) having no views compared to 36.8% of "all others" in the survey.

To analyse further the question of contact with marketing men it was asked of each respondent what dealings or contact they had experienced with marketing men. Some dealings/contact were expressed by 52 persons (26% of sample) and no contact by 148 persons (74%). This contact factor with the occupation was again broken down in Tables 5 to 9 in Appendix Four, by the categories as previously used. These findings were related to class again, with the higher the social class of a respondent the greater the contact with the occupation, and men having more contact than women. Age distributions (Table 7) showed "middle age brackets" having more contact, and housewives proportionately having this characteristic of familiarity approximately with "all others" in the sample. This implies that contact is associated with a higher professional evaluation of marketing.

There was a tendency for greater contact with marketing and knowledge

of its functions to increase the evaluation of the occupation as a professional one. This applied to whatever group in the sample was examined i.e. age, sex or social class. The same patterns emerged when the element of familiarity was found to give marketing higher opinions in terms of the occupation's value to society.

However we can say that the general public have little contact with the occupation. The historical searches in this study showed that this factor had in the past been an impediment to professional status, and we can conclude that this gulf between the practitioners and the public is not at present furthering the professionalization process of the occupation. To the 26% of the sample who had experienced some dealings with marketing men, a further question was asked. This was to classify these contacts and Table 10 in Appendix Four breaks this classification down for the total sample. Over half concerned relations with the public, i.e. that the public needed to be considered more, less attention to advertising/packaging and that marketing men are only concerned with their own products, There is clearly much to be done for the occupation to improve its "public image" in a number of aspects.

One of the attributes of a "professional occupation", that was assessed earlier in the survey, namely the backing of a full time association, was raised again because it influences the body of knowledge that an occupation possesses. An association very often tests competence in aspiring members and can often be the body which applies any sanctions for misconduct. There is also the role of public relations with wider society and other professional bodies. To some extent it may play a part too, in fostering internal relationships among practitioners. The Institute of Marketing was classified by Millerson³ as a "Qualifying Association". It was therefore thought applicable to ask the sample if they knew of the Institute of Marketing.

The situation in marketing till the early 1960's as we traced in Chapters 4 and 5, regarding professional qualifications and organization entailed duplication and uncertainty resulting from a situation allowing individuals to enter the occupation then gaining experience and promotion, without needing to obtain a qualification based on examined competence. This is still the position today, though not to such a marked extent. However, this was once the situation with accountancy, engineering, architecture and surveying, who now control all members wishing to practice. Whether marketing will attain this position in view of its direct relationship to the profit making process (particularly the selling function) is open to question. It can be assumed that public recognition and acceptance of the occupational institute should be a necessary step in the professionalization process. Taken as a total sample 37% of the public had heard of the Institute of Marketing whereas 63% had not.

TABLE 8.

TOTAL SAMPLE (N = 200) HAVE YOU HEARD OF THE INSTITUTE OF MARKETING?

	YES	NO
Frequency	74	126
Percent	37	63

Though a higher percentage did not know of the Institute no final conclusions can be reached as respondents were not asked if they could name a similar association, a very well known one and perhaps a relatively new one. This recognition of the "Institute factor" was analysed according to the categories as for previous questions. As expected, recognition was directly related to social class. The higher the

Registrar General Classification of respondents the more likely they are to know of the Institute, and coming down the scale the more unlikely is this characteristic. A higher percentage of men than women were familiar with the Institute and with the age groupings the likelihood of recognition increased with age. However, where there was no recognition, the percentage was fairly evenly distributed throughout the age groupings. This situation was repeated for housewives (all social groups) where they proportionately "with all others" showed less recognition of the Institute.

Of all the attributes applied to a "profession" the one that possibly raises most controversy is the question of a code of ethics,⁴ as was discussed in Chapter 2. Though most occupations who purport to be professional lay down a code of conduct/rules there are obvious limitations to any such procedures. First, a written code will probably contain much that must be obvious to anyone who has served a rigorous professional training. Second, it is very difficult to lay down a written code which can operate one hundred per cent fairly and without any injustices occurring, and finally, without a written code, disciplinary decisions are unlikely to be effective.

These issues are crucial in an area such as marketing where an individual can achieve some degree of career success by practice alone and be educationally, (both academically and professionally, poorly qualified. For this reason most associations concentrate when "professionalizing" on upgrading educational standards first. Certain associations in the past have often displayed a feeling of distrust for structural codes of ethics. They disliked written codes, preferring instead a general clause in the constitution, which allows wide scope for disciplinary action. There might also be present in the occupation a sense of satisfaction, based on the premise that careful selection of members initially suffices to preserve probity. It could even be argued that a written code casts doubts on the very claim of the occupation to call itself a profession. Just because an occupation

produces a code, it does not become a profession overnight. We have seen that with the "older professions" their codes were evolved and built upon over a period of years, based on accepted practice of the occupation. Neither law or medicine rely on elaborately structured codes. Possibly if they had done so aspiring professions would probably have copied their example. The Institute of Marketing have very recently produced a written code of ethics,⁵ for members to adhere to in their business practice (so too have the British Institute of Management⁶), but it is to be doubted that our sample of the public was aware of this fact. Respondents were asked as a general question if they considered marketing men adhered to a code of conduct/ethics in their work.

Of the total sample 44% considered marketing men practised a code of ethics 33% considered they did not and 23% did not know, as Table 9 illustrates.

TABLE 9

TOTAL SAMPLE (N = 200) DO YOU CONSIDER THAT MARKETING MEN
PRACTICE A CODE OF ETHICS OR A CODE OF CONDUCT IN THEIR WORK?

	YES	NO	DON'T KNOW
Frequency	88	66	46
Relative Frequency %	44.0	33.0	23.0

This question was again analysed against the following groups in the sample:

Registrar General	(Table 11)	
Sex	(Table 12)	<u>Given in</u>
Age	(Table 13)	<u>Appendix</u>
Housewives, retired and "all others".	(Table 14)	<u>Four</u>
Housewives and "all others".	(Table 15)	

The trend in Table 11 shows higher social classes to regard marketeers as practising a code of conduct. Lower social class groups are in general agreement when they say no, for about 30% did so in the appropriate category. The "don't knows" predominated in skilled, semi-skilled and unskilled groups. A higher number of men compared to women considered marketing men did not practice a code of ethics, but their "don't knows" comment was lower. The older age groups (Table 13) tended to say more frequently that this attribute was applicable in the occupation. These figures were reversed for the numbers saying no code of ethics existed and "don't knows" were spread out fairly evenly throughout the age groups. We saw earlier that the code of ethics as a professional trait rated a score in the survey of 3.5 on a five point scale, so if it is considered of above average importance when an occupation is professionalizing, the answers given to the "code of ethics" relating to marketing could be interpreted as encouraging for the professionalization process of the occupation. There is a high number of "don't knows" but when considering 74% of the sample had not experienced any contact with the marketing men, much of the opinions must have been derived from other sources, i.e. a third party, mass media and general long term educational influences. However, ultimately status and monopoly of an association and its policies must depend on membership. Members are attracted by the occupations' qualifications, mutual value, useful publications and meetings. The prestige of an association comes from good service both to the "professional" and to the public, consequently achieved status can grow very strong, and make it difficult for a new association to rival. To understand this any study of an occupational association should take account of both their competitive nature and their voluntary basis, as we attempted for the Institute of Marketing in Chapter 4 and in Chapter 5.

The last issue raised with the sample attempted to obtain some general information relating to marketing and the economy. It would also be indicative of the social evaluation of Marketing. The first part asked if more attention needed to be paid to marketing in order that our economic position will improve: 63.5% of the sample said yes. 16.0% no and 20.5% had no

comment or did not know, as shown in (Table 10).

TABLE 10.

TOTAL SAMPLE (N = 200) DO YOU CONSIDER MORE ATTENTION NEEDS TO BE PAID TO MARKETING IN ORDER THAT OUR ECONOMIC POSITION WILL IMPROVE.

	Yes	No	Don 't Know
Frequency	127	32	41
Relative Frequency %	63.5	16.0	20.5

The responses in Table 10 were again applied to our previous categories of respondents in the sample. The higher the social class the more there was a tendency to say yes and with "don't knows" clustering in the semi-skilled and unskilled groups. All the breakdowns (yes, no and don't know) were equally divided between the sexes but with ages over 31 scoring yes more frequently and "don't knows" equally (proportionately) spread across the groups. Housewives also contained a higher proportion of "don't knows" (30.2% against 15.4% for "all others"), with their yes and no responses showing equal percentages to the rest of the sample. Therefore 63% of the sample attached intrinsic value to marketing work, i.e. a mark of social contribution which is one of the bases of professionalism in all theories examined in Chapter 2.

Of the 63% of the sample who answered yes that the role of marketing was vital to the economy, 41 persons or 21% of the total sample offered further comments and observations. These answers were grouped into four categories and how they were distributed is given in Table 11.

TABLE 11.

OF THE 63% OF THE SAMPLE WHO ANSWERED YES THAT MARKETING WAS VITAL TO THE
ECONOMY 41 PERSONS OR 21% OF THIS GROUP OFFERED THE FOLLOWING FURTHER
COMMENTS. N = 41.

	Greater effort required in the export field.	More standard- ization necessary in packaging/ weights.	More attent- ion to the needs of customers	Price reductions necessary.
Frequency	21	9	8	3
Relative Frequency %	51.2	22.0	19.5	7.3

As can be seen over half (51.2%) considered more should be done in the export field, and very often they mentioned our balance of payments position.

Conclusion

The proposition that a profession is a "highly rated occupation" finds support from the information we have to date from this particular survey. Also that it involves a high level of intellectual or practical technique acquired only after lengthy training, and because of these factors is highly paid. These are points which come out clearly from the public's definition of a profession. However, from what was said about the occupations people were given to assess we can say that the term "profession" is not a permanent monopoly of a few occupations. It could be said to be more a comparative status obtained only after deliberate action by an occupation. The existence of a professional code of ethics does not necessarily prove professional or non-professional status. Some occupations require greater control than others because of the nature of their work. Some will need a strict comprehensive code, others will not. The need for a code of ethics/conduct depends on the occupational

situation. However, it would appear that to achieve professional status, the occupation must be recognized as such, subjectively (by the practitioners) and objectively (by the employer and society). Subjectively, members of the occupation must be aware of themselves as providing a professional service. Objectively, those using the service, and the rest of society, must be willing to recognise and accept the occupation as a profession.

It would have been interesting, time and space permitting, to have attempted to analyse further on what basis or how society recognizes an occupation as useful to society. This would have been the next logical step for further examination of functional theories. For acceptance by society can take many forms i.e. high remuneration, delegation of authority, use of its services in preference to others, requests for advice, presentation of special status symbols and honours. Some of the occupations examined in our survey (actors, journalists, university lecturers) can in the main accomplish recognition independently and individually and so contribute to a favourable public image as a whole for the occupation, but most occupations have to gain public recognition by means of an organized group. In the former case, acceptance of the individual as a professional depends on creativity and interpretation based on personality characteristics and often less on special training and education. This might well be the case in certain areas of marketing where personality characteristics can be important i.e. selling, publicity. However, in the latter situation success of the individual is related to competence, or ability to ensure a standard or specific service. This will, of course, depend on an understanding of and conformity to established theory and practice, founded upon special training and education. It would seem that marketing is perceived by the public as possibly falling between these two situations.

In marketing as in other management areas the professional association strives to acquire status for members on a collective

group basis. Status of the individual is a function of group membership. Initial acceptance of the individual in the economic situation rests on an ability to exhibit affiliation to the group, and a willingness to offer associated guarantees. Success in the occupation will then depend on the individual's competence, personality characteristics etc. There seems little doubt that to achieve professional status, an occupation must be accepted by the whole or a significant part of society. Appreciation of a "professional occupation" could well be confined to a small section of society. The general public would not normally encounter an actuary, biologist or even a marketing man, thus it might be difficult to apprehend and assess functions and claims to professional status, of such occupations. However, some "new occupations" especially in the business sector might be helped in the "professionalization process" by preconceived images/knowledge held by the public. A management accountant would be helped by the high status (as we have seen) of accountancy, built up by bodies like the Institute of Chartered Accountants and Municipal Accountants.

Marketing as a management occupation could be described from the views of the public, as one seen as "professionalizing". Although it does possess certain identifiable "professional traits" there exists in the public's view a large measure of ignorance of exactly what the marketing function performs and of large variations in scores of "professional attributes" given to the occupation. It would also seem that the general public do not in their pattern of work and leisure have much contact with marketing men, though the occupation is seen to possess a code of ethics in the conduct of its affairs. Also its image is probably heavily conditioned by the sales function. The professional Institute in marketing is perhaps not so well known as is the case with the professional institutes of some of the other occupations we have discussed. The support of a full time occupational association was not seen as such an important trait of a profession by the public, though the role of the occupational association played an important part in

Wilensky's stage of professionalization.

Like other social processes, professionalization cannot be understood or analysed without an examination of the particular society in which it takes place. Goode described this in "an industrialising society is a professionalizing society"⁷. Indeed it would seem that an increasing complex of labour and specialisation of occupational function is not only induced by industrialisation it also appears to be required by it. But before more trends can be identified we need more study of the relationship of professionalization to society and to social change in general.⁸ The situation which exists between marketing and the public could possibly be helped by greater and more effective publicity and better public relations, indeed one of its specialisms. There is little doubt that the basis of professional acceptance⁹ already exists for marketing especially among the higher socio-economic groupings in society, and particularly in the business sections. This might be significant because business opinion gives a commercial definition to "professionalism" as opposed to a sociological one. This is an issue which will be explored in Chapter 8 when examining employers' opinions and attitudes to the marketing occupation. In that survey businessmen and managers gave higher ratings in their evaluation of marketing than did the "pure professional" categories. Marketing is not alone in that the appropriate association could do more to improve the "professional image" and hasten the process of professionalization. Indeed marketing is perhaps more aware of the effects of this process than other occupations,¹⁰ and over the last ten years has made much progress in this process. An uninformed public cannot evaluate or use an occupation effectively. An association benefits itself and society by demonstrating alertness and interest in public welfare. It is a mutual process.

It is a sign of the professional development of marketing that many people believed that marketing men practised a "code of ethics", though this view was more common amongst respondents of higher

socio-economic groups. However, marketing and many business occupations outside registered professions possess few associations which have the power to deprive a member of his occupational livelihood. Expulsion can only be effective, where membership provides a necessary qualification for performing work, or where employers regard corporate membership as a qualification for employment. Otherwise expulsion for breaking a code of ethics/conduct does virtually nothing to eliminate inefficient or dishonest practitioners. We can conclude unethical conduct is a relative rather than an absolute rule. Professionalism today is based on increasing occupational specialization, but many new occupations, including marketing are attempting to emulate the structures of organization and service carried out by the older traditional professions. The difficulty of reconciling these two classes of professionalism it would appear is still going on for the marketing occupation. Before drawing conclusions on this last issue we need to take our analysis of marketing a stage further and examine, because of the organizational setting in which marketing is practised, how employers of the practitioners perceive the occupation. Such an exercise follows in the next Chapter.

REFERENCES

1. British Institute of Management: "Marketing Organization in British Industry", Information Summary, 148, 1970.
2. As expressed in an "ideal typology" in Chapter 2.
3. G. Millerson: "The Qualifying Associations", London, Routledge and Kegan Paul, 1964.
4. The "Code of Ethics" trait here is meant to be taken in its general usage not as an enforceable code which can prevent the individual from carrying out his occupation.
5. As discussed in Chapter 3, and given in Appendix One.
6. Issued by the B.I.M. in July, 1964, entitled "Code of Best Practice" incorporating "The Code of Conduct with supporting Guides to Good Management Practice".
7. W.J. Goode: "Community within a Community: The Professions", American Sociological Review, Vol.22. (1957)
8. Especially needed are studies of individual occupational groupings for direct comparative purposes.
9. "Professional Acceptance" implies respect and complete comprehension of all functions by society.
10. The Sunday Times Magazines of February 29th, 1976, p.32, and March 7th, 1976, p.21 carried full page advertisements explaining the aims and purpose of the Institute and the role marketing has to play in the economy.

PART THREE

(The Current Situation)

CHAPTER EIGHT

Employers' Perception of the Occupation.

- (i) Introduction.
- (ii) Methodology.
- (iii) Analysis and discussion of the Survey.
- (iv) Conclusions.

Introduction.

This Chapter is concerned not only with ascertaining how employers of the marketing occupation view its claim to be a profession, but also what knowledge they have of its functions, and their utilization of these functions. It has thus a dual purpose. The focus of this study is on professionalism and because of this knowledge and acceptance of marketing's functions by employers is relevant to our theme. Also the reality of marketing in practice needs to be examined to determine if the claims made for it by the occupational association differ from needs of employers. Following this introduction and a brief description of the methodology employed to achieve these aims, the Chapter deals in the main with the analysis of the findings of this survey. The employment situation presents a problem for the professionalizing process of marketing. This is because the practitioner is invariably employed in an organization.¹ His occupational role is not an independent fee-earning one. The number of marketing men who can be classed as "private practitioners"² is very small. The organizational setting is vital in the professionalizing process for such an occupation, as we discussed in Chapter 2, (and a situation we have continually referred to since.) It is not simply the fact that marketing is practised in a business context, but that it is also dependent upon employers' objectives and values.

To examine the relationship between a range of organizations and their views of marketing the following factors need to be explored. The result should be an indication of the role defined for marketing personnel in organizations. The factors to be analysed are as follows:

1. The demand for marketing personnel by employers and what calibre of individual is being recruited and what weight is given to institutional qualifications when persons are recruited for marketing posts.
2. The position of individual marketing men, and the marketing department in the company authority structure.

3. The relative position of marketing as seen by the employer when compared to other management functions.
4. The possibility that marketing leads to positions of influence for the individual in the company more rapidly than is the case with certain other areas of management.
5. Whether the occupation performs a range of duties which are seen as the sole prerogative of that occupation? i.e. that it is perceived as as specialist function, which only members of that occupational group should be allowed to perform.
6. The depth and character of the employers' knowledge and acceptance of the relevant professional association, and any marketing associations or societies.
7. How marketing compares with other management areas on their practise of a range of "professional attributes" as seen by the employer.
8. Employers' confidence in their own ability to select practitioners of marketing, as opposed to relying upon possession of marketing qualifications by applicants.
9. Employers' opinions of educational standards in the occupation, especially the one recognised by the professional institute and taught in the educational system, and the relationship of educational qualifications as opposed to practical experience, to employers.
10. Whether the employer himself or his contemporaries regard marketing as a professional occupation?
11. The knowledge employers have of marketing education provided by the state and private enterprise.
12. Employers' views on the relationship between marketing and business ethics.

Though the list of requirements for the survey was extensive, it was felt necessary to achieve the aims discussed in the commencement of

this Chapter. Also an extensive probing of employers' attitudes and opinions towards marketing would provide comparative data to the general public and practitioner surveys. Some of the questions relating to professionalism that were utilized in these surveys were again used in the employer one. It was also hoped the information would probably substantiate some of the findings of the historical searches of the Institute. These would be on such issues as the range of functions practised, how employers viewed the occupational association and if employers accepted the occupation's own qualification, i.e. the Diploma in Marketing. The information being sought was thus relevant to both professionalization and occupational issues in marketing.

Methodology.

This information it was decided could only be obtained by probing of employers' attitudes or opinions and practices on all the above factors. A two sided approach was felt to be the best method. First, a survey of recruitment advertisements for both marketing and non-marketing appointments in the relevant press and media. Second, a series of extended interviews with a cross section of employers both in regard to size of organization and classification of main economic activity. The sample frame for this is given in Appendix Five Item 1. The questionnaire which was used by the writer is set out in Appendix Five Item 2. The prime purpose was to get the employer, especially with the open-ended questions, to provide more considered and uninhibited responses than might have been obtained by a distribution of questionnaires.

Analysis

To commence with 514 advertisements in the "Daily Telegraph", "Sunday Times", "Adweek", "Campaign", and "Marketing" were examined, over a three month period in 1975, regarding the qualifications stipulated for a range of marketing appointments. Table 1 gives the total pattern that emerged.

TABLE 1.

Job Classificat- ion.	Total Number of Advertisements	Number requiring any type of qualification.		Number requiring specific qualifications e.g. Marketing Diploma, Advertising Qualifications.	
		Total	%	Total	%
Public Relations	38	1	2.6	0	0
Advertising	91	7	7.7	4	4.0
Marketing/ Sales	370	102	27.6	10	2.7
Market Research	15	5	33.3	1	6.6
Total	514	115	22.3	15	2.9

Of the 115 that did ask for a formal qualification³, 56 required a non-specific degree. Only one advertisement asked for a "university qualification in marketing", and only five mentioned that the Diploma in Marketing might be an advantage. Several advertisements used terms like "professionally qualified", "professional qualifications useful", "well qualified", and "formal marketing training an advantage". However, H.N.D./H.N.C. was asked for in 16 advertisements and an engineering qualification in 19 cases.

When the jobs were broken down into the different functions of marketing i.e. sales, public relations, market research and advertising, the public relations area emerges as the one in which formal qualifications are least likely to be required. It was mentioned in Chapter 3 that there is some controversy as to whether public relations is a function of marketing. If we do not accept the argument that it is, then the lack of accepted formal

qualifications in that field is not a bar to the professionalization of marketing. However, the field of activity in public relations whatever argument is accepted is more closely related to marketing than any other functions we have discussed. Therefore, if this area has a bad image (from the professionally qualified aspect) it will tend to reflect on marketing, and not help its move towards professional acceptance.

Only one public relations advertisement, out of the 38, even mentioned qualifications. Even in the advertising sector, over 92% of jobs advertised did not ask applicants for any specific qualification. Of the 370 advertisements for marketing and sales, only 27.6% made any reference at all to training or examinations, and even market research which is one of the most technical functions in marketing brought only 33% of jobs advertised to demand some level of training. If qualifications are accepted as a prime requisite in a professional occupation as all theorists both trait and functional agree, then this lack of demand for them by employers of marketing men is a serious handicap to marketing's claim for professional status. The general public⁴ placed emphasis on the qualification aspect of professions in their various definitions of professional occupations for in that survey 23% of the men and 33% of the women defined a professional occupation by training alone. This need for society (both for users and non-users of the occupation's services) to recognise the value to society of an occupation is also stressed in the work of Hughes,⁵ as we noted in Chapter 2.

The results of the above survey of recruitment advertisements are consistent with those of a recent survey of 400 advertisements on various management occupations carried out by CAM (the Communications, Advertising and Marketing Education Foundation) in a four week period during January and February 1975. The basis of occupational choice for this survey was that the job title should be a management or

administrative one in industry or commerce. This survey found that so far as marketing was concerned not a single advertisement called for a specific qualification in marketing and only one out of 83 mentioned business studies. In the ones that did mention a qualification it was either an engineering degree because the product was technical or just "graduate preferred". The results of the C.A.M. Survey are given in Table 2.

TABLE 2.

C.A.M. Survey on Management Recruitment Advertisements.

<u>Occupational Titles.</u>	<u>Percentage of Advertisements which mentioned a qualification.</u>
Financial Managers, directors, accountants and similar occupations.	% 93
Works, production, research, engineering, Managers.	84
Personnel and Training Managers.	75
Company secretaries, administrators	72
Chief executives and general managers	50
Marketing and sales managers	32
Purchasing managers.	0

Before passing on to the results of questioning employers in detail, it seems clear that there is evidence that specific marketing qualifications are in little demand. If we do accept the argument that marketing men should be better qualified not only is the employer at fault, the marketing man himself should accept some responsibility. If it is felt in the occupation that its practice can be effective without formal qualifications, and marketing men do perform efficiently without them, employers when recruiting, especially if staff are needed urgently, can hardly be the educational guardians of the occupation.

There is also the possibility which we will explore in this Chapter that the qualifications on offer are just not very relevant. The attitudes of the employment agencies, business schools, universities and other professional bodies all have an influence in contributing to the standards of formal qualifications in the occupation.

Though a clear picture of a lack of demand by employers for formal qualifications in marketing is apparent from the advertisements examined in both of the above surveys, before final conclusions could be drawn, the information from the interviews of employers has to be taken into account. Before these were analysed a small random selection of the larger employers who had advertised were contacted regarding the necessity of qualifications in marketing. In this exercise the marketing manager of an international construction company said that the reason for not specifying a particular qualification for a marketing executive was that the people employed in his company needed wide experience as opposed to a specialist marketing background. That they should be "technically" or "commercially qualified" which "might" include a specific marketing qualification. In his opinion, there was no marketing qualification suited to the construction industry, and very few marketing men in this branch of industry were in possession of the Diploma in Marketing. However, he considered a degree of some sort a basic requirement, although an acceptable alternative could be experienced in selling gained during progression through "the ranks".

The policy of the construction company was basically in accordance with that of a national calculating machine company where the personnel officer in charge of marketing recruitment considered that the degree subject is not all-important, but those applicants with a degree in the classics, for example are scrutinized more closely because there is a tendency for them to leave after as little as a year. The classics graduate is thus more likely to find that marketing is not what he desires as a career. Subjects like economics, and other marketing related subjects, are much preferred, although a degree in marketing is comparatively rare. The personnel officer explained that in 1974, 130

marketing men were recruited by his company. All were graduates, some coming directly from university, and some with business experience. Although recruitment is now 100% graduate, this was not the case during the earlier part of their 1973 advertising campaign. Then experience and a good education (not necessarily to degree standard) were sufficient for a candidate to be considered. Today, however, because of changes in management policy, graduates are only employed, but he clarified that this is unusual and almost unique, in the computer industry.

As another example, in a national group contacted the policy was to employ graduates, and there was no insistence on any marketing qualification. Previous experience was considered useful as an indication that the recruit is "in the right business". The group Personnel Administrator, explained that a degree is no more important than experience. Yet he said the fact remains that most recruits are graduates, while the Diploma in Marketing although a "distinct advantage is not a vital necessity." A number of employment agencies contacted who had placed advertisements confirmed this general pattern, but some did believe, that the H.N.D. is as good as, and sometimes preferable to a degree, because it is more practical. One agency consultant said he thought that neither membership of the Institute of Marketing or the Diploma in Marketing were regarded seriously as qualifications.

The question can now be asked why in the C.A.M. survey summarized in Table 2. did marketing come next to bottom of the list with regard to the frequency, with which specified qualifications were required? "Occupations" such as accountancy and general management almost universally required a professional or academic qualification. Interviews with employers might provide some of the answers to this question, and possibly qualify the initial impression gained from recruitment advertisements that management and the marketing men who make the appointments are just not convinced of the value of a specialist qualification, (which may not be unconnected with the fact that many might themselves be unqualified). Their attitude in turn might well

affect the opinions of the graduates themselves. However, a number of Diploma holders (not employed by organizations in this survey, but amongst D.M.S. students) at Birmingham Polytechnic, questioned during the same weeks as the employer interviews, felt that the Diploma gave them a broader outlook on marketing. Many thought highly of the qualification but could not judge as yet the extent it had helped their career. This feeling of the Diploma providing a broader knowledge base and an added interest is general among Diploma holders, and most agreed that the new syllabus is a marked improvement. However, the fact remains that the employers may still not be impressed.

Even if it can be established that employers do not rate qualifications highly when recruiting for marketing men, the functional importance of the occupation to employers can be measured by another way, namely remuneration. If it can be established that the marketing occupation, though from employers' attitudes academically is of a low status, is remunerated on a par with other managerial functions or is even more highly remunerated, then this factor should assist the marketing man in the professionalization claims for his occupation. (Though it is accepted there are many highly paid occupations which are not professions). The reasons for this are simple. The remuneration aspect of an occupation is accepted by the trait theorists discussed previously⁶ as one of the distinguishing characteristics of a professional occupation. Society recognises the value of a particular group in society and rewards it accordingly. It was seen also in the general public survey that 42% of the sample made reference to this factor of remuneration in their definition of a professional occupation. Table 3 illustrates this point.

TABLE 3General Population Survey: Definition of a Professional Occupation.

Salary	High Income	Experience Only	Training but no mention of qualifications.	Formal Qualifications and training.
%	%	%	%	%
27.5	14.5	2.5	28	27.5

Before further examination of the rewards of managers and professions in general it is necessary to define what is meant by remuneration and these points were emphasized in the interviews with the employers:

Salary: is a fixed monthly income, reviewed usually annually and based on responsibilities, education, age and experience.

A general bonus/profit sharing: is related to the profitability of the company and is paid to all eligible employees in the company.

An incentive bonus: is directly related to the profits of a particular group of employees usually production personnel or sales staff.⁷

The distinction between these definitions was not always easy to differentiate when questioning employers and when examining other material or managerial remuneration schemes. Basically, the distinction between commission and an incentive bonus is difficult to draw. The main difference lies in the fact that most companies pay commission monthly, or quarterly on the results for that month or quarter, whereas bonus is usually paid once a year on the individuals' level of achievement.⁸ Additional payments and incentives include occupational non-regular awards made to staff especially salesmen. These generally take the form of cash, travel or merchandise awards.⁹ Before remuneration was discussed with any employer it was always established what was entailed in a particular remuneration scheme.¹⁰

In the case of a majority (60%) of employers interviewed, the marketing personnel were always at least as highly paid as other managerial staff and in

TABLE 4.

AVERAGE MANAGEMENT SALARIES, JANUARY, 1975. (B.I.M. SURVEY)

		General Manage- ment.	Financial Account- ing.	Management Account- ing.	Public Relat- ions/ Advert- ising.	Production /Manufact- uring.	Sales/ Market- ing	Sales Market- ing/ (Export only)	Physical Distrib- ution	Personnel /Admin- istration.
Turnover	Other Directors	6695	6626	5000	N/A	6713	6992	6375	N/A	5413
£2m. -	Snr head of function	5307	5443	4932	N/A	5425	6076	5058	5544	4794
£5m.	Other heads of function	3927	4724	3947	N/A	5017	4899	3864	4409	3943
	Snr. Management 1.	4570	3758	3620	4215	4531	4121	5087	3829	3056
	Snr. Management 2.	3505	3541	3911	5199	4205	3986	4329	3612	3728
	Middle Management 1.	N/A	3970	3490	3226	3914	4212	3642	3300	3197
	Middle Management 2.	N/A	2969	3373	N/A	3184	3744	N/A	3285	3041
Turnover	Other Directors	9003	8369	7419	N/A	7936	8144	7688	8089	7907
£5m. -	Snr head of function	6522	6053	5758	5469	6440	6530	5604	5195	5871
£25m	Other heads of function	5371	5428	5037	4877	5126	5294	5712	4412	5368
	Snr. Management 1.	5887	4677	4348	4260	5004	4563	4380	4785	4856
	Snr. Management 2.	4704	4856	4150	4713	4284	4454	4268	4445	4304
	Middle Management 1.	3412	3929	5271	3479	3827	4177	4125	3396	4063
	Middle Management 2.	3156	3644	3702	4520	3238	3360	4525	3009	3026
Turnover	Other Directors	10652	9337	10544	N/A	10043	9618	N/A	9082	9841
£25m -	Snr head of function	9033	8055	N/A	8587	8443	7990	8176	7585	7973
£75m.	Other heads of function	7032	5558	5600	5277	6634	6654	5972	6535	6113
	Snr. Management 1.	5607	5554	5661	5830	5403	5751	5145	5361	5286
	Snr. Management 2.	N/A	5002	5395	5195	4485	5018	5376	4558	4870
	Middle Management 1.	3405	4143	4010	4379	4524	3976	4817	3805	4537
	Middle Management 2.	N/A	3712	4039	4033	4043	3974	4954	3561	3621

20% of cases were more highly remunerated. There seems little doubt, that the value of the marketing function is not under appreciated by employers. This factor was not in the survey proportionately related to size of company either in employers or on turnover. This particular finding agrees with the latest British Institute of Management Survey on management salaries issued in 1975 and listed in Table 4.

That salary ranges in the different functions of marketing are all on a par with other management functions is also confirmed by the recently published Lloyd Report¹¹ in which Table 5 illustrates levels of remuneration:

TABLE 5.

Salary Ranges for Marketing - April 1975 (Lloyd Report)

	<u>Salary Ranges for Marketing</u>	
Merchandise Manager	£	4501 - 6000
Retail Controller		6001 - 8000
Area Sales Manager		3001 - 3500
Regional Sales Manager		4001 - 6000
Divisional Sales Manager		5001 - 8000
General Sales Manager		5501 - 9000
Advertising Manager		4501 - 5500
Market Research Manager		4501 - 6000
Product Manager		4001 - 5500
Group Product Manager		4501 - 7000
Marketing Manager		4501 - 7000
Marketing Director (executive)		8001 - 11000
Marketing Director (board)		7001 - 15000

The Lloyd survey shows that while 37% of the companies surveyed had increased their financial staff during the past year only 13% had found it

necessary to reduce numbers. Marketing personnel have been increased in only 15% of companies and 38% have been forced to cut back. Moreover, the fact that marketing and sales staff represent an average 15% of the total staff employed, compared with accountants 2%, means that marketing staff are more vulnerable to cost cutting campaigns. This means that there are now far fewer openings for graduate recruits into marketing than in the past. These facts also show that although marketing is highly paid it has low security. This indicates that some functions of marketing are regarded as expendable in times of economic difficulty i.e public relations, advertising and even sales. This vulnerability of certain sectors of the occupation does not enhance the "indispensible professional" image to which the occupation as a whole may have aspirations.

While there were minor variations in the findings of the B.I.M. and Lloyd Report on the rate of increase in management salaries, both make the point (and this was continually mentioned in the interviews with employers and managers), that in after tax terms managers of all categories are almost all worse off than they were a year ago. If the marketing man is concerned about the rate of increase in his salary he can take consolation from the fact that his salary level still compares very favourably with that of other managers as Table 4 illustrates. The Lloyd Report concludes that marketing directors were found to be the highest paid directors, but that financial personnel are now more highly rewarded than their marketing colleagues at the middle management level. The comments and figures quoted from the extended interviews on marketing employees pay and other managerial remuneration, together with the other surveys quoted are also substantiated by the 1975 Tack Survey¹² on marketing men's pay and expenses. This covered 677 companies and dealt with not only salary but, commissions, bonuses, cars, car expenses, hotel allowances, entertainment and holiday concessions.

High financial rewards by society to professional occupations as illustrated in Chapter 2, is connected with prestige and status and because of this factor marketing can claim some professional standing. We know

that in both Britain and America there is a distinct difference between the incomes of those in the older, self employed, or higher professions, than those in the newer or emerging professions we have discussed. The latter are generally salaried employees.¹³ The study by Blau and Duncan¹⁴ probably provides the best evidence on which to compare this phenomenon. If marketing is emerging as a "full" professional occupational group in the terminology of Wilensky, then a high income group should be emerging with a differential between the higher occupational functions (selling, market research, teaching) and the managerial or line marketing incomes narrowing. Income or salary, is important to the "professional man", not only because of what it can purchase but also because it is a symbol of recognition or degree of occupation success. Therefore the truly "successful" professional man in the broad social sense of the term, is one who has obtained both economic stability and social recognition. It would seem that the marketing man in the field of remuneration has achieved this. Part of Wilensky's third stage in the professionalization process is to establish and define the occupational function. Both these set standards and norms within the occupation, and help to manage its relationships with other competing groups.

As described earlier in the Chapter the sample frame (Appendix Five, Item 1) was to be a series of extended interviews on a sample of employers. The sample was twenty employers, stratified by industrial classification and in number of employees. There were limitations of time and resources imposed in this exercise which decided the number of interviews. Of the twenty employers interviewed, the average number of employees was 3,138 and ranged from 4 persons to 20,000 persons as given in the following groupings.

SAMPLE FRAME OF EMPLOYERS INTERVIEWED.

<u>Number of Employees.</u>	<u>Industrial Classification.</u>
4	Miscellaneous Services
19	Distributive Trades
30	Miscellaneous Services
35	Chemical and Allied Industries
36	Chemical and Allied Industries
150	Chemical and Allied Industries
180	Miscellaneous Services
200	Electrical Engineering
750	Mechanical Engineering
865	Educational Work
1500	Insurance Banking Business Studies.
1500	Mechanical Engineering.
1700	Food Drink Tobacco
2800	Chemical and Allied Industries
3000	Mechanical Engineering
4000	Metal Manufacture
6000	Chemical and Allied Industries
9000	Gas Water Electricity
11000	Food Drink Tobacco
20000	Gas Water Electricity

Two questions put to the employers were exactly the same pre-coded ones which were put to the general public sample, namely to rate a given list of "professional traits" on a five point scale

<u>Scale</u>	<u>Score</u>
Extremely Important	(5)
Quite Important	(4)
Of some Importance	(3)
Not very important	(2)
Not at all Important	(1)

Respondents were also asked to rate accordingly the degree of "professionalization" of a given list of occupations on a five point scale as:

<u>Scale</u>	<u>Score</u>
An old established professional occupation	(5)
A new professional occupation	(4)
Developing into a professional occupation	(3)
Not a professional occupation at present	(2)
Unlikely to become a professional occupation	(1)

The means and standard deviation for both employers and the general public sample are given in Table 6 for their assessment of traits in a "professional occupation".

TABLE 6.

Employers and General Public (total sample) evaluations (on a five point scale of importance) for selected traits of a professional occupation.

<u>Attribute</u>	General Public	Employers	
A code of ethics	3.455	4.600	Mean
	1.006	0.600	Standard Deviation
Minimum of 3 years training	4.005	4.100	Mean
	0.894	0.911	Standard Deviation
Service to the Community	3.560	3.511	Mean
	0.812	1.001	Standard Deviation
Competence test by examination	3.385	3.610	Mean
	1.206	1.046	Standard Deviation
Backed by a formal organized association	2.435	3.000	Mean
	0.975	1.075	Standard Deviation

The attribute rated more highly by employers was a code of ethics and also there was more consistency in their scores as the standard deviation demonstrates, i.e. 0.600. This leads to the question that has the controversial issue of ethics in business been underestimated? Some of the management functions discussed with employers were known to have a code of ethics or conduct, which if breached can lead to loss of office. The importance of this particular trait, though it was put in a pre-coded question, was often mentioned as being vital in a professional occupation:

"Though we are in business we do recognise there are certain rules of conduct and behaviour which we always adhere to no matter how much we want the order, and how easy it would be to obtain it by dubious methods".

.....Director, Manufacturing Company.

As can be seen there is little difference in the importance attributed between the two groups on the traits. However, employers tended to place competence tested by examination and the role of the professional association somewhat more highly in their ratings. This was possibly to be expected in areas where they are most anxious to obtain the most competent employees and have more dealings with professional associations than the "average" member of society. The fluctuations in the standard deviations for both groups might also be related to these factors. Though in broad terms we could say there is little difference between the two groups, the employers' ratings approximate to a high degree with Registrar General Classes I and II of the general public survey.

It was also decided in the employer survey to ascertain the extent to which they judged the "professionalization" of the same range of occupations given to the public, not only for general comparative purposes, but to decide if managerial occupations especially marketing differed from others significantly. It was stressed that employers should consider the occupation (as with the general public) as "individual

occupations". An occupation may be defined in terms of similarities of activities carried out within a general scheme of division of labour. Such similarities may exist regardless of whether the persons involved are aware of them and regardless of any social relationship between people involved. The results of the employers' ratings on the previously described five point scale of "professionalization", compared with that of the general public, are given in Table 7.

Generally employers rated the considered extent of professionalization higher than the general public sample taken collectively. As with the professional trait ratings, comparisons between the two groups show this tendency may be due to employers being not only better educated as a group collectively than the total general public sample, but the employer would have had more contact with the appropriate managerial occupational association. The association would not only have directly or indirectly carried out better "public relations" exercises with the employers but possibly have made them more aware of the concept of "professionalism". This might possibly be a reflection of employers' views that business management should be regarded as a profession. Also with the large employers interviewed the respondent was always a "professional" person whether "managerial or technical", or the persons who contributed to certain of the questions were in these categories. The employers were certainly more examination and training conscious than the public and of the manner by which an occupation was seen to obtain this characteristic.

We could argue that since a degree of professionalization can be related to the type of association which is established for an occupational group, the existence of an association which seeks to examine members is indicative of a higher level of group professionalization than in those occupations where the relevant association can be classified as a study, protective or co-ordinating association.¹⁵ This might perhaps be part of the reasons for the findings.

TABLE 7

The ratings of employers and general public surveys for the professional development of selected occupations. (Possible range of scores as on previous 1 - 5 scale)

<u>OCCUPATION.</u>	<u>GENERAL PUBLIC</u>	<u>EMPLOYER</u>	
Accountant	4.585	4.650	Mean
	0.494	0.587	Standard Deviation
Chartered Engineer	4.025	4.100	Mean
	0.464	0.552	Standard Deviation
Actor	3.315	3.750	Mean
	1.618	1.650	Standard Deviation
Architect	4.765	4.450	Mean
	0.470	0.887	Standard Deviation
Company Secretary	3.840	4.250	Mean
	0.630	0.851	Standard Deviation
School Teacher	4.035	4.250	Mean
	0.712	1.020	Standard Deviation
Solicitor	4.840	4.800	Mean
	0.394	0.410	Standard Deviation
Marketing Executive	2.815	3.450	Mean
	0.643	0.650	Standard Deviation
Journalist	3.255	3.350	Mean
	1.382	1.200	Standard Deviation
Univeristy Lecturer	4.665	4.200	Mean
	0.570	1.150	Standard Deviation
Army Officer	3.260	3.500	Mean
	1.636	1.390	Standard Deviation
Bank Clerk	1.770	2.650	Mean
	0.960	2.600	Standard Deviation
Police Officer	2.790	2.750	Mean
	1.316	1.300	Standard Deviation
Dentist	4.120	4.450	Mean
	0.408	0.759	Standard Deviation
Estate Agent	2.045	2.600	Mean
	0.835	0.794	Standard Deviation
Social Worker	2.720	2.800	Mean
	0.696	0.670	Standard Deviation
Optician	3.610	3.500	Mean
	0.950	0.946	Standard Deviation

However, there were some interesting differences, the most striking ones were the comparatively higher ratings given to marketing men by employers, also to company secretaries and bank clerks. That these differences were due to greater knowledge and understanding of the occupations in question was made quite explicit in the interviews. Yet despite this knowledge marketing men still only achieve a mean of 3.450, compared to those of the accountant, engineer, and architect with 4.650, 4.100 and 4.450 respectively. The employers had detailed knowledge of all these occupations. Though university lecturer again obtained a high score of 4.200, it was not as high as that given by the general public (4.665). This may possibly be due to an attitude found amongst employers that a "practical approach is always the best one", and some were distinctly suspicious that university lecturers were "out of touch with day to day business decisions". Although more "appreciated" by employers, the bank clerk's progression towards professional status is still very poor (mean 2.650). At this juncture rather than compare their professional association with some of the more "independent occupations" it is perhaps sufficient to note that with bank clerks the most striking feature of their situation is the degree of control over occupationally related activities which is exercised by the employer, i.e. by the policy makers in each banking organization.¹⁶

The next issue raised with employers was an extension of question one in that a longer list of "professional traits" were given, and the employer was asked how they had found each were practised in the five management areas of accountancy, personnel, production, marketing and research. These ratings were again measured on a five point scale namely:-

<u>SCALE</u>	<u>SCORE</u>
Present or Practised to a very high degree	5
Present or Practised to a high degree	4
Present or Practised to some extent	3
Present or Practised to a low degree	2
Hardly ever practised or demonstrated	1

The mean scores for each attribute and for the management functions are given in Table 8.

The mean for each trait shows the employer found the various traits to have existed to a marked degree in each of the management areas. On examination of Table 8, the code of ethics, primary loyalty to colleagues and expertise based on practical experience, rate the highest average scores with 3.69, 3.61, and 3.78 respectively. The first two traits are the classical hallmarks of a profession expressed in all trait and functionalist theories discussed. They are the two characteristics of a "profession" on which most theorists agree. The points came over frequently in the general conversations with employers, that if a man can do a particular job effectively, even at middle or higher managerial levels, even if his paper qualifications are inadequate, or even non-existent, it is not a bar to promotion. As with the general public employers also place emphasis on the ideological and behavioural aspects of professionalization, but as these must be practised in a structured situation with profit/or liquidation constraints, the ability to perform effectively becomes the paramount trait.

On examination of each of the ratings in Table 8 marketing does not score very highly or have any marked low rates. Where marketing has a low score there is a tendency for the other areas to have low scores. However, marketing does have lower scores on most traits i.e.

1. Insistence on a minimum of 3 years training.
2. Competence tested by examination.
3. Support from an effective professional association

TABLE 8

Employer mean scores and standard deviations on the various professional traits that they had found to exist for the major management functions (five point scale)

Trait	Accountancy	Personnel	Production	Marketing	Research	
Following a code of ethics.	4.55 0.51	3.75 0.44	3.05 0.88	3.20 0.83	3.90 0.55	Mean Standard Deviation
Insistence on a minimum of three years training	4.60 0.50	3.30 0.86	2.95 1.10	3.15 0.81	3.75 0.85	Mean Standard Deviation
Consciousness of community service present	3.40 1.09	3.15 1.04	2.75 1.07	2.90 0.85	3.20 0.83	Mean Standard Deviation
Insistence on competence tested by examination	4.10 1.02	3.25 0.85	3.10 0.91	3.10 0.78	3.80 0.83	Mean Standard Deviation
Support from an effective professional association	3.95 1.05	3.35 1.14	3.20 0.83	3.05 1.09	3.65 1.13	Mean Standard Deviation
Primary loyalty to colleagues in same occupation.	4.15 0.81	3.65 0.74	3.55 0.75	3.05 0.75	3.65 0.87	Mean Standard Deviation
Existence of altruistic service	3.45 1.46	3.15 0.93	2.60 0.99	2.85 0.93	3.05 0.94	Mean Standard Deviation
Expertise based on practical experience	3.70 0.92	3.95 0.68	3.80 0.76	3.85 0.67	3.60 0.75	Mean Standard Deviation
Best impartial service always to client/customer	3.70 0.73	3.75 0.78	3.15 0.81	3.00 0.64	3.50 0.76	Mean Standard Deviation

4. Primary loyalty to colleagues in the same occupation
5. Existence of altruistic service
6. Impartial service.
7. Code of ethics.

These traits were accepted as "core attributes" in the examination of sociological theories of professionalization.¹⁷ They are still controversial issues at the current time in marketing. Our examination of "Marketing" Association letters, meetings and activities in the occupation since 1911,¹⁸ demonstrated they have always been so, and still have not been finally resolved. Accountancy as expected contained the highest scores which again was confirmation of the general public's estimation of the occupation.

Low standard deviations indicate the consistency of how employers regard expertise based on experience and a code of ethical conduct as important in business practice. The higher standard deviations for "existence of altruistic service" and "support from and effective professional association" were also stressed in the interviews, with the larger the employer the higher the value placed upon those two traits, and with more consistency with this size of employer i.e. usually over about 700 employees. Again marketing had the most disagreement with employers, on insistence of "three years training" in the occupation and the amount of community service they considered it displayed. However, on the latter point of community service, accountancy and personnel gave similar standard deviation scores to marketing. These findings can be compared to how the general public viewed the service marketing men provided, which varied according to socio-economic status. The higher the Registrar General Classification and the older the respondent with the public, the more opinions and attitudes towards the marketing occupation merge with that of "an employer".

To confirm our initial findings with employers that educational qualifications in marketing are not always insisted upon, a question was put to the employer in the interviews on this aspect of recruitment namely:

"When you recruit for marketing appointments (either directly or indirectly) which of the following qualifications/attributes do you always insist on".

1. No specific educational qualification - but extensive experience in your industry or the function of marketing that the vacancy occurs.
2. The Diploma in Marketing.
3. Any professional qualification - and experience in marketing.
4. Educational qualification to first degree level or equivalent.
5. A post graduate qualification i.e. D.M.S. Master's Degree.
6. A higher degree in Business Studies.
7. A qualification or attribute not mentioned above.

Respondents were asked in addition to make further comments on their reasons for choosing their particular method. Exactly half the employers used the first category i.e. "no specific qualification, but extensive experience necessary in the particular industry or function of marketing". The usual reason for this was that all preferred to be flexible in their recruitment of marketing men. It was also felt that if very high academic standards were laid down they could well put off an able candidate, who though lacking "paper qualifications" might be performing a similar job quite efficiently for another company. The answers to why the employer used this particular method could best be expressed in the following two reasons given by employers.

1. "Paper qualifications, without relevant practical experience are useless, this latter experience can outweigh any qualification. A combination of training in any suitable discipline plus practical experience proved by results is required. When recruiting for qualified people the ability to achieve results based on past record is important. When recruiting for junior staff i.e. trainees in this field, a background of general study plus a

a declared preference for some particular area of marketing, we regard as a sound basis".

.....Chief Personnel Officer (1700 employees)

2. "Until recently, marketing has been staffed from research via technical service, or by recruitment of experienced (not necessarily qualified) people from other companies. Since chemical marketing requires a background of chemical expertise to provide customer service, we are now tending to recruit junior staff with some marketing qualifications and some non-chemical experience, using technical chemists to provide the technical support. Promotion should ultimately mean that marketing is staffed largely by people with marketing qualifications."

.....Staff Officer (2800 employees)

Of the other half of the sample whose policy on marketing recruitment was to ask for more than one of the specifications listed all but two stipulated any professional qualification and some experience in marketing. Only two employers would have preferred a higher degree in business studies, or a post graduate qualification. Of this section of the sample, half would have liked candidates to be holders of the Diploma in Marketing and that he or she should be a member of the Institute of Marketing, but the distinct impression came across when discussing their needs that they would always be prepared to be "flexible" if the "right man" came along. The open ended responses confirmed the findings of the earlier examination of newspaper advertisements and employers' comments and possibly the most interesting comment was that:

"The larger companies are able to attract M.B.A.'s etc and do so, the smaller company puts less emphasis on academic qualifications and are frequently more interested in "own industry experience". It is thus in the smaller company that the problem exists for they need expertise, but are often afraid of the "expert" who may know more than they do. On the other hand I suspect the young M.B.A., D.M.S etc. is pre-conditioned to aspire to household name companies, as the only people who can use his talents. There is an educational need on both sides".

.....Regional Director of an international management consultancy company.

On the question of recruitment for managerial appointments in general the employers were also asked if they:

1. Used an agency/mangement recruitment body.
2. Recruited themselves or through internal channels.
3. Use other known contacts.
4. Or possibly a combination of these methods.

Employers were then asked to give the reasons for using their particular method. The findings were that 60% of employers preferred to recruit themselves or promote internally; 20% used a combination of the methods depending on the actual appointment and the urgency to fill it, 15% preferred to use an agency and only two companies said they had filled positions by directly approaching a man themselves. The main reason expressed by all in the 60% category was that they knew exactly what was required of a particular appointment and considered themselves the best judge of what was needed.

1. "Ensures we get suitable professional personnel who know the industry".

.....Departmental Recruitment Manager.(1500 employees)

2. "We only use an agency for advertising positions in the various media. I consider myself as competent as most agencies to judge the technical ability of applicants and probably better at assessing how any applicant will fit into our team and where he will have to work. Other known contacts are used when appointments are made from within the industry".

.....Area Sales/Service Controller - A nationalised industry.

To conclude on general management recruitment the most popular source of recruitment is undertaken by employers themselves, very often by internal promotion. Newspaper advertisements are the main method of recruitment from external sources. Selection consultants are used where time is not the priority and a certain specialist is being sought, and sometimes journals (both trade and association) advertisements were also found to be satisfactory. It was not felt wise to rely solely on selection consultants. These conclusions are in general agreement with much literature on company recruitment policies.¹⁹

The same question on which method of managerial recruitment was practised was also put to the employers for when they filled marketing management positions. The methods used in marketing were approximately the same, with 75% of the sample recruiting themselves or internally, and the remainder using a combination of the methods concerning the appointment and urgency to fill it. Again the same reasons were put forward, basically that the employer knew what he wanted and particularly with marketing men they could then be trained "into our methods".

1. "Being a specialized industry it takes a certain kind of personnel, and only someone with the basic knowledge of our business could recruit successfully".

.....M.D. Service based company (30 employees)

2. "Internal methods are always attempted first, and to date all marketing vacancies have been filled from within the group, technical knowledge is considered essential to any general marketing appointment, especially sales where a high content of customer liaison/service is necessary".

.....Group Export Departmental Manager.(3000 employees in group).

In conclusion on the subject of recruitment, remuneration and educational qualifications demanded of marketing men, it could be suggested that theory and qualifications in marketing only serve as a foundation in terms of which the professional rationalizes his operations in later practical situations. It is this joining of the professional skill with the prior or coincidental mastery of the underlying theory, that is the true difference between the skills demanded from members of a highly "professionalized group" and other less "professionalized" groups. In the latter instance, there is considerable evidence of a high order of particular skill, and indeed, some "non-professional" occupations involve the exercise of a high degree of skill. Such practice of skill however, can exist independently of any body of theory, so that role practitioners are categorised as "craftsmen" or "specialists" rather than "professionals". The form of the educational process which is undertaken by a group member, thus reflects the extent to which the exercise of the occupational skill demands knowledge of the underlying theory, and the form is thus an indication of the level of group professionalization. Marketing does not appear to be significantly different from the other areas of management discussed in this Chapter, with the possible exception of accountancy in this respect.

It was felt important to ask employers for their views on the professional association representing marketing and what they knew of its aims and activities. Besides the importance sociologically and historically

of an association to an occupation, there are "technical" functions which an association performs which should draw its activities to an employer's attention. Firstly, it can act as an examining and qualifying body. This entails more than testing competence to practise. It can mean supervision of training and educational facilities, organization of classes and special information and even preparation of textbooks. Secondly, it can furnish a continuous supply of technical information in different ways, to many people, committees and organizations both inside and outside the occupation. Thirdly, it can provide a way of keeping members in step with advancing or new knowledge relevant to the occupation.

The answers from employers to the question "What is your opinion of the Institute of Marketing as a professional association for marketing personnel and what do you know of its activities and aims"? fell into two broad categories. Firstly, the employers who did consider it was the professional association for marketing men and knew of its work and secondly, those who did not know of its work, or occupational standing. To this question 85% of the answers came in the former category and 15% in the latter. This is a progressive trend in the professionalization process for marketing as identity problems have always been present, even to the extent of the correct title of the Association, and of what is "a qualified member". These doubts have existed since the early 1920's as we traced in Chapters 4 and 5 and it can be said that only in the last ten years have these difficulties though still present somewhat subsided. The issue raised originally by Carr-Saunders²⁰ that with a few unimportant exceptions professional associations can be said to be exclusive only in the sense they exclude the unqualified, has been a continual controversial issue for the Institute. That marketing has reached the stage where its professional association is accepted by all employers as the authoritative body on all matters appertaining to

marketing and business, as was hoped even before the Second World War by the Institute,²¹ would need a more detailed examination of employers' views, than could be undertaken in this particular survey. However, the responses to this question regarding employers acceptance and knowledge of the Institute with reference to the testing of our hypothesis is some indication of the progress in the third of Wilensky's stages in the professionalization process. Wilensky's point being (in the third stage) the formation of a strong recognizable association is important for the professionalizing occupation, in that it helps to establish and define the occupation group, both to set standards and norms within the occupation and to manage its relationships with competing groups.

The positive answers i.e. the majority who knew of the work of the Institute could perhaps be best expressed by the following comment:

"We know of the activities of the Institute and what it requires of its members educationally, ethically and experience wise. Two board members and several of our sales management group are members who I know attend regular branch meetings. On this basis the Institute is held in high regard within the Company".

.....Chief Personnel Officer (1700 employees)

and the negative ones regarding the Institute:

"Fair, but its status is not high when compared to the older professional associations. It needs to improve its image and as far as activities and aims go, I would have not thought it was sufficiently organized at a local level".

.....Departmental Head (1500 employees)

There was an interesting reply to the question by one respondent, who though he was a marketing man expressed the kind of view which emanated from a number of employers:-

"I have been a member by examination for very many years, and have been chairman of my branch. I think its growth in stature from what it was as the Incorporated Sales Managers' Association to the present form of the Institute has been lengthy and is not yet complete. I feel it is unlikely to be able to speak with the authority of many institutions unless membership is restricted to those holding recognised examination qualifications. This of course is more difficult in the field of marketing than in say medicine, law, accountancy etc., however, I feel it is moving along the right lines especially in its present educational policies and the quality of its "public relations" work is improving. Its internal relationships with its own members leaves a lot to be desired still".

..... Area Sales Controller in a Nationalised Industry.

All occupations are dependent on the individual contributions of those persons who pursue the occupation. However, the effectiveness of an occupation is not gauged by individual efforts alone. The "total efforts" of occupational membership working together with some degree of co-operation must also be considered. The public image of an occupation (including employers) then, is in part individual and in part collective. This collective role played by the Institute can be said to have some measure of success as far as the interviews could ascertain.

Two further issues put to the employers are in some degree connected namely, - "Did your organization have any marketing men as members of

its board or acting as partners"? and "How do you as an employer regard the claims of marketing to be a professional occupation"? To the first question 75% of the employers did have marketing men on the board or as partners in the organization. It was only in three of the smaller companies, that the directors on the board were not executive directors. It is important to remember the stages of evolution that the medium to large sized companies surveyed in this particular study will have gone through, or currently seemed to be going through. Typically they have existed since the nineteenth or early twentieth century, when they started as a family firm. Since then they often went public and had possibly merged with a larger company. The original board will have consisted largely of the company's principal founder and his friends and family, but as time passed a banker or solicitor seemed to have joined the board and occasionally the odd long serving employee. The remnants of this tradition were often found to exist long after effective control of the company has passed into other hands. Increasingly the initiative has transferred to executive directors. It was the existence of the marketing man at this point which was felt to be important. If he was holding his own (numerically) with the other management disciplines, notably accountants and engineers, then this fact would be a further strengthening of Wilensky's first stage, or rather part of his first stage of professionalization, namely that an occupation must emerge and be engaged on full time work. The point is that marketing is establishing itself by functional specialization made possible by institutional changes in the companies, just described. From the number of marketing men who were directors, and from what employers said on this particular issue, marketing appears to be establishing itself as an occupation at board level. It is also interesting to note that in 1948 in the Institute journal "Marketing" a "directors page" appeared, with articles and news for this particular class of member.

The answers to the related question "How do you as an employer

regard the claims of marketing to be a professional occupation?" fell again into the same proportions, though not the same employers as the previous one i.e. three quarters of all employers believed it had some claims to professional status while the remainder said it had not or the claims were very weak. The type of positive answer for marketing being a profession are expressed in the following replies:

1. "Marketing in its broadest sense has a very real claim to be a profession, i.e. it is more suited to corporate management than other service professions such as accountancy"
2. "As I regard many of the various institutes covering the full range of management areas e.g. B.I.M., I.W.M., I.W.S.P., C.A., etc., as setting professional standards of conduct for their members so I regard marketing as a profession, directed by the aims of the Institute of Marketing".
3. "I consider it to be a profession, though I am in close contact with members of the occupation, whereas I would not expect many members of the public would have had this advantage".

and the negative comments for marketing best expressed by:

"It is developing towards professionalization at the top end, particularly in the specialised fields. Sadly it is still seen by many as a seat of the pants business, especially in the smaller company".

The impression that marketing enjoys a good "professional image" among the employers was somewhat reduced when the employers were asked if in their experience their business/professional associates regarded marketing as a "professional occupation". To this question responses to the issue were divided on the considered views of their associates.

It was also the one question that not many of the employers would (or could) elaborate on to any great depth. The impression gained was that most of the employers' associates were in business too, and their views had been formed over a period of years. Respondents said that the more familiar their associates were with the "marketing concept", the more likelihood they considered that their associates were to conclude marketing was a professional occupation

Yet to the issue, does the term "Professional marketing man" mean anything to you as an employer/manager, the response was split into three quarters of the employers saying yes or words to that effect. This question was not only to examine reaction to the existence of a possible "ideal type" career marketing individual, as illustrated for other occupations by studies cited in this work, but to test Durkheim's contention of the professional man's aims and relationships, when he said "their main purpose is just to associate, for the sole pleasure of mixing with their fellows and of no longer feeling lost in the midst of adversaries, as well as for the pleasure of communicating together, that is in short of being able to lead their lives with the same moral aim".²² This sense of professional collegueship or professional consciousness is partially developed in the formal educational setting of a university (which not many marketing men would have enjoyed). However, professional consciousness should be profoundly influenced and reinforced in the working life of the individual by coming together regularly within the occupational framework and presenting the "professional image" to both employer and society. In this respect again the marketing man has had some success with employers though as we saw earlier not to such an extent with the public. Some of the positive replies of the acceptability of the term "professional marketing man" were as follows:

1. "At our level of operations not much, but once a company is at a certain size the need for the "professional marketing man" is without question. It is a term I have seen used in press advertisements for marketing personnel. In short the answer to your question must be yes, though the term professional these days is very much an overworked and over loaded word".
2. "Yes I believe so, especially over the last ten years as markets have become more complex and there is no such thing as an easy sell now".
3. "In the past there were too many university only marketing people effecting the decisions of many of Britain's top companies. Now most employers look for a balance of experience, as in the past many subjective decisions were made with disastorous results".

Before examination of the employers' perception of marketing education and the Institute's recognized professional qualification i.e. the Diploma in Marketing, a question on whether the employers could name or knew of the existence and work of other marketing associations in Britain was included. According to the theory put forward by Bucher and Strauss²³ an important aspect of the development of an occupation and its association is what they call "segmentation". They observed that some occupations developed specialities or sub-specialities within the occupation. According to the theory it begins by a few persons within the occupation taking a particular position on some aspect or aspects of "professional identity", and for Bucher and Strauss all highly professionalized occupations can be seen as a "loose amalgamation of segments which are in operation". Though it might be possible to detect such situations in medicine and even law in Britain today, the position in marketing, relating to this theory is not

so clear. It is basically because marketing could still be "building up in the professionalizing process" and "extending" its claims over certain business areas, as Millerson describes the process. So far as marketing is concerned to date no significant break-away movements have come about, instead it is the opposite. "Break-aways" occurred in accountancy, and in various aspects of engineering and surveying. The problem is that new associations have to compete with established organizations. In the employers survey 80% of employers could name no other occupational association for marketing other than the Institute of Marketing. The only other bodies named were the Institute of Export and the Marketing Research Society, the latter being a "study association" in Millerson's terminology.²⁴

In all sociological literature examined on the professions, the ability for the occupation to establish itself through the educational system and at the same time have its own standards of entry and if possible its own qualifying examination, has been a prime aim of a "professionalizing occupation". Tests of competence are necessary to build professional status, as well as professional standards. Even then examinations are not enough. The qualification must be accepted both inside and outside the occupation, as good evidence of knowledge and experience. The professions as well as other occupations can only make progress as knowledge increases, especially as today many are science based. It is therefore, essential for all in "professional occupations" to continue to study throughout their career, otherwise there is a possibility their knowledge could become obsolete. The questions put to the employers on this subject asked what was their opinion of the Diploma in Marketing both as a professional qualification and as a basic training module for their particular industry. Also what did they know about marketing education in Britain, and if they had any views or opinions on this.

The standing of the Diploma in Marketing, the accepted professional

qualification drawn up by the Institute, was not high. The opinion and attitudes expressed confirmed the initial findings in this Chapter that the Diploma was little known, poorly rated in comparison with other qualifications mentioned and not regarded as essential for a successful marketing man, provided he had the right experience and some other professional qualification or degree level education. This is based on three quarters of the survey making positive statements to this effect. The remainder had no knowledge of the Diploma. A selection of employer comments on the Diploma follows:

1. "A good qualification, but not one to be insisted on. An engineering background/qualification would be more important to us. We do have someone in the department with a Diploma in Marketing, and he is not any worse or better in job performance or as regards promotion prospects than his colleagues, without any such qualification".
2. "Very good basic qualification. The course of studies leading to the Diploma is a good background discipline and gives the student the essentials of the marketing concept, and the basic tools of the trade on which to build experience on".
3. "Naturally I have the greatest admiration for a holder of the Diploma, because it is necessary to be dedicated to get it. Having said that, I do not believe that it follows that the holder of a Diploma is necessarily a good marketeer".
4. "Useful introduction to a marketing career but it must be taken jointly with field sales experience to be of greatest value"

For a qualification that is approximately of pass degree level standard, the general impression was that a degree in any subject would be considered a comparable qualification for a person intending to pursue a career in marketing. The Diploma has now been revised (1974),²⁵ and when this was carried out an extensive publicity campaign was undertaken by the Institute to promote the new syllabus. Meetings were held at polytechnics and universities nationally, and large employers circulated with details. It is perhaps too early to judge the effects of this on students and industry. From searches into the journal "Marketing" over a period of many years the whole question of members in possession of the Association's professional examinations opposing equal membership status to those not in possession of the examination, has been a long and bitter argument. Even at the time of writing (July 1975) there are two letters to the Editor in "Marketing" which perhaps further confirm this survey's findings, both at the extended interview level and newspaper recruitment searches, on the standing of the Diploma:

1. "British Industry however continues to turn out skilled competent, diplomaless marketing men, none the less successful for all their lack of formal qualifications".
a n d
2. "That the Diploma must go on", philosophy is part of the snobbish insistence at Moor Hall that marketing must be considered a "profession" - whatever that may be. To me a man is only a professional in that he does his job for money - just like a dustman".

Regarding knowledge of marketing education available in the country just over half the employers had some knowledge or opinion on the subject and the rest of the sample had no knowledge. This need not be a detrimental factor in the "professionalization process", as

the percentage of the population who know exactly what "qualifies" means in the educational system might possibly be relatively small. A number of occupational grading studies demonstrate, as we saw in Chapter 2, "acceptance" of many occupations can be given without this knowledge. However, any employer would be expected to know something of the educational system in general, and where his management personnel gained their academic qualifications. In general the response to this question was very mixed but many employers did mention that marketing education could commence much earlier i.e. at the secondary school stage. Typical responses to the question came as follows:

1. "I believe marketing education or at least an appreciation of it could start much earlier, such as at school. In general marketing education is adequate, though post-experience courses have been neglected of late because of the emphasis now on diploma and degree level work at polytechnics and universities".

2. "My impression is that it is sketchy. The Institute of Marketing encourages students to take its own Diploma examinations and a few polytechnics and colleges run courses. Ability of instruction varies and there is possibly too much use of part time lecturers, On the other hand the professional lecturers have in my experience difficulty in keeping abreast of constant changes in a dynamic function. I think few people are aware of degree courses in marketing being available and I would consider that higher education particularly in the relationship of marketing's function with computer technology and accountancy is a field worthy of expansion".

3. "It is evolving at about the pace the market demands. This is rather less of a problem than the market demand itself which seems to me to be inadequately stimulated by the business schools or the professional bodies. The real problem is marketing, particularly in an economy that depends on selling for its livelihood and appears in many areas to have a pitifully poor understanding of what marketing can and does do".

These feelings of inadequate educational facilities for marketing, the poor standing of the Diploma in Marketing and the superiority of other management discipline qualifications was further confirmed by employers' responses to the issue that marketing as opposed to the other management functions discussed needed more practical experience for an individual to be a successful practitioner. For 90% of all responses to this issue indicated that marketing needed both theory and practice to be carried out successfully whereas with some management functions i.e. accountancy and research development, theoretical knowledge alone might suffice.

The practical importance of marketing to the employer came out in answer to the question put to them, that of the management functions discussed in the interview, including marketing, which one was considered most critical for the effective functioning of their own particular organization, i.e. the one management area where they had to be that much more efficient than their competitors in order to survive. To this searching question the responses could be divided into four equal sections, namely accountancy, production, marketing or a combination of these three. Personnel and research were not stipulated at all. The answers are best expressed in the following quotations:

1. "Marketing possibly at the moment, for our company is becoming more marketing conscious - especially over the last two years. This is a process which should

continue as the "market" becomes harder to sell in and costs have to be minimised".

2. "It is almost impossible to generalise because every aspect you mention is important. If there were no labour problems or shortages quite obviously marketing is the most critical. However, in today's world the role of production, must have the pride of place by necessity".
3. "Completely integrated effective management is required e.g. there is no point in making a good product if you cannot sell it, but financial control is required for all functions to create stability".

We have analysed marketing in previous Chapters to see how it compared with the traditional characteristics of "professions" and in certain traits it has not always rated as highly as certain other occupations. It was therefore, felt desirable to ascertain if employers as a group saw any relationship between the aims of marketing and business in general. It was hoped in this discussion to raise such issues as values, ethics, loyalties, responsibility to the community, and loyalty to colleagues, These issues are especially relevant in marketing as it is basically practised in an organization of some description. It has been described as an "ascriptive occupation", one where the task commitment is performed in a monopolistic organization which determines status, evaluates ability according to organizational requirements, and delineates through a process of selection and designation, the precise area within which an individual might carry out his duties. If certain values are seen to exist in marketing and indeed in business in general we can stress less validity on the model of the "free professional" accepted so widely, as a means of comparative analysis in the study of professionalism.

Since bureaucratic administration is "essentially control by means of knowledge,"²⁶ there can be a danger when examining an occupation that functions in an organization of underestimating the significance of "profession" as a sociological category relating to that particular occupation. Also any evidence of role conflict or status incongruity, is usually attributed to the individual's membership of the two separate institutions of "profession" and "organization" and often interpreted as one of the dysfunctional consequences of bureaucratization.²⁷ The answer to this question it was hoped might give evidence that in spite of organizational pressures and business priorities of profit and efficiency, marketing could still be said to practice certain professional traits and attitudes. An over whelming majority of the employers (90%) said they could see a relationship between the aims of marketing and business activity generally. That they could see no reasons why the values of responsibility to the community, the company and colleagues should present any conflicts of loyalty. Employers generally appreciated that while they accepted a "professional man's" loyalty ultimately would be to his peers, in their experiences, the aims of the discipline and the company were in agreement on most matters. Typical replies to this important question came as follows:

1. "I can see no basic conflicts between the aims of marketing and business in general. In my experience marketing men do practice a code of good conduct, though I consider a marketing man's prime loyalty like those of other employees must be to his employer. This is no different to a lawyer acting for his "client" - in that respect he is against his own professional colleagues who are acting for the best interest of their clients. There is no reason why marketing men should not be responsible to the community as other professional men. In my own dealings with marketing men, however, I have not sensed

a great deal of professional loyalty. This I believe is because they work in isolation from other marketing men and their employers on whom their livelihood exists can often have very conflicting interests, with other competing companies."

2. "There should be no conflict at all. If a business wishes to be successful whether providing goods or services it depends in the long run on winning and holding regular customers. It can only achieve success if it provides these goods and services which its customers or potential customers require and value. The essence of marketing is customer orientation of the business, and providing goods and services that are required at a price acceptable to the customer, and it is necessary to have policies and ethics that the price chosen and marketed at, ensures a fair profit to enable the company to continue and provide employment for its staff".

3. "The function of marketing and its relationships with business in general as I see it should be to match the capacity of a company with the needs of the community (either industrial or private). By relating demand for a product to supply of that product the ends of the producer are met (company loyalty) and the consumer is satisfied (responsibility to the community). If the methods used are ethical the professional loyalty is satisfied, as are values, assuming that quality and price are fairly related".

Though 60% of the employers did have separate marketing departments, the importance varied according to the total number of employees in the company. As a total sample the average number of marketing functions performed was six the most common being sales management, market research, sales training, customer service, product planning and publicity/ advertising. The larger the company the more likely it was to employ specialists in each of the given fields.

Conclusions.

From the evidence of this Chapter we can say the marketing occupation is held in higher esteem by employers both professionally and socially, than was found to exist with the general public, though all the occupations mentioned were given higher ratings by employers on "professionalism" than by the public sample. Employers also placed more credence on the possession by management functions of the various "constituents" of a professional occupation. There is little doubt on the basis of employers' views of the validity of Wilensky's first criterion that the occupational group has emerged engaged on full time work on a given set of problems. However, as mentioned this would appear to have come about by functional specialisation, made possible by institutional change, rather than a switch from the role of amateurism to professionalism as occurred in some occupations, or even from the specialisation of knowledge within an existing institution. In all instances a new occupational group is likely to demarcate its own position, which marketing via the Institute and its educational policies is attempting to do, but it appears with limited success to date. Yet employers do fully appreciate the field of activities covered in marketing. Professionalization seems also more likely in cases where the new occupation already has some connection with an established profession or discipline, either through the subdivision of an existing body of knowledge or through working closely with another profession. Marketing in its business activities has had certain advantages here with employer recognition and acceptance of the occupation.

The important points to emerge from the employer survey indicate that employers in practical terms of recruitment place little value on the institutional trappings of professionalism so far as marketing is concerned. Employers could also be acting as a barrier to professionalization in the light of their views of marketing men. This emphasizes the difficulty which an "ascriptive" occupation has to contend with in its claims for professional status. Employers also see the Institute of Marketing and its "occupational qualifications" i.e. the Diploma in Marketing as largely irrelevant in the pursuit of their organizational goals. Many of the factors analysed in the survey are criteria directly relating to Wilensky's points of how a developing professional occupation must stabilize its position in society. At the same time it will have to agitate for public recognition and legal support for its control over entry and modes of practice. These "on going processes" are as described by Wilensky. Once marketing can secure and stabilise its position as it seems to be doing with employers, with society at large, by the establishment of better training and selection procedures the second and possibly the most important criterion advanced by Wilensky will have been satisfied. To examine these issues further we now look at the practitioners of the occupation. This follows in Chapters 9 and 10. In these Chapters an extensive survey of the Institute of Marketing is analysed in pursuit of our objectives discussed in Chapter 1.

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PART THREE

(The Current Situation)

CHAPTER NINE

Survey of the Practitioners of Marketing: Part One

- (i) Introduction
- (ii) The Pilot Survey.
- (iii) Methodology of the Main Survey.
- (iv) Analysis of Findings.

Introduction

The object of the survey of the Institute of Marketing was to provide data on the practitioners of marketing and was the last part of the "comprehensive" analysis of marketing's professionalism. This survey had a dual purpose. Both descriptive data and professionalization issues were to be examined to provide comparative material with the other three parts of the methodology employed, namely the perceptions of the public, employers of the occupation and the historical development of professionalism in the occupation.¹ No occupation can become a profession unless its practitioners desire that the occupation follows a particular course in its evolution. The motivation for professionalization must be present. Thus the perceptions of the practitioners is an important aspect of the process. When "subjective" is referred to in this Chapter it is referring to this particular self evaluation factor by the practitioners. It is appreciated that the Institute of Marketing does not have a monopoly of marketing practitioners in the country. However, as we discussed in Chapter 3 the Institute is the largest occupational association for marketing. The total number of marketing practitioners in the country as with many occupations can never be fully ascertained. The Institute of Marketing survey was thus one of the logical reference points for the objectives of this study.

According to trait and functionalist theories on professionalization the attitudes, actions and status of practitioners within an occupation are always critical for establishing that occupation's claim to be a "profession". Whatever definition of profession is considered, the views, attitudes and opinions of the practitioners are central issues. Despite the number of definitions and theories of professionalism that have been examined in this work, all can be grouped into one of the four classes of definitions outlined by Cogan.² These are firstly, arbitrary and applied definitions, secondly definitions expressed in terms of power and prestige, thirdly that of professions as formal associations, and fourthly definitions expressed in terms of techniques of internal regulation.

Whichever of these is accepted the role of the practitioner is an important and determining factor.

There are possibly four sociological works on professionalism where the roles of the practitioners assume a major part of the professionalizing process. In this main survey, some of the propositions put forward by these works will be examined for their relevance in an occupation where lines of demarcation between "qualified and unqualified" and job specification and company expectations are ill defined and vague. The classical study of Carr-Saunders and Wilson³ is the first of these four where it was stressed there should be important bonds between the practitioners i.e. in their views, attitudes, opinions and social backgrounds and that these would be expressed openly by means of the formal or professional association. A number of the open-ended questions in the practitioner survey, attempt to bring such issues out. The basic ideas of Carr-Saunders and Wilson were also elaborated on by Goode⁴, when taking the functionalist approach he sees a "profession" largely as a relatively homogeneous community. The members share identity values, common definition of role and a number of shared interests and pursuits, which again the survey attempts to obtain information on. Gross⁵ expresses similar ideas of shared attitudes towards clients and society and the formation of informal and formal associations, but he went further when he maintained that these colleague relationships need to be fostered by common control of entry to the occupation and the development of a "unique" mission ideology among the practitioners. The last major study on professionalism which stresses the practitioner role can be seen in Greenwood's⁶ work especially where he lists the traits of a professional occupation.⁷ One of the most important of these is the degree to which an employer permits the practitioner professional autonomy in relation to training and practice. This relationship between educational selection criteria, "on the job training", and entry into professional group membership is a complex one. The questions in the survey relating to this issue and related ones, do attempt not only to

provide basic descriptive data, but also information on educational qualifications and career patterns in the occupation.⁸

Other sociological issues, that it is hoped this main survey would raise, are the points made at various times by Gross,⁹ Hall,¹⁰ and Johnson.¹¹ These are that as an occupation approaches professional status important changes occur in the relationships of the practitioners to society of large, i.e. obligations, group identity and an ethic of service to society. Also that the "professional occupation" has a system of formal and informal relationships which create its own sub cultures requiring adjustments to it as a pre-requisite for career success, and that these relationships will quickly disseminate any advances in theory or practice to colleagues. In marketing, examples of these relationships are possibly between holders and non-holders of the Diploma in Marketing, whether one has had direct sales experience or time spent in one function. There is also¹² the development described by Hall and White that as the occupation develops into a profession it becomes a "whole social environment", nurturing characteristic social and political attitudes. The professional internalizes these values and symbols if he is to succeed in his chosen career. Though the main object of this particular survey was not to obtain comprehensive material on these issues, nevertheless, it was hoped if such processes are occurring in marketing, it might be possible to detect their existence or commencement in some of the answers to the open ended questions in the survey.

Two other issues were to be examined as they related to marketing. These have also been analysed for other occupations by McCormack¹³ and Westby.¹⁴ In some occupations, for example pharmacy and opticians, there may be markedly conflicting values existing. These are between "money making" and "public service", which must be resolved during training and the socialization period the aspiring practitioners must pass through. This will then give a better psychological and social

commitment to a professional career. The desire to give a "public service" does exist in marketing and in the survey the practitioners demonstrate the existence of this aspiration. The other issue is possibly even more relevant to marketing namely that the career expectations of the individual practitioner can be undermined because others do not see the job as noteworthy or important in status terms. On this particular point it was hoped the survey would confirm or deny what the practitioners thought, especially in view of how the general public had perceived the occupation.

The last two issues on which it was hoped the survey would continue to provide data had been central to the survey of the general public in those of ethics and social class. The public did not consider marketing men in general were concerned about ethical practices. However, Wagner¹⁵ has suggested in his study of engineers that the real measure of progress in ethics for an occupation is not the number of cases that are detected and punished, but in the evolution of clear principles of conduct which are then accepted by a majority of the occupation as right and worthy of support. He is almost suggesting that an unwritten but adhered to code is sufficient in professional occupations, a type of Sumners¹⁶ "mores". It was hoped some direct questions on ethics would elaborate on this issue. The other subject of interest was social class, and though this was a secondary aim of the survey, the relationship of social class in the professionalization process has been accorded a determining factor by some sociologists. Kadusbin¹⁷ maintained that by being socially nearer to its prospective clientel a profession is more likely to be professionally consulted, and Stouffer¹⁸ among others has suggested that an individual's career is shaped by his social aspirations. Thus social class and social mobility, both intra and inter generational can be, if not determining factors in the professionalization process, at least influential catalysts in the individual's "career pattern".

In conclusion the basic object of the practitioner survey was to obtain data which would assist in helping us to gauge further the extent of

professionalization in the marketing occupation. A further objective was to obtain descriptive information about the composition of the occupational association's membership and members' work.

The Pilot Survey.

For purposes of piloting the survey of practitioners there were two options available. The total membership of the Institute was approximately 16,000. We could therefore either randomly select about 400 members on a national basis or alternatively select a "typical branch" and contact every member in that branch (to cover about 3% of our universe). The latter course was chosen for a number of reasons. If a branch were used the data could be added to the main survey, whereas with a random selection, a member might possibly receive two questionnaires and thus be less likely to complete the main one. Any branch selected also had current printed "mail out labels" which were available from the Institute. It was in addition, felt desirable that a local branch might be used, as proximity to the University might raise the response rate. Therefore, if members experienced any difficulties with the questionnaire contact with the University would be easy. The South Staffordshire Branch was eventually chosen. It was not only the correct size (349 members) but the region had no unusual features that might have biased the results. These would be such features as a predominance of rural industries (East Anglia Branch), too many specialized industries or services (Central London Branch) or contain too many specialized marketing practitioners (Overseas Branch). The description of the pilot survey which follows has been kept brief as many of the issues that are raised relating to professionalism are discussed in detail in the main survey, in the second half of this Chapter and in Chapter 10.

The questionnaire was compiled as detailed in Appendix 6 Item 1 and an explanatory letter was added to the first page of the questionnaire, outlining the aims and purposes of the survey. It was especially emphasised that our work had the support of the Institute and the Director General, and that we would be pleased to pass on the results to members when it was

finally published. The aim of the pilot and main survey of the practitioners was to provide data not only on the practitioners' notion of professionalism as they related the concept to their occupation, but also to obtain information on their attitudes to a range of issues related to professionalism such as education and the role marketing was seen to play in business and in the economy in general. In carrying out these aims it was also intended to gather a substantial amount of descriptive statistics on the membership composition. The following were the main issues to be investigated:-

1. The educational and social composition of members.
2. The basic characteristics of an individual's organization, what role he played in this, and the range of marketing functions he performed.
3. The members' views on a range of professionalization issues e.g.
 - (i) What was ~~their~~ considered prime requisite for membership of the Institute?
 - (ii) Did they perceive marketing as a professional occupation?
 - (iii) Did they think their colleagues perceived marketing as a professional occupation?
 - (iv) Did members have any reasons why marketing in their opinion was not an established profession?
4. The attitudes and opinions that members held about marketing education in the higher and further sectors of the educational system.
5. The role the Institute was seen to play in the occupational structure.
6. The obtaining of attitudes on a given range of attributes considered necessary for a successful career in marketing.
7. The importance attached to an established code of ethics.
8. The career aspirations of members.

9. The role marketing was seen to play in our present economy.
10. The opportunity for a member to express any opinions or comments on the survey or about marketing in general.

As can be seen the first page carried the emblems of both the University and the Institute to attract immediate attention. A short covering letter as shown in Appendix 6, Item 2, was also sent, which stressed the academic purpose of the work and that the respondent need not give his name. Also, if any difficulties arose over the purpose of the work or how to answer a question he could telephone myself at my home and I would be pleased to assist. The main purpose of this letter was to emphasize the non-commercial nature of the survey, for in recent months a number of companies had used the member lists for direct mail purposes. A prepaid addressed envelope was sent with each of the questionnaires.

One month before the pilot survey was mailed a pre-pilot survey was carried out by the writer amongst 30 marketing men and based on their responses, minor alterations were made in the layout of the questionnaire and in the wording of some of the questions. It was estimated that in the pilot survey approximately 350 forms reached their destinations. Eight were returned "not known" and two members said that they had moved to another sphere of management and declined to answer the questions. After 5 weeks a 32% response rate was achieved.

The result was 108 completed forms. No follow up letters or telephone calls were made. A further three came in after the analysis had been completed. The high percentage giving their names was surprising in view of the covering letter which stated that question 1. was optional in view of the academic nature of the survey. The 8.3% of the sample expressing the desire to know something further of the results was also felt to be encouraging. Though my home telephone number was given on the covering letter no one telephoned but on two questionnaires which were both from local men the invitation was given for me to telephone them if I desired to

ask any further questions.

The average age of the members in the pilot survey was 40.7 years, and the range extended from 23 years to 61 years which confirmed the stipulation for membership of the Institute that evidence must be produced of a minimum of three years practical experience in any of the specified functions of marketing including at least one year in a position of marketing management. The distribution of ages in the sample was as expressed in Table 1.

TABLE 1.

Age Distribution of Members in Pilot Survey

<u>AGE RANGE</u>	<u>NUMBERS</u>	<u>CUMULATIVE FREQUENCY</u>
21 - 25	4	4
26 - 30	15	19
31 - 35	17	36
36 - 40	13	49
41 - 45	14	63
46 - 50	23	86
51 - 55	7	93
56 - 60	7	100
61 - 65	3	103

The percentage rates of the survey for when members completed their full time education was as follows in Table 2.

TABLE 2.

Pilot Survey - Age at which members ceased full time education

<u>AGE OF CEASING FULL TIME EDUCATION</u>	<u>AS % OF SAMPLE</u>
YEARS	
14	12
15	14
16	21
17	19
18	15
20	4
21+	15
	<hr/> 100 <hr/>

This pattern was as expected from the data on the age patterns, reflecting on the large number of members over the age of 40 who would have left school at an earlier age. On educational qualifications and professional qualifications the sample was divided as in Table 3.

TABLE 3.

Pilot Survey: Educational and Professional Qualifications

Possessing 'O' Level or equivalent	-	72%
" 'A' Level or equivalent	-	34%
" O.N.C.	-	22%
" H.N.C. or Pass Degree	-	7%
" Higher Degree	-	3%
" A "Professional" Qualification	-	30%
" The Diploma in Marketing	-	39%

As expected the younger ages were better qualified both academically and professionally. It was surprising how many members (30%) were in possession of a "professional" qualification, other than the Diploma in Marketing, compared to those holding the Diploma (39%). These "professional qualifications" were usually membership of the British Institute of Management or various engineering institutions. The 61% who were not in possession of the Diploma in Marketing demonstrates the importance of "equivalent qualifications" in gaining membership of the Institute and the importance placed on practical experience in one of the functions of marketing.

Members were asked how long they had held their present position and there was a response rate of 76% to this question. The average time spent in their present position was $3\frac{1}{2}$ years approximately. The longest being 35, 22, 18, 17 and 15 years respectively. However, if these long services are excluded the average time spent by members in their present employment was $2\frac{1}{2}$ years. Only 5% of the previous appointments

held by members were not directly concerned with marketing. These figures support the view that marketing men are very mobile not only geographically, but job wise. However, the total number of years that each member had been engaged in one sphere or another of marketing showed far more consistency. The average time spent in marketing was 16.3 years. The distribution was as follows in Table 4.

TABLE 4.

Pilot Survey: Members' years spent in Marketing.

<u>YEARS SPENT IN MARKETING</u>	<u>NUMBERS OF MEMBERS</u>
2 - 5	9
6 - 10	30
11 - 15	23
16 - 20	20
21 - 25	13
26 - 30	2
31 - 35	1
36 - 40	6
41 - 45	4
	<hr/>
	108
	<hr/>

Of the areas of marketing for which members were personally responsible the following patterns emerged as Table 5 illustrates.

TABLE 5.

Areas for which members were personally responsible in the Pilot Survey.

Field Sales Force	38%	Product Planning	28%
Market Research	61%	New Products	33%
Distribution	19%	Packaging	15%
Sales Training	34%	Customer Service	51%
Publicity/Advertising	51%	Marketing/Planning	56%
Educational work	11%	Sales Promotion	60%

These figures are important from the viewpoint that one of the most frequent criticisms by members on why marketing was not seen as a profession by outsiders, was their inability to distinguish between selling and marketing. Field sales force activities was the direct concern of 38% only, yet market research, publicity, customer service, marketing planning and sales promotion were the concern of 61%, 51%, 51%, 56% and 60% respectively. Also 83% of the sample members were concerned with 6 or more of the listed marketing functions. The belief that a marketing man is solely a selling individual was not justified by these figures. Also the range of subordinates both direct and indirect to members supports this fact of the range of marketing activities and degree of expertise needed. The number of directly responsible employees ranged from 1 to nearly 400 with an average of 13 employees and indirectly responsible employees ranging up to 1,000 individuals with an average of 87 persons.

As noted the Institute requirements for membership requires both management experience in a marketing function and the stipulation of academic standards for younger aspirants, or a combination of both. It is interesting to note that when members in the survey were asked whether a paper qualification (i.e. Diploma in Marketing, appropriate, degree etc), or practical experience should be

the prime requisite for membership of the Institute, only 2% considered the paper qualification the most important factor. However, 16% considered practical experience only as the more important. The majority (82%) considered both were essential for membership. This issue is a very important one. It was also reflected in the answers to the question to members on whether they considered marketing to be a "profession" such as medicine, law, teaching and accountancy. To this question 22% considered marketing to be a fully established "profession", whilst only 7% considered it was not. The majority (71%) considered marketing to be in the process of developing into a profession. Members were also asked if in their experience "others" considered or regarded marketing as a profession. To this question 60% said that "others" regarded marketing as developing into a profession, 32% did not regard it as a profession and only 8% said in their experience "others" regarded it as a profession.

To analyse further the notion of professionalism, members were given a series of attributes for success in marketing and asked to rank these in order of importance. The results were as follows in Table 6.

TABLE 6.

Figures are percentages of members in the Survey.

	Extremely Important	quite Important	Of Some Importance	Not Very Important	Not at all Important
Practical experience in large company.	24%	34%	32%	8%	4%
Personal characteristics	52%	36%	11%	1%	0%
Work in Varied Marketing Departments in Companies.	19%	32%	42%	4%	3%
Lengthy period in Sales Representation	15%	30%	32%	18%	5%
Personal contacts in the industry.	17%	33%	22%	18%	10%
In-company sales courses.	6%	27%	42%	18%	7%
College based courses (E.G.D.M.S)	8%	34%	40%	16%	2%
Frequent job changes.	5%	8%	28%	42%	17%
Membership of the Institute.	14%	26%	34%	14%	12%
Possession of the Diploma in Marketing.	15%	23%	32%	21%	9%
A professional code of conduct.	42%	24%	23%	9%	2%
Employment in a growth industry.	17%	38%	28%	12%	5%

A majority felt that personality was a vital attribute in marketing, for 52% regarded it as extremely important and 36% felt it was quite important, only 1% of the sample thought that it was not very important. This was perhaps to be expected in an occupation where the practitioner must very often influence the course of events (based on his knowledge or experience) by his personality. This is particularly applicable if the practitioner is engaged in the selling, advertising or public relations functions. The "professional code of conduct attribute" ranked high in the responses with 66% of members considering it to be extremely or quite important, and only 11% felt it not very important.

As can be seen from Table 6 "in company" sales courses and "college based courses" did not obtain high scores in the ratings. Membership of the Institute and possession of the Diploma were felt to be at least of some importance by the majority of the sample but members degree of importance were evenly spread across the scale. Despite the data on job mobility given in Table 4, members did not attach too high a degree of importance to this factor for success in marketing. "Work in varied marketing departments" within the same company scored higher, such a move being interpreted as more beneficial within the company organization than moving about outside it from job to job. This would no doubt depend on the size of the company, but members did feel by a large majority that practical experience with a large company was important for success in marketing. However, as will be seen from the main survey a substantial minority did particularly mention the valuable experience to be gained from working in a "small company". The essence being on the "all round picture" of the management cycle that can be obtained from such companies. Other attributes such as personal contact in the industry or trade, lengthy period in sales representation and employment in a growth industry as can be seen from the table were fairly evenly distributed for each of the three on the degrees of importance. Further attributes mentioned by respondents themselves as being important for success in marketing were noted and used as a basis for extending this part of the

questionnaire for the main sample.

On the issue of if members considered marketing already to be an "established profession" 70% considered it not to be so and almost everyone of these gave reasons why they held these opinions. It is difficult to describe how members felt on this question but perhaps the impression that both other management disciplines and the public, did not fully understand what the functions of marketing were, and what the occupation is trying to achieve, could be the best way to summarise the situation. The basic criticisms were as follows:

1. That senior management did not fully appreciate or understand the principles and practice of marketing.
2. That to many people the name marketing can be applied to any one remotely concerned with selling.
3. As its members work in so many different areas its definition is vague.
4. It is associated in the public's mind with undesirable aspects of selling i.e. high pressure consumer selling, pyramid selling, door to door sales, American methods of selling etc.

Members were also asked if as marketing men they had ever experienced any serious ethical problems in the course of their work such as promoting a product or service they did not believe in, or even thought harmful. The overwhelming majority of 85% had not experienced any such problems, and of the 15% who had their various experiences are discussed later in this Chapter. Of this 15%, only 2 members declined to say what these ethical problems had been. Very few marketing men in the sample had experienced any ethical problems in the course of their work, or if they had would not mention them.

Following the pilot survey some extra questions were added to the questionnaire and some alterations made to others. The final questionnaire went out to members of the Institute in the form shown in Appendix 6, Item 3. The extra questions which were put into the final questionnaire were two concerning attitudes towards the Institute of

Marketing. Another asking what specific professional qualification a member was in possession of other than the Diploma in Marketing and also to name the title of their father's occupation. This last question acted as a check to the question which asked if their father's occupation was related in any way to marketing. In the final questionnaire extra attributes that were considered necessary for a successful career in marketing were added to the existing list. These additional attributes were understanding of customers' needs, entrepreneurial flair, loyalty to colleagues and practical experience in a small company.

Methodology of Main Survey.

The survey of the Institute of Marketing was carried out on a national basis in June and July 1974. The pilot survey having been carried out approximately one year before and analysed six months previously. As with the pilot survey it was hoped the data collected would give information on a number of professional and related issues besides providing descriptive material on the membership composition. The questionnaire which finally went out, again had an explanatory letter of the aims of the survey on the first page, the emblems of the University and the Institute, and special emphasis in the wording that the work had the support of the Institute and the Director General. It was also mentioned that the results would be forwarded to any member who might be interested.

The basic stages of the main survey were as follows:

1. Pilot Survey analysed and written 1973.
2. Amended questionnaire drawn up early 1974.
3. New questionnaire: pre-main survey tested on a small number of cases.
(thirty lecturers and practising marketing men).
4. Minor amendments made as a result of stage three.
5. An 8,000 random mail out i.e. to every other member of the Institute,
in June and July 1974.
6. Autumn 1974 coding and analysis commenced.
7. Spring 1975 coding and punching completed.

	<u>London Central</u>	<u>Royal Counties</u>	<u>Overseas</u>	<u>Manchester</u>	<u>Birmingham</u>
Response rates %	24.48	24.56	15.28	31.20	40.23
	<u>Croydon</u>	<u>Leeds</u>	<u>Bristol</u>	<u>London Airport</u>	<u>West London</u>
Response rates %	26.65	37.72	21.13	33.95	13.48
	<u>Beds, Herts, Cambs.</u>	<u>Essex</u>	<u>Glasgow</u>	<u>Merseyside</u>	<u>North London</u>
Response rates %	33.98	18.23	21.77	24.84	29.32
	<u>Nottingham</u>	<u>Kent</u>	<u>North East</u>	<u>Sheffield</u>	<u>Sussex</u>
Response rates %	32.36	40.90	25.55	36.71	30.04
	<u>Wessex</u>	<u>Leicester</u>	<u>Edinburgh</u>	<u>North Lancashire</u>	
Response rates %	24.38	40.59	40.99	31.67	
	<u>N. Staffordshire</u>	<u>East Anglia</u>	<u>S. Wales & Mon</u>	<u>Hull</u>	<u>Teesside</u>
Response rates %	21.24	21.84	41.95	44.05	29.04
	<u>Coventry</u>	<u>Northern Ireland</u>	<u>South Staffs.</u>		
Response rates %	47.20	63.06	32.95		

TABLE 7.
Response rates of Branches

8. June, July and August 1975 computer runs for statistical analysis.

9. Analysis and conclusions during Autumn 1975.

The response to the pilot survey had been 32.9%. It was hoped to obtain at least the same response rate with the main survey, as some publicity on the survey and the requesting of members' co-operation was carried out by means of the journal of the Institute "Marketing", one week before the questionnaires were despatched. The basic sampling problem encountered was that for internal technical reasons the Institute could not issue a complete list of members to any outside organization. It was only able to send out the forms on my behalf on any basis or number wanted. This meant that it would not be possible to send any follow up letters to non-respondents. The only way to secure adequate coverage was therefore to make the survey as large and random as possible. The total membership was approximately 16000 members, so it was decided to mail out the questionnaire to every other name on the Institute lists, enclosing as with the pilot survey a prepaid envelope. The forms and envelopes were prepared and sealed at the University and then taken to the Institute who subsequently sent out 8,000 to every other name on the current membership lists. The South Staffordshire branch was not mailed as it had been the subject of the pilot survey.

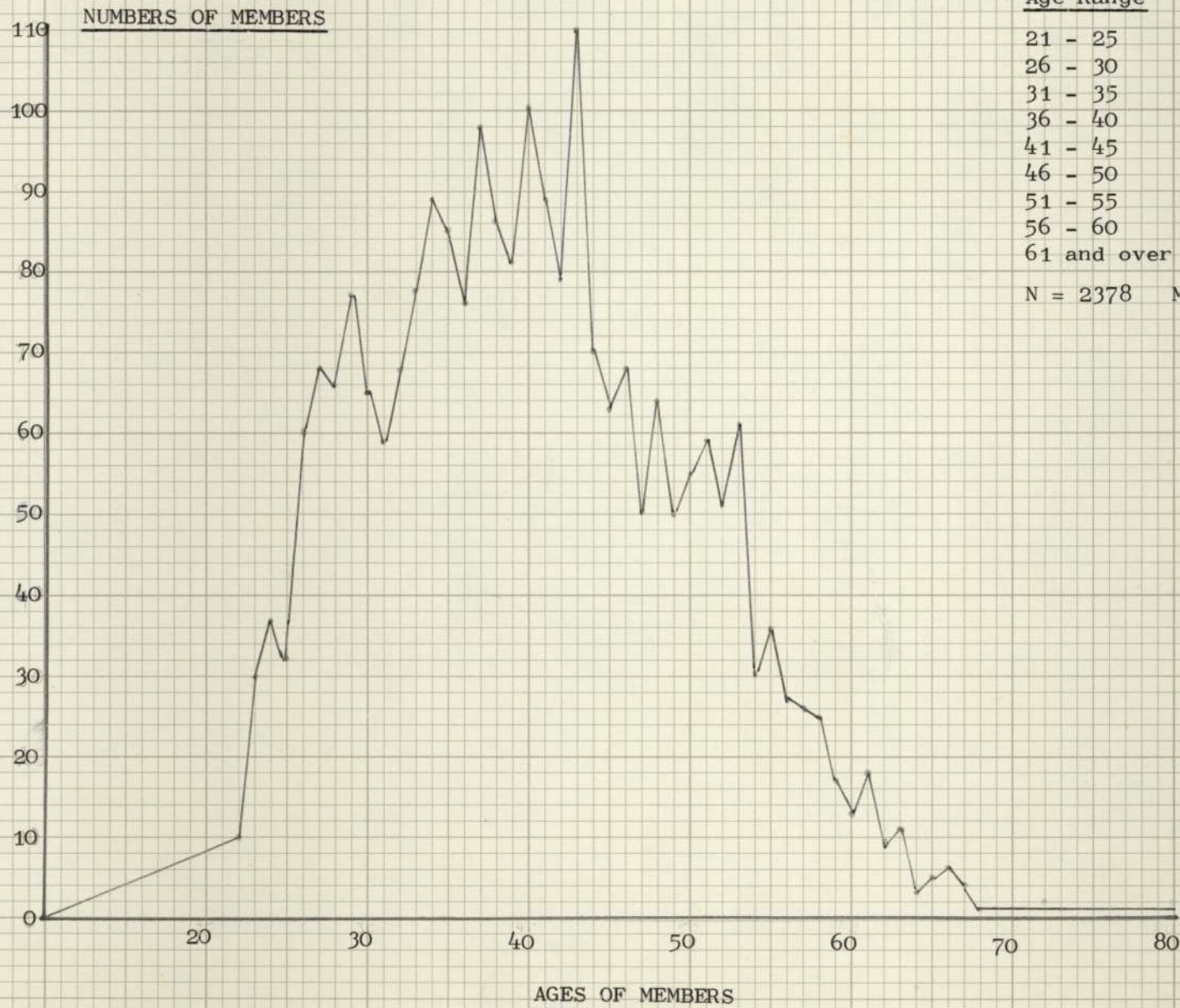
Analysis and Findings.

The final response rate after three months was 31.46%. For purposes of analysis, the pilot survey was included where questions were comparable. Where the pilot survey has not been included in a question it is noted in the relevant table. This gave a response rate of 31.52%. The distribution of responses on a national branch breakdown is given in Table 7.

Once the survey file had been created on computer storage, in view of the large number of punch cards (nearly 8,000) and despite the fact punching and coding had been checked twice, it was decided to run an initial programme through the computer to establish that all initial descriptive and therefore subsequent statistics would be correct, i.e.

that all variables given were in the correct parameters. This would ensue that certain variables would not contain any incorrect data i.e age would tally with time spent in marketing, or numbers in a company marketing department would be consistent with the total number of employees in that company. This programme also identified any punch cards that were out of sequence, for each case had three cards, and if one was not in correct order the data on that particular case would be incorrect, though not necessarily detectable from examination of the variables produced if they fell in the correct parameters. These initial runs identified a number of such errors which were corrected. The final corrected file was thus as near error free as could possibly be devised and checked.

The average age of members (arithmetic mean) was 40.29 which approximated with the pilot survey where the average was 40.70 years. The distribution of these are detailed in Table/Graph 8. Table/Graph 9 shows the ages at which full time education ceased. Though the mean in Table/Graph 9 was 18.17 years, 63% of the sample ceased full time education between 15 years and 18 years which indicates an "average educational attainment" score of 3.95, as shown in Table 10. As with the members of the pilot survey much of this further education was gained via evening school and sandwich courses.



GRAPH AND RANGE OF MEMBERS' AGES

TABLE/GRAPH 8.

TABLE/GRAPH 9

GRAPH AND RANGE OF AGES WHEN MEMBERS CEASED FULL TIME EDUCATION

NUMBERS OF MEMBERS

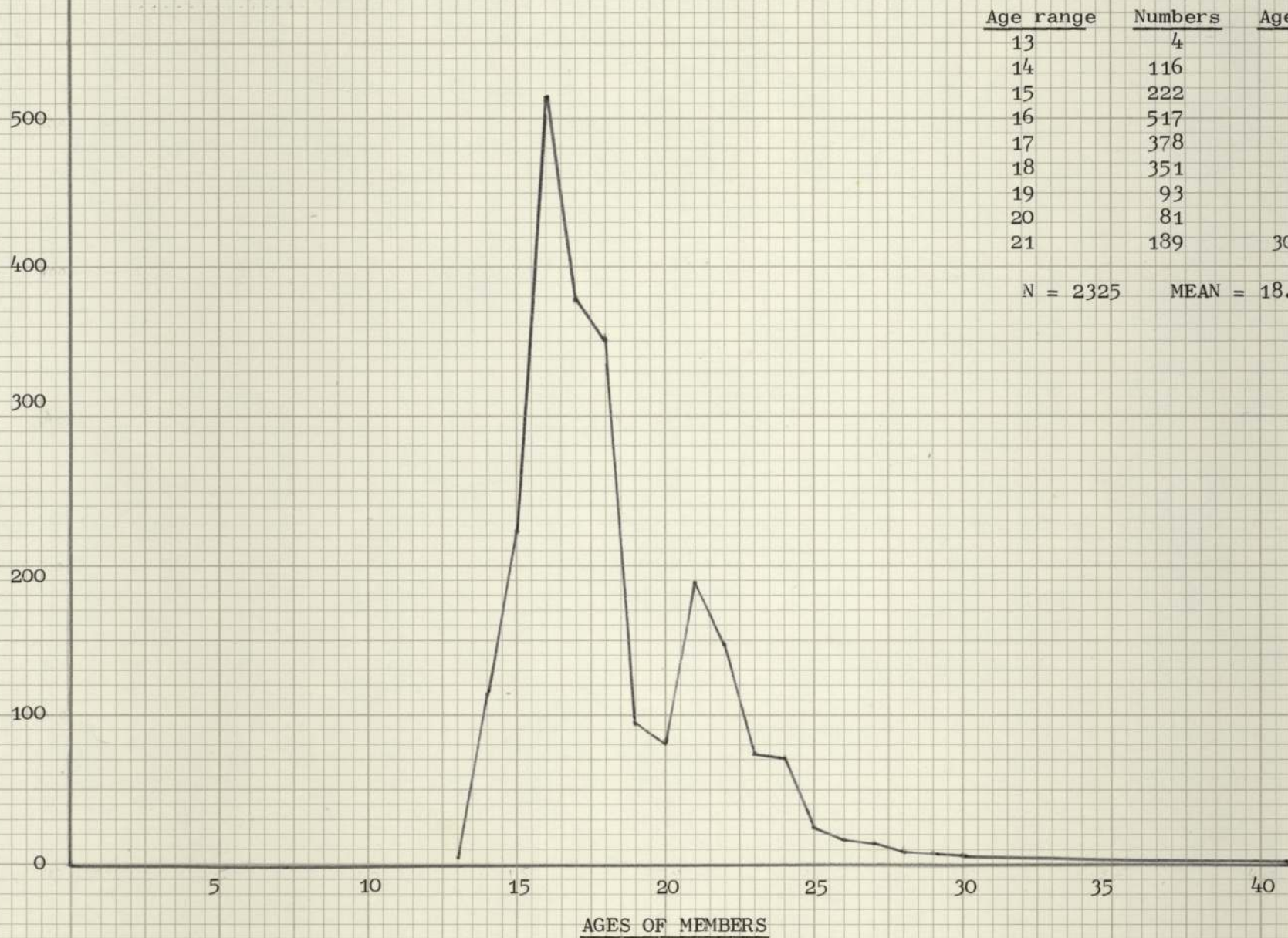


TABLE 10

Educational Qualifications of Members

<u>Score</u>	<u>Qualifications</u>	<u>Number</u>	<u>Percent</u>	<u>Cum. Percent.</u>
1	No Qualifications	154	6.6	6.6
2	'O' Level (School Certificate only)	399	17.1	23.7
3	'A' Level/H.S.C/O.N.C/only	376	16.1	39.8
4	Pass degree/H.N.C.only	766	32.8	72.7
5	Pass degree/H.N.C. + a Professional qualification.	225	9.6	82.3
6	Honours Degree only	156	6.7	89.0
7	Honours Degree and Professional qualification	129	5.5	94.5
8	Higher Degree only	50	2.1	96.7
9	Higher Degree and Professional qualification	78	3.3	100.0

N = 2,333 Mean = 3.95 Standard deviation = 1.87

The mean score on the educational qualification scale approximates to pass degree/H.N.C. level. These distributions on school leaving age and educational attainments are relevant to one of the central issues on professionalism as a sociological process, for if it can be demonstrated that an occupation has in the past and still is self-recruited or recruited from a particular class or status group, it will be possible to show whether in any sense it is comprised of an elite group in society supported by a differential process of recruitment and selection. The wide educational experiences of the members suggest that no one class in society is providing recruits to the marketing occupation by means of exclusively educating them for that role, as the case has been in such professions as Law, Medicine, the Church and the Civil Service.¹⁹

Study of professional recruitment, socialisation, practice and organization can show how far the professionals constitute a distinct closed elite group sharing common beliefs about their situation on the basis of common experience. This wide base of educational background of the

marketing occupation rather than give doubt to the "social solidarity of professions" thesis put forward by many of the trait theorists previously discussed suggests that marketing is in this respect unlike the "established profession". This phenomena was further strengthened by the fact that for 64% of the sample marketing had not been their first choice of career, and for only 12% of the total sample had their fathers' occupation been directly concerned with marketing. The vast majority of members had fathers whose occupation was not related to marketing at all. Only 20% had fathers whose occupation was even indirectly connected with marketing.

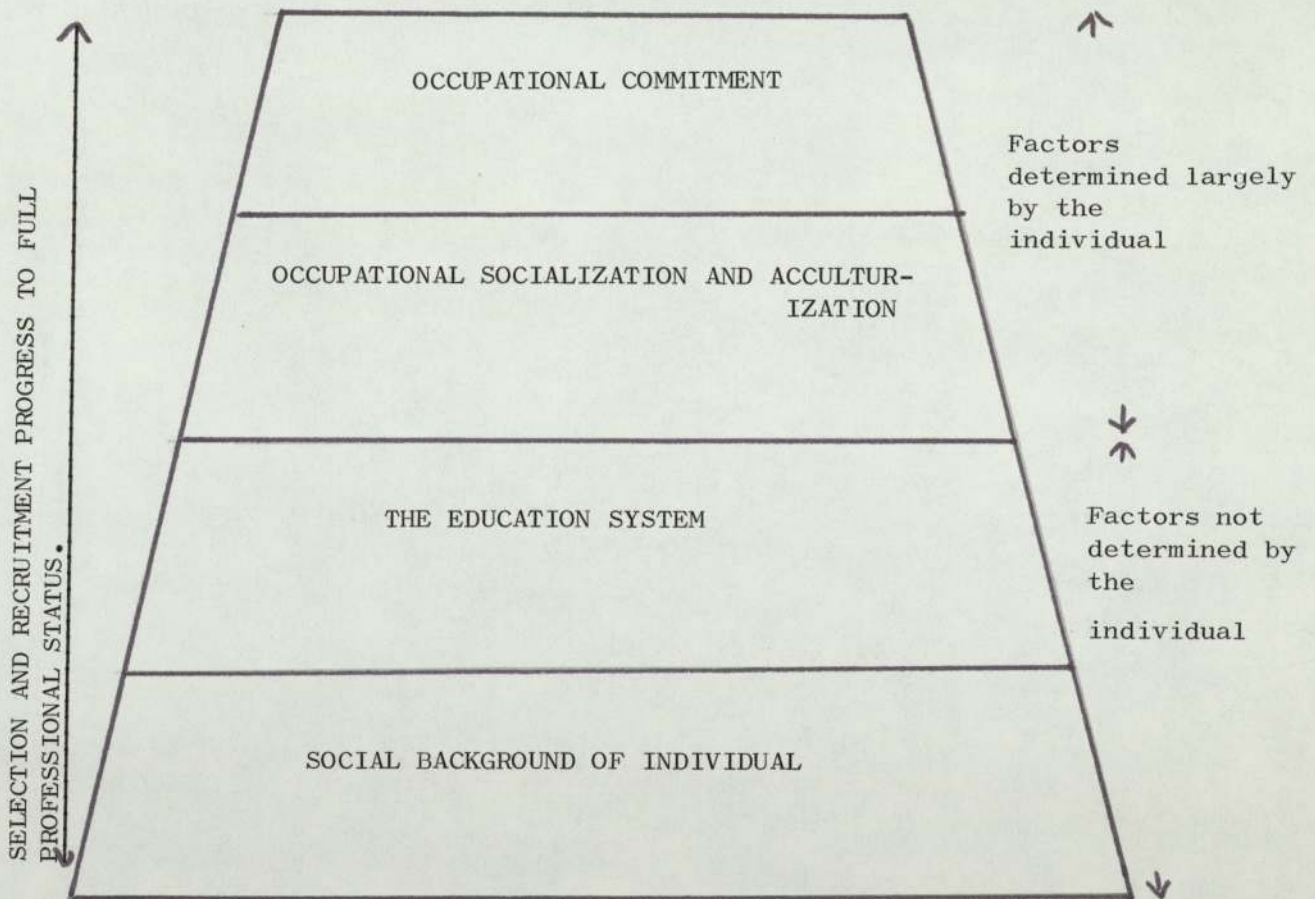
These trends were further confirmed when members were asked about the question of commitment to the occupation, respondents by a majority (50%) said they would like in the course of their career to move into other areas of management such as personnel, finance, training and general management. Only 22% said that they would never like to move, and 28% said they would not mind doing so on a short term basis, mainly to gain further management experience. The issues raised here of social background, education, commitment and ambition are central to the professionalization process in marketing, especially when related to the fact in the survey that the socio-economic backgrounds of over 60% of the sample (as detailed in Table 11) could be broadly described as "middle class".

TABLE 11.Socio-economic classification of the occupation of members' fathers.

<u>Classification</u>	<u>(2206 N)</u>	<u>% Relative Frequency</u>
Professional workers (self employed)	97	4.4
Professional workers (employed)	338	15.3
Employers and Managers (Large Organizations)	413	18.7
Employers and Managers (Small Organizations)	292	13.2
Intermediate, Junior, Non Manual Service	262	11.9
Foreman and Supervisors (Manual)	34	1.5
Skilled Manual	274	12.4
Semi Skilled Manual	75	3.4
Unskilled Manual	35	1.6
Own account other than professional	59	2.7
Armed Forces	156	7.1
Retired	102	4.6
Students	3	0.1
Others.	1	0.0

Though we can say there is no evidence of self-recruitment to marketing as with certain "established professions", members of the occupation are predominantly drawn from the professional, managerial and self employed sectors of society. This means that the model in Diagram 1 putting forward a framework of the main elements involved in professionalization will be useful in discussions to follow in Chapter 10.

One of the aims of the model is to suggest that while the educational system does play a central part in occupational recruitment, it is itself a heterogeneous system. While nearly all members of the marketing occupation will have passed through the "main line" academic institutions, these do not seem to have the important effect of encapsulating many

DIAGRAM 1PROFESSIONALIZATION FACTORS

of their recruits to take up careers in the marketing occupation, i.e. that knowledge of the marketing occupation is not given or known at secondary schools. In Chapter 5 we noted that the educational institutions played a role in the system of selection of candidates for the professions with the manifest function of testing and developing general ability. Education for the "occupational professions", on the other hand, was explicitly vocational, developing from such specific particularistic techniques as apprenticeship. In both cases a latent consequence seems to have been that status selection continued. In the first case this depended on restricted access to the educational institutions, in the second on an older tradition of patronage, sponsorship and cost of qualification. The philosophy of higher education is still dominant over further education and it would appear this has hindered the professionalization process of marketing in the manner that its practitioners have to "qualify" by the evening course/technical college route in the majority of cases.

The second of the "semi professional factors", social class and social selection somewhat checks our formulations to date that marketing from a status viewpoint does not rank high either in the public's view or with a large minority of the practitioners themselves. There can be little doubt either from, family socio-economic grouping, education qualifications, age of ceasing full time education, career aspirations and employers' perceptions of the occupation that marketing is a "middle class activity". It can therefore be accorded with a trait ranking of that nature. The model suggested in Diagram 1. shows the role of education as an intervening mechanism between status of origin and future occupational position. Although there are occupations which by-pass the institutions of the educational system by having their own autonomous qualifying methods, it might be that marketing is developing into one of these, not that this need hinder the professionalization process for marketing. We have noted how this occurred for accountancy, insurance, banking and even law to some extent.

In general the development of these intervening selection mechanisms might be expected to have reduced the rate of self-recruitment and status recruitment in the "professions".²⁰ Blau²¹ suggests there is a trend in industrial society to substitute universal for particularistic selection criteria and it might be that the marketing occupation is an example of this, but the situation is not quite clear, for in Britain there is the complication of the professionalizing processes by different sectors of the educational system, class and status groups. Studies of the Church, as we saw in Chapter 2 confirmed that self recruitment is declining and the social basis of recruitment widening. In medicine as we have seen, a profession which has maintained both its prestige and income level and is usually quoted as the ultimate example of a professional occupation, we find the rate of self recruitment appears to have only slightly increased since about 1900.²² The position with marketing could be that though its social basis of recruitment will widen, with increasing educational standards (assumed on past growth), the motivation of its students as shown by the "evening class route", it will continue to draw its recruits for the foreseeable future mainly from the professional, managerial and self employed groups in society. It might be that marketing is a "second choice career" for candidates whose educational qualifications do not allow them to embark immediately on a traditional vocationally based university course or enter into one of the occupations where strict academic qualifications are stipulated such as is the case with the "established professional occupations".

The last of the professionalization factors in Diagram 1, that of commitment, and the acculturation process demanded by an occupation assumes in marketing a degree of importance less than is possibly required in certain "professional occupations". In medicine, law, accountancy, architecture, and other "professions", commitment is absolute for if rules of conduct whether ethical or technical are broken or abused, expulsion by the profession is the ultimate sanction. With these

occupations training is a long process, not only in knowledge necessary to practice but also as a "socialization"²³ into the occupation. Thus if we can detect commitment based on any acceptable criteria in marketing it should be a step in the occupation's claim for professional status. Commitment could be in the form of adherence to a code of ethics, even though success in the occupation can be achieved without this. Possession of the Diploma which again has the same limitations could be another example. That the marketing man or any other of the management occupations we have examined do not have an "elimination code of ethics", does not mean such occupations do not fully appreciate the meaning of "accountability" (both to employers and society) as a substitute for the "professional ethic". Though his accountability is not codified in such a detailed way, just as important for him is the fact he may lose his job if his performance, or his organization is not acceptable, or can stand up to current economic and marketing conditions. Nevertheless "the code of conduct" and "loyalty to colleagues" aspects of professionalism rated highly with the sample as Table 12 indicates.

TABLE 12.

Members' evaluation of the attributes of a code of ethics and loyalty to colleagues, as factors for successful marketing practice (actual numbers).

	Extremely Important	Quite important	Of some importance	Not very important	Not at all important
Code of ethics	786	602	511	286	228
Loyalty to colleagues	648	628	665	219	138

The aspect of commitment to the occupation was evident in a number of other ways even though only one third of the sample were in possession of the

Diploma in Marketing, the recognized professional qualification of the occupation. Membership had been gained by a further 43% of the sample by a relevant professional or academic qualification. Another aspect of professional commitment was given by answers to the question if members were satisfied that enough was being done for marketing education in both the further and higher sectors of education, 57% and 53% respectively felt that not enough was being done. The members then put forward a number of ways in which they believed the situations could be improved. With further education the main reasons were that marketing was not being treated on a par with other business occupations and that marketing education should commence much earlier such as in the final year of secondary school. The high percentage of respondents giving these constructive suggestions is an implication that these problems had been considered. How members viewed the development of their occupation and what could be done to improve this by education, are the core dilemmas that we saw engineers and accountants had to contend with in the early stages of their own professional strivings. Again the same feeling of commitment to improve the existing status quo came in the responses to the question of further services members would like to see provided by the professional association. These centred around improved communications on marketing topics, statistics, research publications and new books. Also more effective publicity by the Institute of its aims to the public, especially the educational work carried out by the College of Marketing, for which there existed among the members a strong desire to see its activities expanded.

The commitment to the Marketing occupation by means of a code of conduct as a professional activity is an important trait of professionalism because of the limitations of any effective enforcement. The high regard members paid in attempting to adhere to some framework of conduct was further substantiated when members were asked if they personally had experienced any ethical problems which gave them concern. As with the pilot survey (85% to 15%) 80% had not experienced any ethical problem in the

TABLE 13.
Current Appointment of Members.

	Sales Office Manager	Sales Manager	Sales Director	Sales Executive	Sales Engineer
Frequency	15	388	134	170	17
Relative frequency %	0.6	16.5	5.7	7.2	0.7
	Salesman/ Representative	Account Executive	Marketing Manager	Export Manager	Product Manager
Frequency	63	27	237	41	51
Relative frequency %	2.7	1.1	10.1	1.7	2.2
	Product Planning Mgr.	Merchandise Manager	Tech. Service Manager	Service Manager	Tech. Service Manager.
Frequency	21	9	14	5	21
Relative frequency %	0.9	0.4	0.6	0.2	0.9
	Advertising Executive	New Product Manager	Mktg Research Manager	Public Rel. Manager	General Manager.
Frequency	29	18	27	19	189
Relative frequency %	1.2	0.8	1.1	0.8	8.0
	Director	Managing Director	Consultant	Training Manager.	Chairman
Frequency	178	292	48	23	33
Relative frequency %	7.6	12.4	2.0	1.0	1.4
	Own Business	Administrator	Commercial Manager	Vice President	Bank Manager
Frequency	57	19	17	4	2
Relative frequency %	2.4	0.8	0.7	0.2	0.1
	Lecturer	Accounts Works	Housing Officer	Student	Post Graduate
Frequency	60	12	5	6	2
Relative frequency %	2.5	0.5	0.2	0.3	0.1
	Accountant	Personnel Manager	Misc. Gen Mktg App's	Misc. Non Mktg.Apps.	
Frequency	2	4	54	44	
Relative frequency %	0.1	0.2	2.3	1.9	

KEY TO APPOINTMENTS

% 34 = Sales Orientated 36 = Specialist Marketing
 21 = General Mktg. Management Administration 4 = Not directly marketing
 5 = Miscellaneous Management.

TABLE 14.

Previous appointments of Members.

	Sales Office Manager	Sales Manager	Sales Director	Sales Executive	Sales Engineer
Frequency	32	515	80	145	30
Relative frequency %	1.4	21.9	3.4	6.2	1.3
	Salesman/ Representative	Account Executive	Marketing Manager	Export Manager	Product Manager
Frequency	160	36	224	48	80
Relative frequency %	6.8	1.5	9.5	2.0	3.4
	Product Planning Manager	Merchandise Manager	Tech. Service Manager	Service Manager	Tech Service Manager.
Frequency	24	10	21	9	22
Relative frequency %	1.0	0.4	0.9	0.4	0.9
	Advertising Executive	New Product Manager	Marketing Research Manager	Public Rel. Mgr.	General Manager
Frequency	32	11	36	11	221
Relative frequency %	1.4	0.5	1.5	0.5	9.4
	Director	Managing Director	Consultant	Training Manager	Chairman
Frequency	110	112	46	20	6
Relative frequency %	4.7	4.8	2.0	0.9	0.3
	Own Business	Administr- ator	Commercial Manager	Vice President	Bank Manager.
Frequency	13	20	18	3	1
Relative frequency %	0.6	0.9	0.8	0.1	0.0
	Lecturer	Accounts Work	Housing Officer	Student	Post Graduate
Frequency	30	21	3	35	3
Relative frequency %	1.3	0.9	0.1	1.5	0.1
	Accountant	Personnel	Misc. Gen Mktg. App's	Misc Non Mktg App's	
Frequency	3	2	79	75	
Relative frequency %	0.1	0.1	3.4	3.2	

KEY OF APPOINTMENTS

%	43	=	Sales Orientated	22	=	Specialist Marketing
	24	=	General Marketing Management, Administration			
	4	=	Not Directly Marketing	7	=	Miscellaneous Management

course of their careers to date. Despite the arguments that could be levelled against these figures, that this majority did not recognise an ethical problem when they came across one, did recognise them and ignored them or that these problems genuinely did not arise at all, could not be discounted without individual interviews with which to probe the experiences. However, in discussions with members at a number of local branches and at the Institute of Marketing it had become apparent that a member knew when he had an "ethical issue" to contend with. This was further confirmed by the comments of the 20% who said they had encountered ethical problems and defined them in the survey. All the basic reasons given were more directly related to company/corporate policy rather than individual ethical decisions. These were examples of extravagant advertising claims, misleading instructions on products and competing one product against another which the customer would not know was manufactured by the same company. Other reasons were products produced for manufacturers reasons (i.e. cheap cost runs) rather than on consumer demand and promoting inadequate goods or services which had no sufficient stock levels, which had been under-researched or over packaged in some respect. Of the minority who had experienced an ethical problem about one quarter said in the questionnaire they had resigned their appointment over the issue.

Though ethical conduct would seem to exist in marketing, it is a relative rather than an absolute standard. Expulsion can only be effective, where membership furnishes a necessary qualification for performing work under certain statutes, or where employers regard corporate membership as a qualification for membership. Despite this, the development in the occupation of the growing importance of ethics and

the recent codified set of rules by the occupational association should be regarded as important movements in the professionalizing process. That the code is not as elaborate or comprehensive as Wilensky put forward in the professionalizing stages should not detract from the development made so far. Another factor which again demonstrated some measure of identification with the occupation was the range of answers given to how members saw the role of marketing in the economy. This question drew responses from 40% of the sample and the classification of these replies is given in Appendix Six, Item 4.

Other data that was consistent with the pilot survey, was demonstrated in the range of marketing functions performed by members, these are expressed in Table 13, by the occupational titles and show a similar distribution of functions performed, and gave an average (mean) time spent in the current appointment of 3.75 years. The mean time of members occupied in some function of the marketing occupation was 14.75 years which approximated with the average age of respondents being 40.7 years. This indicates that marketing was very often not the first choice of career for respondents as the previous question on this issue had found. However, younger age groups were found to have stayed in one function of marketing all their working careers, especially if their education had been to HNC/pass degree level. The previous appointments of respondents are categorized in Table 14 and though the range of appointments is varied there is a tendency for members to move from sales orientated functions to specialist ones when they change job in the occupation. There was some evidence in the Employer Survey, that for some companies the normal progression for a career in marketing was to commence with a period in sales of some description before moving on to other functions such as market research, distribution or product planning.

Tables 13 and 14, and the pilot survey findings demonstrate, together with the personal responsibility areas expressed in Table 15, the range and number of functions that can be practised by an individual in marketing.

TABLE 15.

Functions members are responsible for in their current appointments

	%	(Pilot Survey)	Number
	Yes	Yes	
Field Sales Force	45	(38)	2413
Market Research	49	(61)	2413
Distribution	27	(19)	2413
Sales Training	38	(34)	2413
Publicity/Advertising	51	(51)	2413
Educational Work	20	(11)	2413
Product Planning	34	(20)	2413
New Products	40	(33)	2413
Packaging	20	(15)	2413
Customer Service	45	(51)	2413
Marketing Planning	57	(56)	2413
Sales Promotion	58	(60)	2413
Co-ordination of Marketing Division	30	(not asked)	2413

This has some relevance to the professional image and one that was found to exist with the general public i.e. lack of knowledge of the occupation. It is a fallacy that marketing is synonymous with "sales", for sales is only a part of the total marketing process, and it would appear until that fact can be firmly established especially with the public then the professionalization claims of the marketing occupation will suffer. This is basically because as we have seen, selling and sales have such poor images both with the public and to a lesser degree with employers. It came out quite clearly in the Employers' Survey, that even some employers were not fully conversant with the differences between marketing and selling. This confusion is in some part the fault of the Institute in the controversial dilemma that existed for so many

years, as we traced in Chapters 4 and 5 over the name and the retaining of a title that implied sales or sales management was the major purpose of the Institute.²⁴

Summary.

Up to this point, besides explaining the methodology employed in the pilot and main surveys of the practitioners of marketing we have attempted to provide some background data on membership of the Institute. Also in this Chapter we have discussed some of the "professionalization issues" concerning marketing. The professionalization issues that we have discussed in marketing demonstrate the nature of the mode of recruitment to the Institute, which is more heterogeneous than for the established professions. This is a theme which will be taken up later in our conclusions as it is an area where if some standardization can be established there will be advantages for the occupation in demonstrating a more unified image to both employers and to the public. The adherence to a code of ethics as we have examined does play some part in the practitioners perception of their roles and is an area which we will refer to a number of times in both Chapter 10 and in our final conclusions. We also have some indication from the responsibility areas of those surveyed that marketing is much more than just sales. The trends we traced in Chapter 4 and Chapter 5 of a change in members being solely concerned with sales management to more specialized areas of marketing, is a process which has continued.

The "professional criteria" we now proceed to examine are those which relate to marketing's current professional standing and the attitudes members hold on this. These will be by an analysis of what members considered the prime requisite for membership of the Institute, how they and their colleagues perceived the professional standing of the occupation and what reasons they might advance for improving the professional image

of the occupation. Also how members rated the various attributes necessary for a successful career in marketing. Once this analysis has been accomplished, we will be in a better position to locate marketing's place in the "profession to non-professional continuum" if a continuum can be said to exist and how if it does marketing differs from the "established professions" in its evolution. With the knowledge obtained so far of the membership of the Institute and some insight into the issues that raise professionalization problems for the occupation we attempt these objectives in Chapter 10.

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PART THREE

(The Current Situation)

CHAPTER TEN

Survey of the Practitioners: Part Two

- (i) Introduction.
- (ii) Analysis of Professionalization Issues.
- (iii) Summary.

Introduction

This Chapter develops the issues relating to professionalism which were raised in the preceeding Chapter. As in Chapter 9 this part of the study is devoted entirely to the perceptions of the practitioners of the occupation. Though the Chapter is divided into three sections the majority of the work is concerned with the analysis of "professional issues". The last section is a short concluding discussion. The final summary is brief, as the concluding Chapter which follows brings together the findings of the survey on the practitioners together with the conclusions developed from the other aspects of our methodology into a final analysis of the marketing occupation.

Analysis of Professionalization Issues.

In the questionnaire (Appendix 6 Item 3) there were a number of questions directly relating to the sociological implications of professionalism discussed in Chapter 2. The first of these asked if members considered a paper qualification, practical experience or possibly both to be the prime requisite for membership of the occupational association. This was considered relevant because of the uncertain basis of the membership qualification criteria which had been a controversial issue in the history of the Institute, and a dilemma employers frequently found when recruiting for qualified marketing personnel. The opinion of members is important for complete professionalism cannot be seen to exist, and even more vital to be effective, if members tend to look upon the occupational association solely as a means of qualification. There can be a danger of members becoming passive receptors, paying an annual subscription, and taking little notice of papers, journals and meetings. If such a situation is likely to develop then the emphasis placed on examinations and the power of an association to qualify is influential. This argument is further strengthened, as was seen in the professionalization history of the Institute, by the influence of ordinary members to press for changes whether they be over examinations, change of name, branch activities etc, though often slow to permeate official Institute policies and actions, did

eventually have an effect on influencing events. Table 1 shows how the total sample answered the question of priority for the criteria necessary for membership of the Institute.

TABLE 1.

Total sample responses to the question of priority of examinations and practical experience for membership of the Institute. (N=2389)

	Paper Qualification	Practical Experience Only	Both Necessary
Frequency	72	535	1782
Percentage	3	22.4	74.6

As was to be expected from the writer's discussions with a range of marketing personnel during the finalizing of the questionnaire the majority considered both examinations and paper qualifications were necessary. This too agreed with the views of many employers interviewed. These figures indicate the importance placed by practitioners of practical experience (approaching one quarter of the sample stated experience alone was sufficient) and again confirmed the view continually expressed by employers that if a marketing man was satisfactorily performing a job, lack of paper qualifications would be no bar to promotion. Though an examination can convey some meaning to the lay person, examinations in occupations such as marketing or personnel can have limitations in the judgement of professionalization given to that occupation, (as was demonstrated by the employer survey and to a lesser extent by the views of the general public to these two occupations). One gauge of professionalism must be the estimated standard and evaluation within the occupation, judged by practitioners and management disciplines in direct working contact. Either the public or employers trust an association to devise

and maintain a high standard, or they reject the possibility of qualification altogether. There seems no evidence for the latter course on data examined to date in our surveys. However, whereas the examination levels and the entrance requirements of many "business associations" we examined in Chapter 3 are regarded as reliable, some "qualifications" appear to give rise to doubt about their credibility. The "professional qualification" in marketing might possibly come in this category.

When the question of qualification for membership of the occupation for the sample was analysed the responses in TABLE 1. gave several significant Chi Square distributions. As was to be expected possession of the Diploma in Marketing demonstrated one of the most significant χ^2 values, which are shown in TABLE 2.

TABLE 2.

Possession of Diploma in Marketing by members in relation to priority of method for gaining membership of Institute. (N=2387)

	Paper Qualification	Practical Exper. Only	Both Necessary	N
In Possession of Diploma.	44	63	707	814
(Per cent of sample)	(1.8)	(2.1)	(29.6)	33.5
Not in Possession of Diploma.	27	472	1074	1573
(Per cent of sample)	(1.2)	(19.9)	(45.4)	66
Totals:	71	535	1781	2387
	(3)	(22)	(75)	(100)

$$\chi^2 = 168.02.$$

$$df. = 2.$$

$$P < .001$$

The number of the sample (approximately two thirds) not in possession of the Diploma does emphasize the many avenues of entrance to the occupation, especially when related to the range of educational qualifications of the members. The differences in method of qualification for practitioners is very wide which does have repercussions for standardizing occupational training methods and also giving the impression of easy access for untrained/unqualified personnel, both of which it would seem at the present time are acting in a dysfunctional manner for the professionalization of marketing. Though the members of an occupational association may be relatively well educated unless there exists a common base of qualification or knowledge the association will tend to become more like a "prestige association", possibly a pressure group but not a "qualifying association" in Millerson's terminology.

The issue of a basic "professional qualification" does raise an important theoretical issue. In most of the literature and theories we have discussed there is agreement about the autonomy allowed to an individual in his professional working life, suggesting that he needs to learn the practical techniques and the normative requirements of professional practice before commencing work with individual clients or in an organization. Normative socialisation of the professional is particularly necessary, to protect the client from the misuse of professional authority.¹ It would appear however, that with marketing the normative socialisation is a "continual on going" process without which (practical experience) the practitioner is not accepted by employers or possibly his fellow practitioners. Both these issues of how the individual is inducted into the pattern and culture of the occupational group and socialised into the normative procedures of behaviour necessary for effective practice will be referred to later in this Chapter.

One of the most fundamental questions relating to professionalism put to members of the occupation was if they considered marketing to be a profession as medicine, law, teaching or accountancy. Whatever sociological

concept, whether it be of status, class, power or professionalism, in its "totality" of definition it must contain a "subjective" element. By subjective we mean the conscious state or attitude of mind or philosophy that an individual perceives about a concept, group or ideology. In this context the subjective opinion of the practitioner refers to their perceptions of the extent their occupation has progressed towards full professional status. A purely "subjective" concept of profession by the practitioners is as unsatisfactory as the objective or pseudo-trait ones which omit the "subjective" element altogether. The "subjective" element is vital in an occupation where its goal is professional status. This self-awareness of being or not being, of desiring or not desiring to be a professional occupation was continually causing difficulty for marketing as was demonstrated by the historical examination of the professionalization process in the occupation. The ability of the occupational association to generate and maintain the professional self-consciousness among its members was one of the more important factors in the development of the marketing occupation since 1945. Table 3 gives the responses of the sample to their evaluation of marketing being a professional occupation.

TABLE 3.

Total sample's evaluation of marketing as a professional occupation
(N = 2398)

	No it is not a Profession	Developing into a Profession	Yes it is a Profession
Frequency	531	1144	723
Per Cent	22.1	47.7	30.2

The present mood of opinion among Institute members reflects much of what could be ascertained and seems to have existed since about 1930 as our historical searches reveal. Despite the general views of some measures

of professionalism existing in the occupation either in total or part, there is a sizable core of almost a quarter who do not consider marketing to be a profession. As will be discussed later there are a number of reasons for this. Until this minority begin to change their opinions, the situation can be argued as a disadvantage to marketing's movement to full professional status. It can be seen that some 70% of the sample do not think marketing is a profession (only 30.2% answered "yes"). Among practitioners who are not members of the Institute of Marketing one would expect this percentage to be even higher. The central organization of the marketing occupation certainly lays great stress on the national role it plays, but there are grounds for considering that among the branch membership the issue of professionalism is considered a selected and possibly distorted version of reality which has been prepared for use to justify the occupation in a situation of possible conflict with outsiders. It is worth noting that almost half of the practitioners agreed with the survey of the general public that marketing was "developing into a professional occupation", yet the employers gave the marketing man a higher rating on this attribute than the rating they gave for a number of other occupations, though there was a tendency for employers to rate all the management occupations higher in regard to professionalism than did the general public.

The variables that emerged as predictors of variation in responses to this question of was marketing a professional occupation are expressed in TABLE 4.

TABLE 4.

Factors influencing the opinions of members on whether they considered marketing to be a professional occupation.

STATISTICAL FEATURES CHARACTER- ISTICS OF MEMBERS	N	CHI SQUARE (X ²)	df	LEVEL OF CONFIDENCE	DIRECTION OF RELATIONSHIPS
					MARKETING IS A PROFESSION. NO YES
Age of members	2363	16.189	6	98.0%	Age decreasing →
Educational qualifications	2320	48.812	16	99.9%	Higher qualifications →
Possession of the Diploma in Marketing	2396	13.674	2	99.5%	In possession of diploma →
Existence of an autonomous marketing department in the organization	2313	9.382	2	99.0%	An autonomous marketing department →

The trends expressed by the data in TABLE 4 indicate the younger age groups, especially under 40 years, to consider the occupation developing or to be an established profession, more so than with the older groups. With educational qualifications it followed the higher the educational qualification the more likely marketing was considered to be a profession. High numbers considering full professional status for the occupation were distinct among the pass degree/H.N.C/H.N.D educational levels of members. Most of these members had achieved their qualifications by the 'evening school route' and it can be assumed (especially from their comments to open-ended questions) that this particular class of member by their motivation would be more committed "professionally" to a career in marketing. As is to be expected and for the same reason the possession of the Diploma in Marketing gave proportionately larger groups advocating that marketing was at least developing towards professional status. Again the existence of the separate marketing department

in the members' organization strengthened views towards the professional state. The industrial classification and category of a members' organization also influenced the "professionalization" and "had achieved professional status" groups. The more competitive based industries such as food, drink, tobacco, chemical industries, distributive trades and professional and scientific services giving higher percentages than for members engaged in coal, metal goods, public administration, and textile industries. This was further supported by the less manufacturing carried out in the organization and the more distribution functions it performed giving the tendency for the member to consider the occupation is moving towards professional status. As we have discussed marketing like a number of the other management functions referred to is an "ascriptive occupation", and the influence of the organization would appear to play an important part in the formulation of "self-professional assessment". If we accept the premise that the employment of "professionals" in large scale organizations is the basis of certain dysfunctional consequences for professionalism, we should consider whether the strain which is similarly evident where the ascriptive professional is employed in a certain category of organization, is derived from a similar base. (The variables in Table 4 were also subjected to a series of analysis of variance tests. The significant F. values are expressed in Appendix 6 Table 1, and Tables 2 to 5 details these results)

The other "professionalization issue" which was examined with reference to practitioners' views was how they thought their contemporaries perceived the marketing occupation. It was scaled for the question dealing with their own views on the professionalization of the occupation and the responses of the sample to this question is given in Table 5.

TABLE 5

The evaluation of practitioners contemporaries of the marketing occupation as perceived by the members in the sample (N = 2384).

	Not a Professional Occupation	Developing into a Professional Occupation	Is a Professional Occupation
Frequency	1409	628	347
Per Cent	59.1	26.3	14.6

As in Chapter 2 when discussing trait and functionalist theories, the value placed upon an occupation by society was considered an important index of professionalism. The term "professionalism" taken in the broadest sociological context could be said to mean the total knowledge or theory, or ideology of occupations moving towards such a goal. This goal is relevant for the marketing occupation at four reference points in society (practitioners, employers, general consensus in society and in the occupational association) each of which our methodology has examined for its relevance to the total professionalization of the occupation. Some occupations have moved nearer to their goal of professional status than others, but in all cases the pursuit of this goal is a pursuit of occupational power and this cannot be expanded indefinitely. The role of society in future growth could well become the decisive factor. As certain occupations including marketing, have developed serving organizations, a guarantee of efficiency and competence has become less necessary for the client and more relevant to society as a whole. Society has an interest in controlling the ways in which such organizations achieve their ends. It has also developed an interest in the standard or service supplied to individual clients.

The opinions of the contemporaries, on how the occupation is perceived

form only a part of society and these views were as marketing men perceived them. The general consensus of opinion from our sample of the general public indicated that marketing was developing towards professional status when compared with both related and non-related occupations. Employers which again are only a segment of society allocated relatively high scores on the professionalization of marketing. It is somewhat detrimental for the professionalization of marketing that in members' opinions less than half of the "others" with whom practitioners come into contact considered marketing to be a professional occupation or developing towards one. If we accept that public recognition in its widest sense is a multi-facet phenomenon, there would seem on the evidence of our surveys much to be done in the way of "public relations", more information services and not least a more effective professional image by the marketing man in his inter-personal relationships and dealings.

To examine in greater depth the practitioner opinions on why or why not marketing was viewed as an established profession, members were asked if they considered marketing to be a professional occupation and if they did not consider it as such to state their reasons. This question it was felt would bring out appropriate reasons where in the views of the practitioners the occupation was failing in the "professionalization process". The total sample responses to the first part of the question are expressed in

TABLE 6.

TABLE 6.

The responses of members to the question if there are any reasons why you consider marketing not to be an established profession. (N=2309)

	There are reasons why marketing is not an established profession	There are no reasons why marketing is not an established profession.
Frequency	1447	862
Relative Per Cent	62.7	37.3

The responses were subject to Chi Square tests for a number of characteristics of members² and significant levels were obtained for educational qualifications of members ($X^2 = 99.5$), possession of the Diploma in Marketing ($X^2 = 99.9$), current appointment of member ($X^2 = 98.0$) and category of organization ($X^2 = 99.9$). A clear trend was established that the higher the educational qualification of a member the more likely he was to say that there were reasons why the occupation could not be considered a profession and gave suggestions for improving the situation. This could be a case of the would-be professional being critical of what he sees as low standards of practice in the occupation. It is also paradoxical that those who place the highest value on an attribute are most critical of colleagues for not possessing it. This is understandable as often those nearest a desired point are more critical of others who are perceived to prevent its attainment. Possession of the Diploma made a member more likely to criticise his occupation than one who did not have this qualification. Those in specialist marketing appointments³ were more critical than members in sales orientated appointments. Members in general marketing/management appointments were about equally divided on if they had any specific reasons to offer. This means the movement which was previously noted that there was a tendency for members to move from sales orientated positions, to more specialist ones in the course of their

careers makes them more likely to be critical of the professionalization claims of the occupation.

The educational qualifications and category of appointment influencing a member to be more critical of the professionalization of his occupation may not be due to levels of intelligence alone. From the perspective of the "professional" starting on his marketing career some settings might appear more prestigious than others. Some may well offer different opportunities for the performance of different tasks with different types of organizations. As we know movement within the occupation (and inter-company) is possible, thus prestige career awarenesses are likely to develop. Those left in the least prestigious roles (possibly salesmen, customer service, distribution) will be those without the "professional" or status characteristics necessary to move. It is known that appointments in market research, new product planning and advertising command high salaries and prestige as was demonstrated by employer reactions and the advertisement searches described in Chapter 8. However, this is not to deny that in some cases a sense of "professional vocation" may be strong enough to keep a practitioner in a non-prestigious situation under the belief that in a small family business, expanding company, or company in difficulty the needs and the opportunities for promotion are greater.⁴ Nevertheless, the cumulative consequences of lack of prestige, unattractiveness to leaders in the allocation of resources may lead to a situation where the practice of the professional skills becomes difficult or impossible.⁵ Professional goals may be replaced by others better adapted to the immediate situation at hand. For the practising marketing man goals such as immediate customer satisfaction, cash flow problems etc. leave little room for the ideals of professional status, new product innovation, market research or educational work.

Though no significant Chi Square values were established, there was a trend for the younger age groups to be more critical of marketing as a professional occupation and the same tendency for members from larger organizations especially if it had in its structure a separate marketing department. Apart from the difficulty of classification of members which can occur in those instances where the organizational working group may be represented by more than one type of industrial category, the relative status and value to society of the organization may vary considerably (i.e. educational establishment to property development). The final analysis for the first part of this question if members did have reasons for not considering marketing to be an established profession was a series of analysis of variance tests. The significant t values are given in Appendix 6, Table 6, and Tables 7 to 10 in Appendix 6 detail the results.

As the question put to members asking for reasons why they did not consider marketing to be an established profession was so central to the concept of professionalism the second part asked the reason or reasons for their opinion. It was also put as an open ended question in order to obtain a more responsive and wide ranging spectrum of opinion than might have been obtained by a precoded or scaled question. The numerous answers to this question were analysed and the pattern of opinion established the categories given in TABLE 7.

FIRST REASON (N = 1424)

Senior management, government and the public do not fully appreciate the functions of marketing		Marketing can be practised successfully without training and qualifications and entry to the Institute on vague attributes is too easy.	Because of its diverse functions its definition is vague and control by a single professional body is thus difficult.	It is associated by the public with many of the undesirable aspects of selling which outweigh ethical considerations.	Commerce and trade are seen as non-professional activities.
Frequency	559	311	310	183	60
Percent	39.2	21.9	21.8	12.9	4.2

SECOND REASON (N = 662)

Marketing can be practised successfully without training and qualifications and entry to the Institute on vague attributes is too easy		It is associated by the public with many of the undesirable aspects of selling which outweigh ethical considerations.	Commerce and trade are seen as non-professional activities.	Because of its diverse functions its definition is vague and control by a single professional body is thus difficult.	Senior management, government and the public do not fully appreciate the functions of marketing.
Frequency	184	171	124	124	59
Per cent	27.8	25.9	18.7	18.7	8.9

Classification of reasons why members did not consider marketing to be an established profession.

TABLE 7.

Of the total sample 60% (1424 members) gave at least one reason or comment and 30% (622 members) gave a second reason. The distribution of these opinions were commonly held throughout the total sample. Factors such as age, educational qualifications, possession of the Diploma in Marketing, size or industrial classification of organization, or time engaged in the occupation did not show any significant differences or even general trends that could be followed. In view of this and because these were the same type of responses that came from the other surveys on this issue, especially of the employers, these facts could provide the guide lines for further progress in the professionalization of the occupation. The reasons are also related to two of Wilensky's criteria for the necessary stages in the professionalization process. These are that the occupation will have to secure and stabilize its position to society, (especially employers, for an ascriptive occupation as marketing) by the establishment of better training and selection procedures, and the occupation must agitate for more public recognition and possibly legal support for its control over entry and modes of practice. The traits to which the reasons in TABLE 7 relate are professional practice and professional conduct. If these could be better formulated in marketing each of the reasons advocated by members would not be such valid and damaging criticisms of its "professional status". Professional ethics are concerned with moral laws which guide the relationship between the professional and others, and marketing or any other management discipline can never be as rigid in its application of such laws as the "traditional professions".

It can be argued that the code of conduct recently established⁶ by the Institute is more akin to a set of rules or guide on occupational practice rather than a rigid code of conduct. The history of professional ethics has never been thoroughly investigated, but any code in the last resort can only be held to be effective if a breach of its rules results in the practitioner being unable to pursue his occupation. But as we ascertained from the public's view of "professional occupations" a code of conduct must be seen

to exist in some form if an occupation is to be given professional status. Whether implicit or explicit, this ethic is the product of groups, and membership of the group implies acceptance of the values or norms of that group. The principles of professional conduct (or practice) as devised by the group are relative rather than absolute. Generally, the public and employers did consider marketing men attempted to adhere to some rules of behaviour in their practice, though the breaches of this were always elaborated and possibly exaggerated. As we know the value of a code of conduct was placed in high esteem by the practitioners of marketing, but more important for the practice of marketing, ethics does not assume the degree of importance that sociological theory examined to date would appear to place on it. Of the total sample only 496 members (20%) had incurred in the course of their careers some ethical problem, or would admit to this. An examination of these problems answered on an open ended question revealed the basis of the difficulties were often associated with company policies. We can possibly assume that company "pressures" to perform a certain task or activity gave rise to many of these "ethical problems". Of the 496 members who had experienced these "ethical problems" 455 members elaborated on what these were and the categorization of their replies is given in TABLE 8.

TABLE 8

Classification of ethical problems encountered by members experiencing such difficulties. (N = 455)

	Lack of ethics in general i.e. extravagant advertising claims, canvassing of boards, misleading instructions, competing one product with another etc.	Promoting inadequate goods/services (no stock, inadequate trials, over packaging etc).	Products based on manufacturers wants, not consumer demand.	Promoting products clearly not satisfying customer needs.
Frequency	210	110	72	63
Per cent	46.2	24.2	15.8	13.8

There were no significant differences in age, education, size of company, professional qualifications and appointments of members who had detailed their difficulties in this area. It is interesting in view of the fact that because the "ascriptive occupation" has often been assumed to be less professionalized because of the constraints of the organization giving less need for a code of ethics that marketing men do appear to have some respect for a code of ethics. There appears to be a number of structural elements within the occupation of marketing that have, though the practitioners both in the past and at present appreciated its importance, made the implementation of a code of conduct slow to evolve. Firstly the majority of the practitioners work in institutional settings where (as discussed) the guidance of an ethical code will play a lesser part than in the situation where the practitioner works alone. Also most of the techniques practised in marketing are non-fiduciary and certain of them i.e. selling and advertising, could be described as "arts" rather than a "science". These demand less complex intellectual training, thus giving the practitioner less need to remind clients of a sense of duty to give the best possible service. Marketing personnel usually serve (for their organization) a number of clients, whereas a doctor or barrister serves a single client. With a single client, ethics and duty must be clearly defined by some code, but with multiple clients, especially where possibly not even an individual deals with the marketing man, there is more opportunity to hide any unethical practices. Often too when acting on behalf of a company the contact with the client is indirect and often impersonal. Also, often the practitioner can be dealing with another practitioner or at least someone in a management function who would have some knowledge of various marketing functions. Where the client cannot be expected to understand the professional work, a code is necessary

for protection of the client. This is usually not the case in the marketing situation.

The data obtained from the survey on educational qualifications, professional qualifications, possession of the Diploma, besides the variance with which employers based their recruiting standards for marketing personnel, demonstrated that there are many methods of entrance to the occupation. These together with (at least in the past) relatively easy access for unqualified personnel are factors which seem to have caused some lack of unity within the occupation, thereby reducing the possible enforcement area of an ethical code. The vast majority of members in the survey worked for a single employer, which also reduces the need for an ethical code. In addition such an employer can superimpose new rules or classifications, which may cover many unrelated occupations as a whole, all fitted together into an institutional hierarchy. The diverse functions within marketing together with the fact that membership of the occupational association remains optional makes the ultimate goal of complete control over the occupation little more than a hope.

Our analysis of marketing, has emphasized that the occupation has a number of images and that these exist at different levels. All these multi-facet images have direct consequences for the occupation in the formation of a code of ethics. To some extent the self image or combination of group images of the occupation creates a role expectation, predetermining and reinforcing the content and adherence to the code of conduct. Thus a client, who informs a professional of some personal detail, whether physical or financial expects the "professional man", to maintain complete secrecy. This is not quite the situation with marketing though "professional practices" can still apply. Thus in theory, and in practice to some extent the occupation has elaborated a code of ethics. This was the final step of Wilensky's stages in the professionalization process. However, there are a number of reasons

arising mainly from the organizational situation in which marketing is practised that the code of ethics it has, at least in its current form and in its method of application, will never be able to stand the ultimate test, which is prevention of practice to a member.

In order to ascertain what were the considered attributes of professionalism that the practitioners considered necessary for success and effective performance in marketing, a series of attributes were given to members to rate according to the degree of importance they attached to each. The list not only contained those that were considered relevant to marketing and management occupations generally but also those that trait theorists had in the past accorded priority. In addition to this exercise on this particular aspect of professionalism members were asked in an open ended question if they could specify any other factors they had found to be important in the course of their careers. The frequencies and percentages of members' responses are given in

TABLE 9.

The list of attributes contained not only elements, which were in accordance with the trait theories discussed in Chapter 2, of distinguishing marks of a profession, but also a number of "non professional dimensions such as personality, job changes and features relating to the employment situation. Some had also been added to the list after the pilot survey in response to what members in an open-ended question had considered to be important qualities or qualifications necessary for a successful career in marketing. This was felt to be an important question. Not only were opinions being sought on features that are common to the "traditional model" of a profession, but also the degree of importance given to the "non-professional factors" would be indicative if marketing is developing along an "atypical path of professionalization" i.e. though it is a professional occupation of some degree, its characteristics are not the same as those exhibited by medicine or law.

TABLE 9.
Members' evaluation of traits considered necessary for a successful career in marketing.

ATTRIBUTE		Not at all Important	Not very Important	Of some Importance	Quite Important	Extremely Important	
Understanding of customers needs	Frequency	4	2	25	135	2247	2413
	Percent	0.2	0.1	1.1	5.9	92.8	
In-company sales courses	Frequency	71	236	884	872	350	2413
	Percent	2.9	9.8	36.6	36.1	14.5	
College based course e.g. D.M.S.	Frequency	110.0	428	1099	641	135	2413
	Percent	4.6	17.7	45.5	26.6	5.6	
Entrepreneurial flair	Frequency	23	165	463	859	903	2413
	Percent	1.0	4.4	20.1	35.2	39.3	
Practical experience in a small company	Frequency	171	394	743	723	382	2413
	Percent	5.3	15	31.7	31.5	16.6	
Practical experience in a large company	Frequency	52	203	733	990	434	2413
	Percent	2.2	8.4	30.4	41	18	
Loyalty to colleagues	Frequency	189	269	680	628	648	2413
	Percent	6	9.5	28.9	27.3	28.2	
Personality characteristics	Frequency	22	86	355	913	1037	2413
	Percent	0.9	3.6	14.7	37.8	43	
Work in varied marketing departments	Frequency	61	236	723	949	444	2413
	Percent	2.5	9.8	30	39.3	18.4	
Lengthy period in sales representation	Frequency	195	549	831	592	246	2413
	Percent	8.1	22.8	34.4	24.5	10.2	
Personal contacts in industry	Frequency	185	403	734	660	431	2413
	Percent	7.7	16.7	30.4	27.4	17.9	
Frequent job changes	Frequency	595	864	684	221	49	2413
	Percent	24.7	35.8	28.3	9.2	2	
Membership of the Institute	Frequency	421	589	737	505	161	2413
	Percent	17.4	24.4	30.5	20.9	6.7	
Possession of the Diploma in Marketing	Frequency	425	583	760	480	165	2413
	Percent	17.6	24.2	31.5	19.9	6.8	
A professional code of conduct	Frequency	228	286	511	602	786	2413
	Percent	9.4	11.9	21.2	24.9	32.6	
Employment in a growth industry	Frequency	215	327	634	775	462	2413
	Percent	8.9	13.6	26.3	32.1	19.1	

This issue of marketing being atypical in its "professionalization route" will be referred to again once each of the attributes rated by members has been allocated a mean score. We will then be in a better position to ascertain how marketing compares with the traditional professions in this aspect. To the second part of the question where members were asked to name other attributes found to have helped their career in marketing 704 members (30%) gave further reasons which are classified into the four categories in TABLE 10.

TABLE 10.

Classification of additional attributes given by members for a successful career in marketing (N = 704)

Various personal- ity traits and the ability to cope with human relationships	Technical knowledge of company products.	Knowledge of other business functions (including management)	Knowledge of all marketing tech- niques and philosophies and their implic- ations.
Freq- uency 391	150	92	71
Per Cent 55.5	21.3	13.1	10.1

The importance of scores placed on the attributes listed in TABLE 9 are given in TABLE 11. As attitude scales can be used to compute scores this was done to give a ranking of importance as well as an estimate of variance in opinion.

TABLE 11

Importance of each attribute given to members to rate on a five point scale* of importance (N = 2413)

Attribute	Mean	Standard Deviation
Understanding of customers needs	4.9116	0.3511
Personality characteristics	4.1768	0.8801
Entrepreneurial flair	4.0758	0.9218
Practical experience in a large company	3.6443	0.9343
Loyalty to colleagues	3.6230	1.1611
Experience in varied marketing departments	3.6121	0.9805
A professional code of conduct	3.5777	1.3087
Effective in-company sales courses	3.5115	0.9509
Practical experience in a small company	3.3927	1.0892
Employment in a growth industry	3.3879	1.1998
Personal contacts in the industry	3.3139	1.1640
College based courses (e.g. D.M.S.)	3.1023	0.9113
Lengthy period in sales representation	3.0479	1.0950
Membership of the Institute	2.7357	1.1625
Possession of the Diploma in Marketing	2.7288	1.1616
Frequent job changes	2.2730	0.9978

* Method of scoring

- 5 = extremely important
- 4 = quite important
- 3 = of some importance
- 2 = not very important
- 1 = not at all important

As was to be expected "understanding of customer needs" took the foremost position with the least fluctuation in the range of opinions. This attribute we can assume to be the basis of all marketing functions and the prime priority if any goals at all are to be achieved in the occupation; as an aptitude for figures in accountancy, basic mechanics in engineering or sense of vocation in the church, would undoubtedly have headed the lists for their respective occupations. The attributes which clearly are held in highest regard for a successful career in marketing

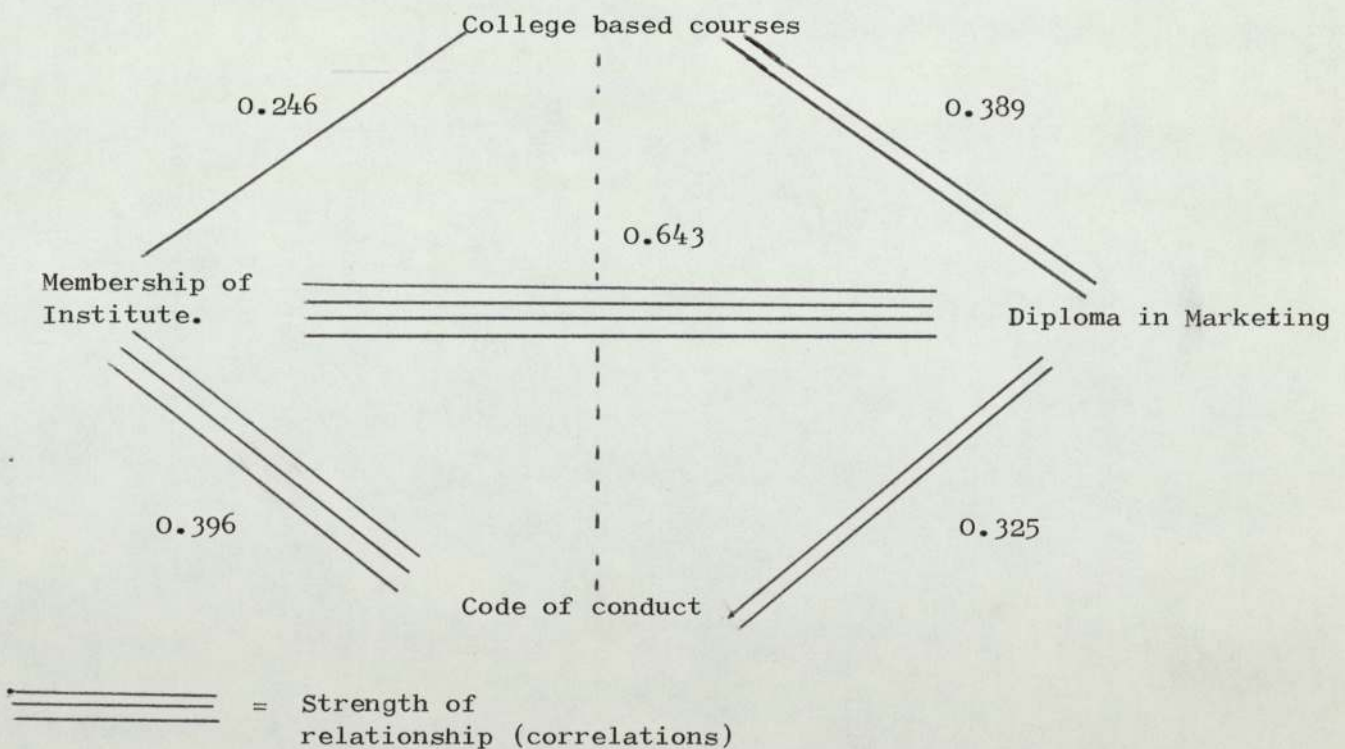
are those related to experience and personality characteristics, attributes which employers invariably mentioned as necessary for marketing men in their organizations and factors which often had preferential treatment over formal qualifications both in recruitment and in promotion processes. Also in the second part of the question where members were asked if they considered any other attributes important in marketing, of those who put forward reasons (704 members) over half were attributes directly associated with personality or human relationships. If the emphasis on judging whether an occupation is a "profession" is based largely on examinations and formal qualification, as all trait theory does, then we could say that marketing performs poorly on this factor of measurement. Marketing practitioners attach low value to professionalism as a basis for successful performance. Also the role of the occupational association did not obtain a high score. Both these two issues of examination and occupational association, though from Wilensky's criteria of a "professional occupation" are present in the occupation and in many respects effective, their role is still weak. It might be considered that if at the present time, as happened in the past with the marketing occupation, too much emphasis on formal qualifications and control by the Institute could have dysfunctional consequences for the professionalization of the occupation.

The attributes given to members to rate were also correlated to examine whether there was any significant clustering of attributes and the results are given in TABLE 12. The pattern of scores reflects the distributions given in TABLE 11. Members who stress possession of the Diploma also emphasize membership of the Institute, and membership of the Institute is associated with a code of conduct. The last correlation does suggest that the occupational association is seen by some members as the guardian of standards in the occupation, which is essential if greater identification with the interests of society is to be made. It is a policy which must be pursued if further steps in

professionalization are to be made, as the general public survey concluded. Possession of the Diploma in Marketing also scored highly with a code of conduct which is also advantageous for professionalism if the Diploma is the "accepted" professional qualification, but we know only approximately one third of members hold this qualification, so by implication an increase in Diploma holders will be advantageous for the growth of a more effective code of conduct, and consequently for greater professionalization of the occupation.

The model in Diagram 1 attempts to put into perspective the patterns of the attributes we have discussed.

Diagram 1.

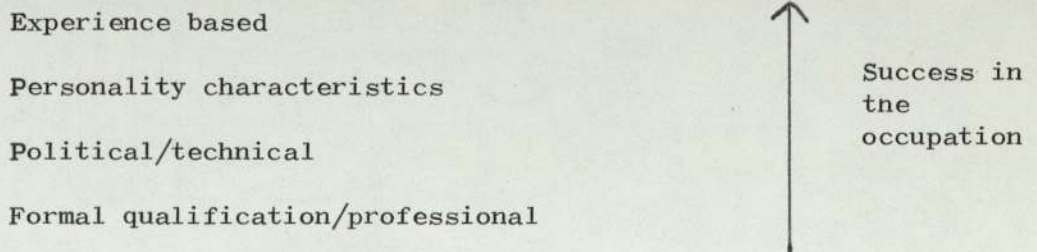


It would appear necessary that the model or pattern must be extended to a greater membership level for further steps in professionalization to take place, as these factors represent the "core traits" for the marketing

occupation at the present time. In groupings of the "professional" attributes, applicable to marketing a pattern does occur. The attributes can be grouped into four categories and these suggest an order of priority for a successful career in marketing given by the practitioners. These are illustrated by Diagram 2.

Diagram 2.

Group rankings of the attributes for a successful career in marketing, as seen by the practitioners.



As discussed previously these are in broad agreement with the perceptions of the employers of the occupation, and to some extent reflect the manner in which many members wished to view the occupation in some of its formative years (1920-1935), as the historical searches of the Institute indicated. But Diagram 2 is in direct contrast to the method of qualification and practice demonstrated by the "traditional professions". In medicine for example, first comes the formal training and professional education, next the ability to choose the correct path or career route i.e. general practice or specialism in which success must rely to a great extent on political/technical issues (the correct courses, study under the appropriate consultant, publication of papers etc) and personality characteristics would at this stage begin to play an increasingly important role. Finally experience alone is necessary for the top consultant positions or highest remuneration in general practice. If marketing is ever to be a "profession" it cannot be equated with the "traditional model", it must be a combination of the "ascriptive"⁷ and "impersonal service profession"⁸ models described in Chapters 1 and 2, possibly further evidence for "atypicality" to be discussed in Chapter 11.

When the "professional attributes" of marketing were analysed in a series of chi-square distributions for a number of characteristics applicable to members some very significant trends became apparent. The older the member the more importance was given to intangible attributes such as work in varied marketing departments, lengthy period in sales representation, personal contacts in the industry and frequent job changes. Also less importance was attached to formal educational qualifications, though the Diploma was evenly held in relatively low esteem by all age groups. If the younger age groups (up to 40 years) continue to have these differences with their elders then the process of professionalization or at least the desire for professionalism can only increase for the occupation. However, it was with differences in education that "professionalism attitudes" were even more distinct, with the higher the educational qualification of members the greater the value put on in-company courses, college based courses, loyalty to colleagues, membership of the Institute, possession of the Diploma in Marketing and a code of conduct. These are very central issues to professionalism and if the occupation can upgrade the educational qualifications of its members, then on these findings more positive attitudes to professionalism should emerge, though this would be on a medium to long term basis. The same trends applied to those in possession of the Diploma, so by increases in the number of members obtaining this qualification the same professionalization benefits should accrue. Education in its broadest sense would seem to be one of the major areas of importance for the occupation not only to improve the professional image to the public, but also to give employers some firmer basis on what constitutes the "qualified marketing man", and not least to give the practitioners more positive guidance on grades of membership. This would also reduce fears that have always persisted amongst members that entrance to the Institute by "unqualified" people is easy.

The four "professionalization variables" originally discussed in this Chapter i.e. criteria for membership, members evaluation of marketing, practitioners contemporaries evaluation of marketing, and the reasons held

by members that marketing was not an established profession were examined against the attributes for success in marketing in a series of analysis of variance tests. This indicated if views directly relating to professionalism affected the importance given to a particular attribute for success in marketing. The majority of attributes for whatever aspect of professionalism tested against it showed significant connections. As was to be expected members who considered the paper qualification the prime requisite for membership of the Institute placed higher values on attributes that could be associated with their contention, and the reverse applied to those who considered practical experience should be the essential qualification for membership. TABLE 13 shows mean scores and F values for the attributes against member evaluation of the occupation's professional standing. The scores in TABLE 13 suggest that those members who do not rate professionalism highly also believe that professionalism in marketing might be subject to intangible factors e.g. personality characteristics.

The means given to any attribute for the "developing into a profession" group always fell between the means for "marketing is a profession" group and "marketing is not a profession" group. Higher means were given by the "yes it is a profession" group on the attributes for membership of the Institute, possession of the Diploma and a code of conduct. These are the "core traits" previously discussed as necessary to be extended if professionalization as seen both internally and externally to the occupation is to make progress. The "yes it is a profession" group consistently gave higher scores than the others. They seem more inclined to believe that there are identifiable features associated with success in marketing. This could be a starting point for growth in professionalism with its foundation on relevant knowledge and training.

TABLE 14 give the analysis of variance scores between the attributes, and members divided between those who considered marketing "not to be an established profession" and then offered reasons for their views and those who considered it "to be an established profession". Again

TABLE 13

Total membership evaluation* of the professional status of marketing: Attributes (relevant to a member) giving significant analysis of variance levels for particular traits.

	Total Sample	Part of sample saying "Marketing not a Profession"	Part of sample saying "Develop- ing into Profession"	Part of sample saying "Marketing is a Profession"	F Score	Significance Level
	Mean	Mean	Mean	Mean		
In-company sales courses	3.496	3.313	3.476	3.664	21.477	99.9
College based courses (e.g.D.M.S.)	3.110	2.846	3.170	3.209	29.426	99.9
Practical experience in a large company	3.643	3.554	3.640	3.715	4.507	97.5
Loyalty to colleagues	3.622	3.446	3.629	3.738	9.345	99.0
Personality charact- eristics	4.186	4.100	4.210	4.213	3.344	95.0
Work in varied marketing departments	3.613	3.501	3.628	3.672	4.987	97.5
Lengthy period in sales representation	3.062	2.983	3.031	3.170	5.392	97.5
Frequent job changes	2.279	2.196	2.280	2.340	3.187	95.0
Membership of the Institute.	2.750	2.235	2.821	3.017	77.390	99.9
Possession of the Diploma in Marketing	2.742	2.288	2.833	2.931	55.901	99.9
Professional code of conduct.	3.594	3.132	3.649	3.845	49.752	99.9
Employment in a growth industry	3.390	3.156	3.412	3.528	15.362	99.9

* Method of scoring

5 = extremely important
4 = quite important
3 = of some importance
2 = not very important
1 = not at all important

TABLE 14

Analysis of variance between the attributes, and those members who considered marketing not to be an established profession (and went on to give reasons) and those who considered it to be an established profession.

Question: Are there any reasons why you consider marketing not to be an established profession? (Yes/No) and if you have reasons state these.

Attribute	Total Sample Mean	% Saying "Mark- eting is not a Profession" Mean	% Saying "Mark- eting is a Profession" Mean	t Score	t Score Significance
In-company sales courses.	3.493	3.433	3.595	3.958	99.9
Practical experience in a small company.	3.391	3.355	3.449	1.951	95.0
Practical experience in a large company.	3.644	3.609	3.704	2.330	99.0
Loyalty to colleagues	3.625	3.544	3.760	4.228	99.9
Lengthy period in sales representation	3.052	2.999	3.142	3.027	99.0
Personal contacts in the industry	3.317	3.267	3.403	2.706	99.5
Membership of the institute	2.752	2.610	2.990	7.651	99.9
Possession of the Diploma in Marketing	2.749	2.659	2.900	4.830	99.9
Professional code of conduct	3.592	3.481	3.778	5.326	99.9
Employment in a growth industry.	3.391	3.324	3.502	3.470	99.9

higher means especially in the "core traits" for those who considered the occupation to be an established profession reinforces the need to put these issues to all levels of membership if full professional status is ever to be gained. The prime instigator can only be the professional association. Members who do not consider marketing to be a profession appear more sceptical of any attribute that is seen as relevant for a successful career in marketing, than those members who consider marketing to be a professional occupation. These results possibly demonstrate the differences between sceptics and idealists (or optimists) in the occupation on this issue.

In the history of professionalism in the Institute there could be detected especially in the nineteen thirties a divergence of views on professional issues. The same potential schisms do not appear to be so apparent today. This increasing uniformity of opinion and action is vital if the relevant professional attributes and policies are to be acted upon. Though it is not true to say there is complete satisfaction among members with the policies and services provided by the Institute for its members. The general views of members demonstrate they see little radically wrong with their occupational association. In answer to the question if members would like to see any further services provided by the Institute two thirds said "no". Of the 28% of the sample who did offer suggestions for improved services, in an open ended question, the suggestions could be described more as general technical or administration difficulties rather than policy ones effecting professional issues to a marked degree.

In response to the question that did members consider the Institute to be the "effective voice" for the marketing occupation in Great Britain seventy per cent considered it was. The reasons given by 711 members that it was not, reflected again the responses that members gave for why marketing was not yet an established profession. These were lack of knowledge of its functions by senior management, control difficulty in an occupation with so many functions, poor public image and too easy entry to the Institute by unqualified personnel. We can conclude the occupational

association is performing the primary functions of an occupational association in basically organizing marketing, attempting to qualify all who wish to practice and pursuing standards of professional behaviour. It is with "secondary factors" that "professionalism progress" for the occupation would seem to be failing. These basically are on control of entry to the Institute, better "public relations" and more contact with the public, government and employers over its aims and policies. The "technical and administrative" difficulties no doubt have evolved from the organization adapting itself to the great increase in membership over the last few years and the move from London to a more institutional situation with its attendant staff and philosophy changes.

Summary.

The conclusions to be drawn from the practitioners of marketing will only be tentative here, for in the concluding Chapter on the final picture of professionalization exhibited by the occupation, the main findings of this survey will be compared with other aspects of the methodology adopted in this work. A brief review is only attempted at this point.

Marketing education and a code of ethics would seem to be the essential areas which will have to be expanded for greater professionalization, not only of the occupation but also the Institute. Though in defence of both they have had to concentrate on building educational standards and levels of competence, hindered by an inadequate underdeveloped state system of marketing education and training. In view of the Institute's self conscious concern with inter-association status, the late adoption of a code of ethics seems surprising. A complicated regulation of professional conduct remains the exception. Social

9 10 11

theorists such as Weber, Durkheim, and Taeusch all assume that a "profession" is a closed institution. This may be true in some respects of the older traditional professions previously discussed, and even those established in the nineteenth century and later controlled by statute. But

with marketing and many of the management occupations discussed it is difficult to regard them as closed in terms of entrance, methods of qualification and training, and institutional regulations. Though the Institute of Marketing is appreciated by members as a possible means of qualification it has not yet achieved the complete position as the "guardian of occupation morals".

In general we can say professionalization often emerges when an occupation has an influence on the nature of the relationship between itself and its customers or clients. The conditions necessary for this phenomenon to occur usually are a highly integrated homogeneous and finely controlled occupational group serving a fragmented widely differing and unorganized clientele. Where a corporate body, which is more cohesive than the occupation, mediates between the occupation and clients, it tends to weaken the "professionalization stages". A further weakening of the professional attitude may be due to the itinerate nature of many appointments in marketing, especially in sales work. There is also an ethos of individualism shown by marketing practitioners whether it be for the individual or the company which employs him, for other marketing men in differing organizations are often not viewed as colleagues but as competitors. Though professionalism may develop faster in specialised marketing functions it seems doubtful if that can be the case with the selling function which is at the "forefront" of the profit making process and where the less efficient will not survive economically. It is not a simple matter of "losing his case" or not being able to "treat a particular disease", but with financial insolvency as the crucial task master. It should be stressed however, that individualistic attitudes and values themselves are by no means incompatible with the employment of forms of collective action in pursuit of material and symbolic gains. The standing and organization of the accountancy occupation bears witness to this. Perhaps one of the major reasons why marketing has been weak on "professionalization"

to date lies in the fact that often as we saw large numbers of members employed in extensive organizations gives a situation where the employer stands between them and their clients, thus precluding professional control of the producer consumer relationship. These issues together with a review and final analysis of the objectives of this work will be the subject of the closing Chapter which follows.

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 Time in current appointment.
 Previous appointment.
 Industrial classification of organization.
 Category of organization.
 Time engaged in marketing.
 Number of employees in company.
 Existence of a separate marketing department.
 Functions of the marketing department.
 Number of the outside sales force.
 Number in the marketing department.
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PART THREE

CHAPTER ELEVEN

Conclusions

- (i) Review and main findings.
- (ii) The contribution of this study to the analysis of professions and professionalization.
- (iii) The future of professionalism in marketing and the possible development of further research.

Introduction

This Chapter is divided into three sections. The first reviews and draws conclusions from the empirical surveys and historical searches undertaken in this study. The second takes a critical look at the contribution of this study to sociological analysis on the professions and the professionalization process. The third section is concerned with a topical and controversial matter, namely in what practical ways can the professionalization of the occupation be furthered, and how future studies might develop from our findings.

Review of our findings.

As we indicated in Chapter 1 our approach to the study of the marketing occupation would have a dual purpose. It is hoped we have utilized facts at a sufficiently abstract level for purposes of general theorising on professionalism as a concept, yet at the same time providing a guide to operational definitions which are required for empirical analysis in any field of occupational study. The diffuse nature of the employment situation in marketing has not made it easy to achieve this dual purpose. The various types of organizational settings in which marketing men have to practice has the complication for the occupation of creating "non-authority"¹ career ladders. This situation has two implications for marketing. Firstly, the process of professionalization is inextricably linked with independent employing organizations. Secondly, many occupational decisions are a product not only of the practitioners' goal directed behaviour, but also of the organizational opportunities available. The analysis we have attempted has examined a number of features of the professionalization process and attempted to provide a coherent picture of the marketing role in work situations, with the background, experience and qualifications of practitioners filling such roles, the degree of commitment shown by marketing specialists to the marketing function, and to the occupational association. The evidence gained from the varied avenues of our methodology was to some extent complementary.

The extent to which the objectives in this study have been attained can now be assessed. To have attempted to proceed on the basis of the practitioners' opinions or employers' views alone would not have provided sufficient data for our purpose because the functional relevance to society of the occupation would have been neglected. Our concern, it will be recalled, is to ascertain whether marketing is progressing along the road to professionalism, and whether such progression has followed the steps described by Wilensky. The necessity of applying both trait and functional methodology to the subject of our study has not made the task of assessing the extent of the professionalization of marketing easy. It not only meant the examination of a number of criteria such as a code of ethics, altruistic service, occupational examination and service to the community, to ascertain their relevance for marketing, but it also necessitated asking what is the functional role in society performed by the occupation and what value is attached to that role. The sample of the general public and to a lesser degree that of employers provided some answers to the latter question. The reasons for applying both types of theories to marketing though producing additional empirical data, was justified, for in the final analysis many of the findings of our various surveys were complementary. In this Chapter the main conclusions of these will be reviewed.

The role of the occupational association ought to be stressed again at this point. This has played an influential part in the professionalization process for marketing, and a part we have attempted to gauge in all our surveys. In our study we have constantly referred to the employment situation of marketing practitioners, with the behaviour of the practitioner within that situation as our focus of attention. It is suggested here that it is desirable to have an understanding of the occupational behaviour of a practitioner in order to appreciate his motivations for joining his professional association. The degree of professional development exhibited by the occupational association i.e. the Institute of Marketing should also have an influence on this action, because of the mutual advantages for both

"profession" and association. The stages of professionalization outlined by Wilensky² and applied to the Institute of Marketing can be an indicator of some professionalization features for the occupation. These have been as was indicated in Chapters 4 and 5 in the "professionalization history" of the Institute, processes which have occurred in a number of ways. There was the early development of full time activities for practitioners together with the establishment of special causes to attain and the policy of seeking contact with the further and higher education institutions. There was also the accelerated development of decision making processes in the Association, i.e. the growth of officials, standing committees, research reports and an associated movement to divide the competent from the non-competent. We saw too the conflict between the "old guard" who had learned the "hard way" and the newcomers who had undergone the prescribed method of qualification; and finally the development of a formal code of ethics. Even at the present time the Institute is still increasing the amount of prescribed training for entry while allowing those members already in membership to have their experience equated with such educational standards. Such a restriction would agree fairly closely with Wilensky's view of the latter stages of the professionalization process an occupational association can exhibit.

From the evidence collected from the public we can suggest that the term professional leads to rather vague definitions. Many of the occupations given as examples of professions were occupations which most authorities would have classified at least as "semi-professions", "developing professions" or "quasi-professions" rather than established ones. "Professional occupations" were seen to have certain identifiable characteristics and the public did perceive some of these as more important than others in such occupations. In the range of occupations the public were given to assess some were perceived as more "professionalized" than others. These views held by the public were associated with such factors as social class, age and sex.

The same factors affected a respondent's views on the various management functions given to assess, and how a given range of occupations were assessed in their value to society.

The recognition of a professional occupation by the public can take a number of forms. These can be in the form of high status, the occupation being remunerated well, remunerated in a particular way (by salary or fee earning) and also that the occupation has advanced methods of practice and is in possession of a substantial body of knowledge. The public considered the traits of theoretical knowledge and practical ability would have to be achieved by extensive training and possession of a formal qualification. A class distinction was significant in the public's definition of a profession in that the higher socio-economic groups in the sample placed more emphasis on formal qualifications. Also implied in discussions with many members of the public sample was that a professional person delegated responsibility to others in subordinate positions. Thus a "professional occupation" to the public is not an "ordinary type of occupational activity", by the definitions given it was seen as non manual³ and in its practice there is seen to exist a body of knowledge and expertise in its application. There seems however, a variance of opinion amongst the public on whether this theory or body of knowledge can be acquired by experience or by the passing of an examination.

The factor of being organized together with no developed association does not seem to bar an occupation's acceptance as a profession. This was seen by the values which different age, sex and socio-economic groupings in the public sample placed on the support of a professional association to an occupation in gaining professional status. An organized occupation is not necessarily a profession. For the public a well defined body of knowledge or concern must exist and be applied to give a definite service. To give this service efficiently, knowledge and experience must be obtained by the practitioner. The term profession for the public does not appear to be the sole prerogative of a few occupations, it seems more a relative concept. This goes some way to substantiate our original contention that

there might exist a "professional continuum", with the old established occupations of medicine, law and the church at one end and disorganized, though perhaps unionized, occupations at the other end. This is not to say that "atypical developments" do not occur of which marketing might be an example.

As a generalization we can say that many members of the public did consider marketing to be "developing towards full professional status". It was together with social workers, the occupation that scored highly in this category regarding the extent of professionalization. However, it would seem that relatively few members of the public come into contact with marketing. It was thus more difficult for them to apprehend and assess its functions and make an assessment of its movement towards professional status. There seems little doubt that some basis of professional acceptance already exists for marketing especially among the higher socio-economic groups in society. Also that the marketing occupation is not unique in that its professional association could do more to improve its "professional image" and thus accelerate the professionalization process. An uninformed public cannot evaluate or utilize an occupation effectively. An association benefits itself and society by demonstrating alertness and an interest in public affairs. It is a mutual process.

It is noteworthy that the criterion of possessing a code of ethics rated highly in the public's assessment of marketing's claims to be a profession. However, marketing along with many occupations outside the registered professions does not have an association which can enforce the sanction of non-practice upon a practitioner who breaks the code. Therefore, the presence of a code of ethics need not signify professional status. Some occupations may require greater control over their members than others especially if their practitioners deal with physical, mental and legal areas where help may be needed at any time by any member of the public regardless of his or her social standing. Some occupations will thus need a severe comprehensive code of ethics, while others will not. The need for a code will depend on the occupational situation, and the situation with marketing would seem that a code is not always necessary or possible to

enforce fully. It is still necessary insofar as marketing practitioners come into contact with the public directly or via the advertising function.

On theoretical grounds, it is to be expected that different experiences will be associated with differences in beliefs and values. There is sufficient sociological evidence⁴ that occupational experiences have a significant influence on beliefs and behaviour. There is also evidence which demonstrates large differences in beliefs between aggregates of persons classified according to income, skill, whether business owners, workers or other variables. Such aggregates do not constitute "classes". What is more difficult to demonstrate is the existence of distinctive class sub-cultures in their attitudes to say occupational prestige and professions in general; held by those who are conscious of class identity. Differences in cultural orientations associated with differences in the distribution of rewards, prestige and power would first have to be examined in attempting to answer the more complex issue of how far such differences coalesce into distinctive class sub-cultures. The differential distribution of rewards cannot be assumed to give unitary groupings automatically, but evidence⁵ shows that classes do exist in the sense that individuals are conscious of their identity with those sharing a "common fate" and that such groupings are marked off from each other by differences in culture, style of life and attitudes on a variety of socio-economic issues. It is these factors which gave the public the different criteria by which they came to hold views on professionalism.

As was discussed in Part One of this study, the employment situation presents a problem for the professionalizing process in marketing. This too applies to other occupations practised in an organizational setting. The difficulties that arise are based on the occupation's dependence on employers' objectives and values. These may not be those associated with professionalism. Marketing is invariably practised in an organization so these problems have a particular significance for the occupation. With the increasing numbers of

"professionals" employed in large scale organizations it seems relevant to ask, can the "ideal type" fee earning practitioner performing this occupation in an entrepreneurial role, characterised by Lewis and Maude⁶ as the ultimate in the "professional man typology", ever be fully attainable? The professional person of the future could be a salaried employee, carrying out his activities within the framework of an organization hierarchy, in occupations as diverse as social work, management, teaching and medicine. The individual in such a bureaucracy, retains a recognizable frame of reference,⁷ so that as a professional person, he participates in the two distinct systems of his profession and the organization he serves. It would seem that the terms profession and professionalization which have been said to be exemplified so characteristically by the traditional models of the older established professions cannot be so readily applied to marketing and a number of other business orientated occupations. This is basically because the particular role of the work practitioner is the direct result of his active membership of, and allocated position in, a non professional organization.

One of the difficulties in evaluating the claims of marketing to be a professional occupation is that the practitioners have a dual orientation whereby in addition to their marketing qualifications (theoretical or experienced based), they possess a body of organizational knowledge and skill, and a second set of values which they have acquired through a socialization process often in their firm. The problems would seem to be whether they are considered "ascriptive professionals", that is members of the "marketing profession" (if it exists), or whether they should be judged in common with the larger and more widely orientated group of "semi-professions" or "quasi professions" employed in large scale organizations. The evidence from the employer sample indicated that marketing practitioners were seen as a distinct occupational group, though having certain claims to professional status their role was subordinate to the demands of the employment situation.

The employers interviewed generally regarded marketing as an occupation well advanced on the road to becoming a profession. Employers were found to rate occupations higher in their "professionalization scores" than did the general public sample. However, many could be simply interpreting professional to mean "technical or competent". On the basis of the employers' perceptions there seems little doubt of the validity of Wilensky's first stage in the professionalization process, namely that an occupational group has emerged engaged on full time work on a given set of problems. This is not a tautological statement which a first reading may imply. It is the process by which this came about that is significant for marketing. Marketing grew as an occupation because of functional specialisation made possible by institutional changes (which we traced in Chapter 8), rather than by a switch from an amateur to professional role as occurred in some of the occupations we have discussed.

There was an additional factor which has assisted marketing's "professionalization" claims, in the view of employers. It is a simple case of familiarity. Professional status seems more likely in cases where an occupation has some connection with an established professional occupation or discipline. This can come about either through the sub-division of an existing body of knowledge (accountancy, engineering) or through working closely with a professional occupation (research, consultancy, personnel). Marketing because of its business orientation has had advantages here with employer or organizational recognition and a high degree of acceptance of the occupation. Once marketing can secure and stabilize its position, as it appears to be doing with employers, and with society at large, by the establishment of better training and selection procedures the second and possibly the most important stage of Wilensky's sequences to professionalism will have been achieved.

The importance of employer's perceptions of marketing is linked closely to that of the practitioners by the degree of monopoly the occupation has over its various functions. For employers this poses the

question, does the occupation perform a range of duties which are seen as the sole prerogative of marketing? Is marketing seen as a specialist function which only members of the occupational group should be allowed to perform? The same argument applies to the practitioners' views of their occupational standing. This claim to practise a particular occupation is in a sense a "charter" in Malinowski's definition of the term. The charter of an occupation to be effectively stated, clearly requires organization, and its utility to members of the occupation not only depends on the degree of external recognition but how any individual who might pursue the occupation feels he ought to be associated or bound by the occupational "charter". The difficulty with marketing is that it is a competitive activity and may involve pejorative accusations of encroachment and charlatanry i.e. the emergence of counter claims to its "charter".⁸ For these reasons the views of the practitioners on professionalization issues are especially relevant, and how they relate to external sources of professional recognition.

As was seen in Chapters 4 and 5 the self awareness of being or not being, of desiring or not desiring to be a professional occupation has always caused some difficulty amongst membership of the Institute of Marketing. We saw also how the Institute was able to generate and maintain professional self-consciousness amongst its members and this was one of the more important factors in the development of the occupation since 1945. The practitioners own evaluation of their evolution as a professional body accorded closely with that of the public. The majority of the public viewed marketing as "developing into a professional occupation". The proportion of the practitioners who held the same view was half of the sample. This together with the employers' perceptions does enable us to put forward the proposition that marketing is progressing along the "professionalization continuum" discussed in Chapters 1 and 2. However, even among practitioners some have doubts on this matter. This was evident in the survey, for there

existed a large core of opinion (22%) who considered that marketing was not a professional occupation. Until this section of practitioners change their opinions on this issue, any claim that marketing is nearing full professional status must be severely qualified. This opinion is likely to be even more strongly held among practitioners who are not members of the Institute.

The reasons why a large majority of the practitioners did not consider that marketing has reached full professional status point to the difficulties that will have to be overcome to achieve the goal of complete professional status. These reasons were based on the view that marketing was not understood or appreciated not only by the public but also by employers and managers in general. These difficulties the practitioners raised were also reflected in the view taken by the public, namely that marketing is associated with many undesirable aspects of selling. It would seem unfortunate for the occupation that the one area in which it comes into most contact with external sources, is the one that appears to give it a poor image and reputation. The traits of the "ideal type" profession which were put forward earlier in the study cannot always be fully identified with marketing. Part of the solution could come about by better training and selection procedures within the occupation. There would also be the need to stimulate amongst the practitioners a movement for more public recognition and possibly legal support for control over entry and modes of practice. Associated with these movements are the issues of "professional practice" and occupational conduct. If these two areas could be better formulated and defined in marketing some of the "non professional status" criticisms levelled against it would not be so valid. However, lack of independence from employers remains one of the main barriers to full professional status.

That the occupation of marketing should become more professionalized besides being the goal of the occupational association was a view held by many of the practitioners and employers. This should enhance the quality

of service provided by the occupation. If its functions because of this become more widely understood and appreciated then this may possibly lead to greater utilization of marketing's specialisms by employers. This could create greater efficiency in their organizations for in the past and to a lesser extent today some of the functions of marketing were performed by "amateurs" or other management personnel.

The management function which comes nearest to marketing in its degree of professionalization appears to be personnel, though it had very different origins as it started in the field of industrial welfare work. The public and employer surveys as we saw confirmed this perceived similarity and also the developments of its occupational association closely resembles that of the Institute of Marketing. There are other similarities too. Both occupations encompass a wide range of functions, which are not very often understood or even known to exist. It too has experienced difficulties in laying down educational standards in an area which like marketing can be successfully practised on the basis of experience alone. Both are invariably practised in institutional settings and a code of conduct poses difficulties where its effect can only be relative.

This study has attempted to discuss various aspects of the process of professionalization. In this we have used the marketing occupation as a case study and the data examined has not only provided some evidence on which to gauge marketing's degree of professionalization but also suggested that the "ideal type" model of a professional occupation need not apply to marketing. This does not necessarily undermine the occupation's current professional standing as it is judged by external agencies. The occupation may be "atypical" from this historical process of professionalization which we briefly traced for medicine⁹ and law¹⁰ in Part One of this study.

Throughout this study we have frequently referred to Wilensky's stages in the professionalization process. While not assessing marketing purely on his criteria alone, Wilensky's theory has provided a valuable analytical

framework. We are now in a position to review marketing in the light of this framework as one contribution to the analysis of professionalism. There is little doubt that the first stage of professionalization put forward by Wilensky has been achieved. The occupation has emerged as a distinct function and is engaged on full time work on a particular set of problems. We have observed how that full time role came about. The second stage where the occupation attempts to secure and stabilize its position to the wider society, by the establishment of training and selection procedures appears to be giving some difficulty. We saw from the public's perceptions some of the areas of difficulty. Not only was contact with and knowledge of the occupation low but when compared against a number of other occupations marketing was not seen by many to possess "professional characteristics". Combined with an occupation's acceptance to society is the formation of the professional association, which for Wilensky is also part of an occupation's striving to achieve recognition. This action not only continues to establish and define the group, but the association will set standards and norms within the occupation and manage its relationships with competing groups and other occupational associations. Marketing as we traced in the Institute's history is making some progress in this respect. This has been particularly marked since about 1960. It is attempting to do this by increasing educational standards in the occupation through continually raising entrance requirements while at the same time promoting marketing education in the state system.

It is at the next stage of Wilensky's progression that further problems are being encountered. This is in the securing of public recognition, and obtaining legal support for its control over entry into the occupation and in its modes of practice. Though greater public recognition is an aim of the professional association and in time could come about, the legal support for its practices seems more doubtful.

The greatest obstacles to this last issue are that at present the occupation has no monopoly over those who wish to practice. This is also associated with the dilemma over somewhat elastic entry qualifications for gaining membership of the Institute. In effect one can be an efficient and respected practitioner of some aspect of marketing yet have no paper qualifications in the subject or have any regard for professional ideals, as was recognised by Institute members.

The final stage in the process for Wilensky is the elaboration by the occupation of a formal code of ethics. A code has been recently brought out by the Institute which we have discussed at some length, but at present it is a relatively weak set of rules which cannot deprive a person expelled from the Institute, the means to practice his occupation. It seems doubtful at this point in time that non accordance with the Code will ever lead to expulsion from the occupation. However, it was concluded in the earlier Chapters of this study that marketing was an occupation, which unlike some of the "established professions" did not require such a high degree of regulation because the "professional/client" relationship does not involve the confidentiality found in the "established professions". This could be one basis for "atypicality". Thus in theoretical terms as judged by Wilensky's stages the occupation is making some progress along all the stages and with two of them the position is well advanced. It is in the practical implications of stricter control over membership to the Institute, the degree of monopoly over marketing activities and the implication and enforcement of the code of ethics that the next professionalization advances could be made.

The contribution of this study to the analysis of professions and professionalization.

From our study of the general evolution of the older professional occupations namely medicine, law and the church, a "traditional image" of the professional practitioner can be noted. Today these patterns can very

often be detected for the same occupations. The practitioners ability is determined by examination and licence, and a strict ethical code is observed. Deprivation of practice is the usual consequence for non-observance of the code of ethics. In such occupations the training and educational procedures are institutionalized. The "ideal type" practitioner can often practice as an individual and the service is of a fiduciary nature. There are distinct historical events and movements which have brought about these characteristics for such occupations.

The position with marketing and other "business occupations" is that they are relatively young. Their process of evolution is not taking place in the same societal conditions which have provided the "traditional model". Their goals and structures differ too. However, we traced that for marketing there had been a pattern of events in the "professionalization history" of the occupation. Though there were set backs on the road to professional status such as a nucleus of members who did not wish to see themselves as professional men and controversy over the functions of the Institute, the position is now more secure than it was in 1960. The position then was more advanced than in 1937. It is difficult to predict future movements from historical events which have only been occurring for sixty years. Nevertheless there is no reason to assume that current trends which we described in Chapters 4 and 5 will not continue. The "traditional model" of professionalism still appears the ultimate goal and other "developing professional occupations" such as personnel have shown comparable histories in the same period of time. Our study has enabled us to review the present state of professionalism in a particular occupation at a fixed point in time.

We know that at the present time the career pattern for marketing does appear to be "atypical" from the traditional model. We saw from Chapters 9 and 10 this conclusion is based not only on what happens in situations of marketing practice, but also on how the practitioners viewed their position and what attributes they considered necessary for an effective career in the occupation. Diagram 1 gives a contrast between the situation in marketing as we have found it to exist today and what we know occurs in

more professionally established occupations.

DIAGRAM 1.

Career Progression Stages

<u>MARKETING.</u>	<u>ESTABLISHED "PROFESSIONAL" OCCUPATION</u>
<u>Stage 1</u> Experience in the occupation.	Formal qualifications and training
<u>Stage 2</u> The influence of personality characteristics on success.	A career route chosen (possibly specialization).
<u>Stage 3</u> Political/technical events, factors i.e. industry, company, colleagues, job mobility,	Personality characteristics become more important.
<u>Stage 4</u> The optional obtaining (often to augment experience) of a paper qualification.	Relevant experience necessary for the highest positions in the occupation.

The stages are not meant to be fully comprehensive or intractable but the model does display a general review of the contemporary occupational situation for marketing contrasted with the older established occupations. These stages are linked to "career" and this latter notion is one that has been given attention both as a concept and in its implications for marketing. For the "traditional profession" career is an integral part of the ethos of professional life. This is not the case for all occupations. Management occupations because of organizational goals invariably have to co-operate and often become interchangeable. Movement between management functions and within internal specialisms of business occur. We saw from our practitioners survey that this very often was an ambition to "gain all round business experience". Such processes can only weaken the autonomy of an occupation. The result is that the ideals and philosophies of one occupation in an organization may influence another.

Professionalization for a management occupation (one that is practised in an institutional setting) might therefore depend on a number of

factors. Firstly, there is its own current situation e.g. the institutional features and the relevance of "theories on professionalization" for any claims to professional status. Secondly, there is the possible influence of a more professionally advanced occupation which the practitioners may come into contact with. The effects of this would be more specific and immediate than occurs for the process we discussed existing between the "personal service professions" and the "impersonal service professions" suggested by Halmos. The influence envisaged by Halmos was taking place in society as a whole and was a long term process. With a management occupation in an institutional setting the influence of a highly professionalized occupation such as accountancy might be occurring daily and possibly have to be adhered to if organizational goals are to be achieved. Thirdly, as we saw in Chapter 2 the process of professionalization in management occupations is related to the organizational goals of the working situation. Fourthly, the increasing complexity of industry creates new occupations. Such occupations as we have seen tend to model their development on the "traditional professions". This could lead to the situation foreseen by Durkheim as "the professionalization of everyone". We briefly traced how the traditional professions had evolved since medieval times. It would seem such a lengthy development is not occurring or even possible for many occupations. Even the stages described by Wilensky cannot be strictly applied to a number of occupations having professional aspirations. The common conclusion of all studies on professionalism is that it is a consequence of the point we discussed in Chapter 1, of an increasing division of labour in society.

Our study has emphasized one point in which functionalist and trait theories on professionalism converge. This is on the issue of service to society or the ideal of social responsibility. In a profession this ethos is operationalized by an enforceable code of ethics. However, social responsibility does not seem to commit the behaviour of an occupation to the rigorous rules of the "traditional professions". Social responsibility (as

our surveys demonstrated) does not necessarily have the connotations of social status which is often associated with the term profession. There is also the possibility that with management and business occupations social responsibility is a misnomer for use when their aims clash with other sectors of business and society. However, it hoped in this study to have illustrated that the notion of profession in so far as it implies a combination of expertise and service can apply in many respects to management and for marketing in particular.

As we suggested in Chapter 1 the term "profession" is often used as an "ideal type" concept. This approach has been adopted throughout this study. We have also accepted the older occupations of law, medicine and the church as "established professions". In Chapters 1 and 2, we also discussed the term "professional continuum" with these established professions at one end and "emerging professional" occupations positioned accordingly along this continuum. It would seem that the notion of linear development and "atypical" can both be applied to marketing to some degree. The less the extent of professionalism exhibited by an occupation the more difficult it is to plot any definite line of progressive professionalization. Marketing cannot be equated with the traditional model of professionalization. Other roads to professional status do seem to exist. These are not easily identifiable. Accountancy and architecture for example have not followed the traditional route yet their professional standing is accepted. Such occupations fall between the older occupations and managerial ones in the extent of the "free practitioner". In using the concept of the professional continuum as a guide in our study we can conclude that marketing as with other management occupations is an example of an "organizational profession". This is a different model from Halmos' in that whereas the "impersonal service professions" are often practised free of organizational constraints and involve very often a single professional/client relationship, neither of these two characteristics generally apply to marketing. The evolution of marketing as a profession, it would seem, might proceed on the model not of the

"established professions" but on that of the "recently established professions" such as accountancy and engineering. It is hoped this study had indicated where and how this might be occurring. In the "comprehensive approach" to the marketing occupation some contribution to the sociology of occupations might emerge. The number of reference points from which marketing was examined could provide a guide for empirical analysis in other occupations. Certainly in this work the methodology provided distinct fields of study from which to pursue our objectives.

The time may now be appropriate for new theoretical works on the professions. There have been no radical innovations for several years. Though functionalist and trait theories can be applied to many occupations these approaches will eventually become exhausted in the amount of knowledge obtainable for the "professionalization process". As we saw from Chapter 2 the field of occupational study is wide. The time for some consolidation in the field of professionalism may now be due. Such junctures do occur in certain fields of sociological study. Examples of such occurred with group behaviour studies following the Second World War, the family in the late nineteen fifties and bureaucracy in the early sixties. Further research would be valuable on the influence of the work situation for the professionalizing process. Also how the process evolves in differing societies and the responses of the occupations to contrasting external stimulus. There is still a difference of opinion in industrial societies on whether professions are entirely functional for society. Further research might indicate if such manifestations are justifiable. It would appear that as all societies become more specialized in the division of labour that the field of study for "professions" can only increase.

The future of professionalization in marketing and future studies.

If the stages in Diagram 1 for marketing were revised or altered would this mean that the occupation would automatically achieve full professional status? The answer can only be doubtful for two reasons. Firstly, as we have

emphasized in this study the occupation has no monopoly over those who wish to practice it, and a number of the features contained in the stages applicable to marketing which we might define as "technical" i.e. qualifications, entry to the occupational association, homogeneity in the occupation, external recognition are not yet sufficiently developed (professionally advanced). Secondly, there is also the difficulty (though it is not a complete barrier to full professional status) of the organizational location of the practice of the occupation which has been a continual point of reference in this study. We can thus identify a number of areas where marketing is failing in the professionalization process. There are also some factors which appear to be beyond the control of the occupation.

It seems doubtful that the occupational Association in the foreseeable future will be able to control the activities of all those who wish to pursue the practice. A monopoly situation as in medicine or law is not occurring. In many of the "professionally aspiring" occupations the appropriate occupational associations by no means have a monopoly of practitioners in the field. Attempts by such associations to bring about a closed entry situation are not uncommon, and the creation of prescribed and formally organized training is one of the main ways used to achieve this. Such processes do of course take time to establish themselves, but accepting the present status of the Institute there seems no reason why greater progress should not be made. Entry qualifications will have to be continually reviewed. There will possibly have to be greater demarcation between membership grades as Professor Carr-Saunders originally proposed in 1937.¹¹ This has always remained a controversial issue for the occupation and one that to date has not been finally resolved. The feelings of members on this subject have always been keenly voiced.

We saw from the main survey of the practitioners, and from the historical study of the Institute, that there appeared to be a close relationship between reasons of professional status and reasons related to expertise for joining

the Institute (reasons for promotion in an appointment or industry as opposed to gaining further technical knowledge). The former reason appeared to predominate. It would appear that for many practitioners the motives for joining are a balance between these factors. Analysis also showed differences between senior (older) and more junior members. They did seem to be status groupings in the Institute. This tended to manifest itself in the older, better established and more senior (in terms of both occupational and interest group association) positions to stress the importance of membership of an occupational association as an aid to their job performance. The more junior and younger members stress the obtaining of a recognized qualification as a major reason. The latter motivation should become the more common amongst members if long term professional attainment is the goal of the Institute, though we should not denigrate the reasons for joining the Institute as a means to obtaining occupational promotion. This is one of the functions of a qualifying association. The situation is possibly related to the fact that younger members in the Institute also perceived the occupation as being more professionalized than older members. Though the occupation may be developing professional characteristics recognized by many theories on what constitutes a professional occupation, the members must want to be seen as "professionals".

The educational background of members of an occupation with professional aspirations are thus an important determinant of that occupation's status. The fact that the Institute of Marketing has attempted, and is attempting, to improve its status through the emphasis on educational standards, improvements and controls (albeit vocational, and albeit in conjunction with experimental criteria) is important in this context. The setting up of such controls and standards is in line with the professionalization process described by Wilensky, and as such might have been predicted. What is, of course difficult to manage is the balance to be achieved between high formal educational standards and the largely experienced-based attributes of the earlier and usually powerholding members. The relatively recent

growth of the occupation and the lack of widespread higher and further educational opportunities for marketing provides the bulk of the explanation for this, but the outcome does present difficulties in matching two different sets of criteria. The secondary education of members of the institute in the practitioner survey gives some support for these comments, in the larger numbers of the sample who had left school at sixteen or earlier. Also in the traditional sense of the term, the vast majority had not been involved in the higher educational system. It is important to bear in mind the limited opportunities for higher education in the subject of their occupational field available to marketing personnel, but it does nonetheless draw attention to the situation between reward criteria in the occupation and education which are not always related.

In the period of an occupation's early development entry into the occupation will be loosely controlled, particularly given the need to build up the occupation and the range of tasks and functions, and the vocational base of the early occupational association. In these circumstances the prior occupational backgrounds of entrants, as well as their educational background will be varied. The relatively recent expansion of numbers employed in the function has meant a rapid rise in membership of the formal occupational association, as we saw in Chapter 3. This has meant the recruitment into the Institute of Marketing of numbers who had previously followed other occupational paths. Such heterogeneity can only dilute the unity of an occupation.

The educational background of members of any formal occupational association is to a large extent governed by such factors as the speed of growth and development of an occupation in demand terms and the link with labour supply, the perception by people entering the occupational area of the need for a formal identity, and particularly the amalgam of motives for

setting up and perpetuating an occupational association. Such motives might include the need for identity of status, the need for protection, and the need for improving standards in the area. All these factors would create demands for controls once an occupational group had reached a point where it became necessary for competence to be defined, and for functions to be ordered. It is important to distinguish between the control aspects of forming an occupational organization, and the mechanism to be used to reach such an end which is usually the achievement of formal professional status. Once marketing can come to terms more with this last goal the nearer it might move towards full professional status.

Again the implications of these movements are directly related to Wilensky's steps towards full professional status in that full recognition must be secured by the occupation in society at large. Our study has shown the existence of reference groups for this to occur amongst, not only the public and employers, but in other areas of management too. The solution to this can be resolved very largely in the educational system. There are strong feelings among practitioners and among employers to a lesser degree that marketing education could commence at secondary school level, or at least more time devoted to business studies in general. Marketing, as we saw in Chapter 5 was established in business schools and management departments, though the subject had not always made an impact compared to other management disciplines. Only by greater acceptance at all levels in the educational system will marketing be further assisted in its professionalization progress.

We have now completed our review of marketing as a case study in professionalization. The four avenues of approach in our methodology have been fully explored and a number of conclusions drawn from these. In this exercise while measuring the professionalizing steps of the occupation against the stages of professionalization as put forward by Wilensky we have attempted to position marketing in the "professional to non-professional continuum" discussed in the opening stages of this study. Though as we

have implied in the latter stage of this study a "continuum" is not fully applicable to marketing. The linear implication of such a theory does not totally allow for the organizational, business and societal conditions in which marketing functions at present. However, in our analysis it is also hoped that some contribution has been made to the understanding of the concept of "profession". Though we cannot conclude at the present time that marketing is a professional occupation in the full sense of the "older established professional" occupations, it certainly warrants the title of a "developing professional occupation". This research may challenge some assumptions which are not only held by the public and employers about the occupation, but also some of the attitudes and opinions which are held by the practitioners.

Our study may also lead to other areas where further research is desirable. In particular regarding marketing's aspiration to achieve professional status a number of avenues are possible which future studies could explore. There are the perceptions in which the field of business is held by school leavers and university graduates. Marketing is a central area in this. If marketing can be more fully understood and appreciated in these sectors of society, many of the barriers between marketing and society could be breached in the near future. To ascertain current perceptions should be the commencement of this exercise. Full professionalization as referred to in this work can only come about if marketing can resolve the issue of what is a qualified marketing man and what is not. To the furtherance of this aim research is required into the content and acceptability (to society, to employers and to practitioners) of current marketing and allied management qualifications. Thirdly, a more detailed study than was possible in this work is required, about the ways in which marketing practitioners would like to see professionalism develop in the occupation. Such a study would need to take a further reference group of the practitioners who are not occupationally committed (those who do not have such a strong occupational identification.) A fourth area of possible research was raised in Chapters 9

and 10. This was that the organizational features and functions (i.e. distribution as opposed to manufacturing) of a practitioner's working situation might effect his views on the professionalization of his occupation.

The fields of future research in other management occupations on professionalization might well follow the pattern adopted in this study. Though it is envisaged some historical approach will be essential, the number of reference groups consulted will not be the same. For example with occupations such as accountancy and chartered engineering where the individual professional/client relationship plays a more comprehensive role than is the case with marketing, an evaluation needs to be taken of the clients perception of the "professional". There would also seem to be an area of research which we discussed in Chapter 3 of the institutional and historical comparisons of the whole range of "management and business occupations". Further comparisons are needed in the management areas we have discussed of not only the roles of the occupationally committed but also on practitioners who effectively perform the duties of the occupation in "isolation". What is the number of such individuals and are they associated with particular types of industries or companies? They may in certain areas be more numerous than the "committed". It is suggested here that the sociology of the professions in future should redress the imbalance that has occurred in the past by emphasis on the "traditional professions". Management occupations would seem a rewarding area for such a process.

In conclusion it is hoped that in the long term the implications of this work will be of greater value to our knowledge of the professionalization of marketing than other surveys which have been carried out on various operational aspects of the occupation. Finally this work might provide a guideline for future studies in the professionalization of any management occupation.

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APPENDICES: ONE TO SIX.

APPENDIX ONE(Relating to Chapter Three)

- Item 1. Some Examples of Marketing Appointments.
- Item 2. Code of Professional Practice issued by the Institute of Marketing.

ITEM 1.Some Examples of Marketing Functions.APPOINTMENTMARKETING MANAGER

RESPONSIBLE TO:

Chief Executive

LOCATION:

Head Office.

SUBORDINATES:

Sales Manager.

Advertising and Public Relations Manager.

Products Manager.

Market Research Manager.

AIMS OF

APPOINTMENT:

To formulate marketing and profit objectives from company objectives and to develop and implement a marketing plan to reach these objectives.

RESPONSIBILITY:

1. To estimate the share of the market that can be achieved in terms of sales and profit forecasts and the cost of achieving these figures through the marketing plan, making the most effective use of market research, product development, distribution, advertising, selling, sales promotion and servicing.
2. To prepare strategic long and short term marketing plans based on realistic sales and gross profit targets.
3. To determine objectives of advertising, market research, product research and consumer research.
4. To determine product priority, range and presentation; anticipate market changes and evaluate alternative marketing techniques to achieve defined objectives.
5. To determine pricing policy and to keep price levels of company products under continuous review to ensure that they are profitable and competitive.
6. To define the jobs of his subordinates in such a

way that standards can be set and performance measured against these and training directed at systematically improving performance.

ASSESSMENT: Performance against these objectives, and specified targets, will be appraised at least twice per year and annual salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY:

1. Sales targets by volume, revenue and mix.
2. Profit targets by product and market share.
3. New product development programme.
4. Total marketing expenditure budget.

APPOINTMENT.SALES MANAGER.

RESPONSIBLE TO: Marketing Manager.

LOCATION: Head Office.

SUBORDINATES: Salesmen

Area Managers.

3 Sales Office Staff.

AIMS OF
APPOINTMENT: To achieve the agreed sales and profit targets through the sales of the company's products.

RESPONSIBILITY:

1. To establish the product's sales potential and its characteristics and draw up sales forecasts based on these.
2. To prepare annual budget and control company's selling activities with the agreed sales budget.
3. To recruit, select, train, appraise and develop field sales and sales office staff.
4. To set targets, both financial and by products, for field staff to meet sales budget.
5. To determine salesmen's geographical territories and the number of calls per journey cycle, eliminating unprofitable calls.
6. To arrange and conduct field staff meetings, ensuring that staff are aware of company's sales policy, advertising and promotion activities.
Encouraging suggestions from salesmen and informing them of current sales situation.
7. To promote sales in conjunction with marketing and advertising managers, through exhibitions, advertising, display and general promotional activities.
8. To co-operate with marketing manager, deciding pricing strategy and to be responsible for issuing price lists and conditions of sale.

9. To be responsible for the administration of the sales office, ensuring acceptable cash flow from debtors.

10. To give immediate attention to any complaint and decide on action to be taken according to company policy.

ASSESSMENT: Performance against these objectives, and specified targets, will be appraised annually and promotion and salary increases given against these appraisals.

STANDARDS 1. Territory performance in terms of sales target.

ASCERTAINED BY: 2. Key account performance as percentage of territory target.

3. Development of sales staff.

APPOINTMENT.

RESPONSIBLE TO:

LOCATION:

AIMS OF

APPOINTMENT:

PRODUCT MANAGER.

Marketing Manager.

Head Office.

Under the general direction of the marketing manager to be responsible for providing overall guidance, co-ordination and direction in the marketing of the products in his product group, to achieve stated profit and marketing objectives, within the framework of the company marketing plan and budgets.

RESPONSIBILITY:

1. To develop and recommend to the marketing manager overall objectives and strategies for the marketing of his product group within the framework of the marketing plan.
2. To communicate to sales department the development of volume, share of marketing and profit objectives for his products together with marketing plans for the achievement of these objectives ensuring this is co-ordinated with the overall marketing plan.
3. To oversee the development of the most profitable line of products in his group through planned introduction of new varieties and regular review and suspension of unprofitable lines.
4. To collaborate with market research and advertising managers concerning his product group and develop advertising and promotion plans for his product group.
5. To ensure proper planning scheduling and co-ordination in the development testing and market introduction of new and unproved products

for his group.

6. To keep continuously ahead of industry and trade developments making periodical field sales and factory visits, analysing trends and recommending appropriate changes in production or distribution of his products and participating in demonstrations and exhibitions.

7. To assist sales manager in the training of salesmen with particular emphasis on his product group.

ASSESSMENT:

Performance against these objectives, and specified targets, will be appraised annually, and promotion and salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY;

1. Achievement of marketing objectives related to his product (s) in terms of sales, profit, market penetration.
2. Maintenance of product mix.
3. Satisfactory balance of new product vis-a-vis, phasing out of non-contributory products.
4. Satisfactory co-operation and communication with other marketing departments.

APPOINTMENT:MARKET RESEARCH MANAGER.

RESPONSIBLE TO:

Marketing Manager.

LOCATION:

Head Office.

SUBORDINATES:

Statistical Analyst.

Clerical Assistant.

AIMS OF

APPOINTMENT:

To collect, interpret and evaluate internal and external marketing information - to assist the marketing and sales departments in establishing objectives, choosing courses of action, and appraising and improving the effectiveness of the marketing plan.

RESPONSIBILITY:

1. To advise management to ensure that sales efforts are directed towards the geographical markets, product categories, and classes of trade worth the greatest volume and profit potential.
2. To direct the development with implementation of new and established methods for appraising sales performance through the use of internal and external resources.
3. To assist management in developing an effective marketing plan by providing and interpreting industry marketing data.
4. To assist advertising department in planning and evaluating advertising.
5. To develop, recommend, supervise and analyse marketing surveys ensuring that they are carried out with the lowest possible cost consistent with technical standards.

ASSESSMENT:

6. Keep abreast of industry market research methods. Performance against these objectives and specified targets will be appraised annually, and promotion and salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY:

1. Accuracy of assessment of market potential and trends.
2. Accuracy of forecasts based on marketing activity.

<u>APPOINTMENT.</u>	<u>ADVERTISING AND SALES PROMOTION MANAGER.</u>
RESPONSIBLE TO:	Marketing Manager.
LOCATION:	Head Office.
SUBORDINATES:	2 Advertising assistants.
AIMS OF APPOINTMENT:	In accordance with the marketing plan, and with company policy, to formulate and execute a policy plan and programme for company advertising and sales promotion, designed to increase the effectiveness of the Company's marketing effort.
RESPONSIBILITY:	<ol style="list-style-type: none"> 1. To establish the advertising and sales promotion requirements of the company's sales force and markets. 2. To formulate, recommend, direct and administer advertising and sales promotion programmes to meet these requirements. 3. To develop and maintain the knowledge and skill to buy and/or supervise outside services effectively. 4. To liaise with research department/product management and sales departments, on the preparation of all advertising and sales promotion material and to keep all company staff informed of current and forthcoming campaigns. 5. To monitor the effectiveness of advertising and sales promotion through research, sales and competition comparisons. 6. To be responsible for the inventory and distribution of all advertising material as well as the preparation and control of the advertising budget. 7. To be responsible for the appearance of all

the company's packaging and labels.

8. To define the jobs of each member of his staff in such a way that standards can be set, performance measured against these standards and training directed at systematically improving performance.

ASSESSMENT:

Performance against these objectives, and specified targets, will be appraised annually and promotion and salary increases given against these appraisals.

STANDARDS

ASSESSED BY:

1. Success in developing appropriate advertising campaigns and strategies.
2. Volume of increased sales as a result of each campaign compared with advertising appropriations.
3. Effectiveness of disseminating advertising informing and material throughout organization.
4. Impact of company vehicles, packaging and stationery on customers and public.

APPOINTMENT:INDUSTRIAL SALESMAN.

RESPONSIBLE TO:

Sales Manager.

LOCATION:

Territory No. 1. - London.

AIMS OF

To sell profitably, retaining existing customers

APPOINTMENT:

and securing new customers. Reaching his sales objectives and targets.

RESPONSIBILITY:

1. To sell profitably the company's products to industry as directed by the sales manager and in accordance with sales objectives and targets.
2. To give technical advice to customers when requested to do so on problems associated with the product.
3. To call on customers according to the call plan agreed by his manager, and plan and control his journey cycle.
4. To plan sales presentation in order to show the benefits of the company's products and arrange trials or technical tests where appropriate.
5. To maintain and upgrade customer relationships.
6. To keep up to date on the technical background of the product.
7. To keep customer record cards updated and process orders promptly.
8. To submit weekly reports to include comments on competitor activity.
9. To abide by the company policy on cars, expenses, appearance etc.

ASSESSMENT:

Performance against these objectives, and specified targets, will be appraised annually, and promotion and salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY:

1. Profitable sales.
2. Skill in communicating technical advice acceptable to customers.
3. Skill in making effective sales presentations.

APPOINTMENT.

RESPONSIBLE TO:

LOCATION:

AIMS OF

APPOINTMENT:

RESPONSIBILITY:

CONSUMER/RETAIL SALESMAN.

Sales Manager.

Territory No. 1. London.

To sell profitably, retaining existing customers and securing new customers, reaching his sales objectives and targets.

1. To sell profitably the company's products to the retailer in accordance with sales objectives and targets.
2. To call on customers according to the call plan agreed by his manager and plan control his journey cycle.
3. To plan sales presentation in order to show the benefits of the product, always carrying a full range of samples.
4. To maintain and upgrade customer relationships.
5. To negotiate display space, distribute point of sale material and sales literature.
6. To collect overdue accounts as advised by credit department.
7. To keep customer record cards up to date and process order promptly.
8. To submit weekly reports, including comments on competitor activity.
9. To abide by the company policy on cars, expenses, appearance etc.

ASSESSMENT:

Performance against these objectives, and specified targets will be appraised annually, and promotion and salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY:

1. Profitable sales.
2. Achievement of sales targets, particularly promotional lines.

3. Economic journey planning.
4. Skill in presentation of sales story.
5. Ability to merchandise at retail stores economically and effectively.

ITEM 2.PROFESSIONAL CODE OF PRACTICE OF INSTITUTE OF MARKETING.

In October 1973 the Institute introduced the following Code of Practice for all members.

Marketing's Professional Responsibility.

The professional marketing executive has responsibilities to his employer, to customers - both ultimate and intermediate - to his colleagues and to the public. The Institute requires its members, as a condition of membership, to recognize these responsibilities in the conduct of their business, and to adhere to the following Code of Practice. All members shall be answerable to the Council of the Institute for any conduct which in the opinion of the Council is a breach of this Code and the Council may take disciplinary action against any member found to be in breach thereof.

Professional Conduct.

GENERAL. A member shall at all times conduct himself as a person of integrity another shall observe the principles of this Code in such a way that his reputation, that of the Institute and that of marketing shall be enhanced.

INSTRUCTION OF OTHERS. A member who knowingly causes or permits another person or organization to act in a manner inconsistent with this Code or is part to such action himself be deemed to be in breach of it.

INJURY TO OTHER MEMBERS. A member shall not knowingly, recklessly or maliciously injure the professional reputation or practice of another member.

HONESTY. A member shall at all times act honestly and in such manner that customers - both ultimate and intermediate - are not caused to be misled. Nor shall he in the course of his professional activities knowingly or recklessly disseminate false or misleading information. It is also his responsibility to ensure that his subordinates conform with these requirements.

PROFESSIONAL COMPETENCE. It is expected that, in the exercise of a member's profession as a marketing executive, he shall seek at all times to ensure that he attains and retains the appropriate levels of competence necessary for the efficient conduct of such tasks as are entrusted to him by his employers. He shall seek to ensure that all who work with him or for him have the appropriate levels of competence for the effective discharge of the marketing tasks entrusted to them and where any shortcomings might exist he will seek to ensure that they are made good as speedily as possible.

CONFLICT OF INTEREST.

- (a) A member shall use his utmost endeavour to ensure that the provisions of this Code and the interests of his customers are adequately and fairly reported to his Company in any circumstances where a conflict of interests may arise.
- (b) A member holding an influential personal interest in any business which is in competition with his own employer, shall disclose that interest to his employer.
- (c) A member having an influential personal interest in the purchase or sale of goods or services as between his own company and another organization shall give his company prior information as to that interest.

CONFIDENTIALITY OF INFORMATION.

- (a) A member shall not disclose, or permit the disclosure to any other person, firm or company, any confidential information concerning a customer's business, without the written consent of the customer except where required by status.
- (b) A member shall not disclose, or permit the disclosure to any other person, firm or company or use to his own advantage, any confidential information concerning his employer's business without the written consent of his employer except where required by statute.

SECURING AND DEVELOPING BUSINESS. No member may seek to obtain or obtain business in a manner which, in the opinion of the Council of the Institute,

is unprofessional. In determining whether or not any behaviour is unprofessional, the Council will be guided, inter alia, by this Code and by any professional Codes of Practice in effect at the time the behaviour occurs. The Council of the Institute will always, unless it has determined to the contrary and so informed members, accept such other Codes of Practice as a minimum level to be expected of members of the Institute.

OTHER RELEVANT CODES OF PRACTICE. Members should be aware of other relevant Codes of Practice. The most important amongst these are:-

(a) ADVERTISING.

British Code of Advertising Practice (Advertising Standards Authority)
International Code of Advertising Practice (International Chamber of Commerce)

(b) SALES PROMOTION.

International Code of Sales Promotion Practice (International Chamber of Commerce)

(c) MARKET RESEARCH.

Code of Conduct (Market Research Society/Industrial Marketing Research Association).

(d) PUBLIC RELATIONS.

Code of Professional Conduct (Institute of Public Relations).

The Council of the Institute also issues from time to time Schedules for the Guidance of Members on facets of the marketing process to supplement such Codes of Practice. These Schedules for the Guidance of Members are statements of minimal expected practice and do not preclude the Council from concluding that behaviour in such schedules is, in fact, unprofessional.

ENFORCEMENT OF THE CODE.

ROLE OF THE INDIVIDUAL MEMBER. It is the duty of all members to assist the Institute in implementing this Code and the Institute will support any

member so doing.

MISUSE OF THE CODE. Unfair, reckless or malicious use of this Code by members or others to damage the reputation and/or professional practice of a member and/or his organization shall be deemed a breach of this Code.

PROCEDURES FOR HANDLING COMPLAINTS. The Council of the Institute may nominate, at its discretion, a person or persons whose task will be to decide if there is a prima facie case to answer. If there is such a case, the Council shall initiate the necessary procedure for its investigation.

SANCTIONS FOR BREACH OF THIS CODE. If the Council of the Institute, having duly and properly examined alleged breach of this Code by a member, finds that member in breach of the code, it shall be empowered to take such disciplinary action as it shall deem appropriate. If the Council decides to expel a member from the Institute it shall act in strict accordance with the provisions of the Articles of Association of the Institute, of which Article 19 is set out below:

"Any member of any class who shall fail in observance of any of the regulations or bye-laws of the Institute or whom the Council in their absolute discretion deem an unfit or unsuitable person to be a member of the Institute may be expelled from the Institute by the Council. Such Member shall have seven clear days notice sent to him of the meeting of the Council at which the proposal for his expulsion is to be considered and he may attend and speak at the meeting, but shall not be present at the voting upon such proposal nor (except as aforesaid) take part in the proceedings otherwise and as the Council allows. A member so expelled shall forfeit all claims to the monies paid by him to the Institute, whether upon admission or for fees or subscriptions or otherwise and shall cease to be a member of the Institute".

APPENDIX TWO

(Relating to Chapter Six)

- Item 1. Sample Survey of the General Public,
Interview Schedule and Explanatory Letter.



THE UNIVERSITY OF ASTON MANAGEMENT CENTRE

Research Unit

11 Coleshill Street, Birmingham B4
Tel: 021.359 3611 Ex 483/6268

APPENDIX TWO
ITEM ONE

April, 1974.

Dear Sir / Madam,

This is to confirm that this survey is an officially authorised research project, being conducted at the Management Centre of the University of Aston, Birmingham, on business occupations.

Should you have any questions on this work, please let the interviewer know, or telephone me at the Management Centre.

Thank you for your co-operation.

Yours sincerely,

D.S.Walker. B.Sc., A.M.B.I.M., M.Inst.M.

STRATIFIED GENERAL POPULATION SURVEY 1974

1. What do you understand by the term "Professional Occupation"?
Give two examples.

2. How vital do you consider the following attributes to be in a professional occupation?

Attribute	Extremely Important	Quite Important	Of some importance	Not very important	Not at all important
A code of ethics					
A minimum of 3 years training					
Service to the community					
Competence tested by examination					
Backed by an Association					

3. How would you classify the following occupations? (Tick)

	An old established professional occupation	A new professional occupation	Developing into a professional occupation	Not a professional occupation at present	Unlikely to become a professional occupation
Accountant					
Chartered Engineer					
Actor					
Architect					
Company Secretary					
School Teacher					
Solicitor					
Marketing Executive					
Journalist					
University Lecturer					
Army Officer					
Bank Clerk					
Police Officer					
Dentist					
Estate Agent					
Social Worker					
Optician					

4. Place the following management functions in order of importance you consider their value (Tick).

	Vital	Very important	Of some Importance	Marginal value	Of no importance
Accountancy					
Personnel					
Production					
Marketing					
Research					

5. Rate the following occupations in order of your considered value they contribute to society.

	Vital	Very Important	Of some importance	Marginal value	Of no importance
Estate Agent					
Doctor					
School Teacher					
Marketing Executive					
Bank Manager,					
Librarian					

6. Can you name some of the functions/jobs carried out by Marketing men.

7. What are your views on the claims of marketing to be a professional occupation?

8. What experience or dealings have you had with marketing personnel, and any comments you care to make on these?

9. Have you heard of the Institute of Marketing? Yes/No delete.

10. Do you consider Marketing men practice a code of ethics or conduct in their work? Have you any comments to make on this?
11. Do you think more attention needs to be paid to marketing in order that our economic position will improve?
12.
 - i. What is your own occupation or previous occupation if retired?
 - ii. Age.
 - iii. Sex.
13. If housewife - What is your husband's occupation?
14. Previous occupation if retired.
15. Any further comments you care to make on this survey.
16. Stratification category (for official use only)

APPENDIX THREE(Relating to Chapter Six)

Table 1. Professionalization Scale Scores adapted from the Hickson and Thomas Survey. (Chapter 6 Reference 21.)

Table 2. Analysis of Elements included in various definitions of a professional occupation.

Table 3. Importance Ratings given to "professional traits" in the survey analysed by: Social class.

Table 4. Importance Ratings given to "professional traits" in the survey analysed by: Sex.

Table 5. Importance Ratings given to "professional traits" in the survey analysed by: Housewives and "all others".

Table 6 - 8 The scores of importance of each management function, as given by the total sample, on a five point scale, and their standard deviations, as rated by the following categories in the sample:

Table 6. Registrar General Classes.

Table 7. Sex.

Table 8. Housewives and "all others".

Table 9. - 10: Value to society ratings on a five point scale of importance, and standard deviations, for a given range of occupations broken down by:

Table 9. Registrar General Classes.

Table 10. Housewives and "all others".

TABLE 1.
PROFESSIONALIZATION SCALE SCORES FROM THE HICKSON AND THOMAS SURVEY AS
REFERENCED

Qualifying Association (n = 43)	Prof.* Scale Score	Age as at 1967	No. of members (in hundreds)
Royal College of Obstetricians & Gynaecologists	13	38	13
Royal College of Physicians of London	13	449	52
Royal College of Surgeons of England	13	222	135
College of General Practitioners	11	15	67
Institute of Civil Engineers	11	149	303
Law Society	11	142	182
Royal Institute of British Architects	11	133	204
Institution of Electrical Engineers	10	96	512
Town Planning Institute	9	53	45
Inns of Court	9	667	20
Institution of Mechanical Engineers	8	120	580
Institute of Chartered Accountants	8	87	365
Chartered Institute of Secretaries	8	76	287
Royal Aeronautical Society.	7	101	112
Institute of Marine Engineers	7	68	155
Institute of Physics & the Physical Society.	7	49	83
Chartered Society of Physiotherapists.	7	73	172
Chartered Auctioneers and Estate Agents Institute.	7	81	104
Royal Institute of Chartered Surveyors	7	99	262
Institute of Quantity Surveyors	7	29	43
Institution of Production Engineers	6	46	135
Institution of Metallurgists.	6	22	62
Pharmaceutical Society	6	126	288
Association of Certified & Corporate Accountants	6	63	111
Textile Institute	5	57	74
Institute of Medical Social Work	5	64	18
Society of Chiropodists	5	22	37
Royal Institute of Chemistry	5	90	160
Institute of Transport	4	48	108
Institute of Biology	3	17	32
Institute of Bankers	3	88	604
Library Association	2	90	119
Institute of Welding	2	44	51
Royal Institute of Naval Architects.	2	107	47
Society of Radiographers	2	47	52
Chartered Insurance Institute	2	70	493
Corporation of Secretaries	2	43	102
Advertising Association	2	41	5
Institution of Railway Signal Engineers	1	55	15
Institute of Marketing and Sales Management	1	56	101
Institution of Works Managers	0	36	51
British Institute of Management	0	20	158
Institute of Company Accountants	0	39	51
Range	0 - 13	15 - 667	5 - 604
Mean	5.9	94	153
Standard Deviation	3.72	113	153

* Computed by scoring one for each scale item possessed.

TABLE 2.

ANALYSIS OF ELEMENTS INCLUDED IN VARIOUS DEFINITIONS OF PROFESSIONS.

[illegible]

TABLE 3

Importance ratings given to Professional "Traits" by Registrar General Classes. (*Five Point Scale)

Category in Sample	Trait	Code of Ethics	3 Years Training	Community Service	Examination	Association	
Professional and Intermediate N = 57		4.193 0.611	4.537 0.724	3.684 0.689	4.267 0.746	2.665 0.804	Mean Standard Deviation
Skilled N = 57		3.351 0.896	4.018 0.767	3.747 0.758	3.351 1.142	2.491 0.966	Mean Standard Deviation
Semi Skilled and Unskilled N = 74		2.928 0.987	3.474 1.005	3.502 0.754	2.688 0.876	1.912 0.848	Mean Standard Deviation
F Value		14.565	6.4284	3.7366	7.1774	4.0288	

F Value significance levels

- * 1 = Not at all important
 2 = Not very important
 3 = Of some importance
 4 = Quite important
 5 = Extremely important

95.00	=	3.00
97.50	=	3.69
99.00	=	4.61
99.99	=	6.91

Table 4.

Importance Ratings Given to Professional Traits by Sex.
(Five Point Scale*)

Category in Sample \ Trait	Code of Ethics	3 Years Training	Community Service	Examination	Association	
Male N = 100	3.600 0.985	3.980 0.841	3.530 0.893	3.420 1.103	2.410 0.911	Mean Standard Deviation
Female N = 100	3.310 1.012	4.030 0.948	3.590 0.726	3.350 1.306	2.460 1.039	Mean Standard Deviation
t. Value	2.0538	0.3947	0.5214	0.4096	0.3618	

t. Value significance levels

* 1 = Not at all important
 2 = Not very important
 3 = Of some importance
 4 = Quite important
 5 = Extremely important

95.00 = 1.645
 97.50 = 1.960
 99.00 = 2.326
 99.50 = 2.576
 99.99 = 3.090

TABLE 5.

IMPORTANCE RATINGS GIVEN TO PROFESSIONAL TRAITS BY: HOUSEWIVES AND "ALL OTHERS"
(*Five Point Scale)

Trait Category in Sample	Code of Ethics	Training	Community Service	Examination	Association	
Housewives N = 53	3.057 0.908	3.887 1.013	3.528 0.668	3.151 1.336	2.472 0.932	Mean Standard Deviation
All others N = 147	3.632 1.002	4.088 0.839	3.581 0.865	3.500 1.142	2.434 0.994	Mean Standard Deviation
t. Value	3.6398	1.3971	0.3982	1.7980	0.2393	

t. Value significance levels

* 1 = Not at all important	95.00	=	1.645
2 = Not very important	97.50	=	1.960
3 = Of some importance	99.00	=	2.326
4 = Quite important	99.50	=	2.576
5 = Extremely important.	99.99	=	3.090

TABLE 6.

REGISTRAR GENERAL RATES OF IMPORTANCE ON VARIOUS MANAGEMENT FUNCTIONS.

(*Five Point Scale)

Management Function Category in Sample	Accountancy	Personnel	Production	Marketing	Research	
Professional and Intermediate N = 57	4.423 0.549	3.643 0.622	4.627 0.550	3.120 0.746	3.684 0.776	Mean Standard Deviation
Skilled N = 57	4.456 0.657	3.772 0.708	4.754 0.474	2.877 0.803	3.579 0.963	Mean Standard Deviation
Semi Skilled and Unskilled N = 74	4.513 0.708	3.772 0.736	4.340 0.663	2.673 0.635	3.065 0.862	Mean Standard Deviation
F Value	0.7102	2.1575	2.4771	2.9363	3.2344	

F Significance Levels

- * 1 = Of no importance.
 2 = Marginal value
 3 = Of some importance
 4 = Very important
 5 = Vital

95.00	=	3.00
97.50	=	3.69
99.00	=	4.61
99.99	=	6.91

TABLE 7.

Sex Score Rates of Importance on Various Management Functions.
 (*Five Point Scale)

Management Function Category in Sample	Accountancy	Personnel	Production	Marketing	Research	
Male N = 100	4.630 0.544	3.900 0.689	4.550 0.592	3.140 0.766	3.580 0.987	Mean Standard Deviation.
Female N = 100	4.380 0.722	3.640 0.798	4.600 0.620	2.780 0.848	3.720 1.006	Mean Standard Deviation.
t Value	2.7661	2.4661	0.5833	3.1513	0.9937	

t. Significance Levels.

- * 1 = Of no importance
 2 = Marginal value
 3 = Of some importance
 4 = Very important
 5 = Vital

95.00	=	1.645
97.50	=	1.960
99.00	=	2.326
99.50	=	2.576
99.99	=	3.090

TABLE 8

HOUSEWIVES AND "ALL OTHERS" - SCORES ON IMPORTANCE OF VARIOUS MANAGEMENT FUNCTIONS. (*Five Point Scale)

Management Function Category in Sample	Accountancy	Personnel	Production	Marketing	Research	
Housewives N = 53	4.434 0.721	3.623 0.814	4.660 0.586	2.717 0.818	3.642 0.922	Mean Standard
All others N = 136	4.500 0.632	3.816 0.752	4.529 0.620	3.037 0.829	3.625 1.039	Mean Standard Deviation
t Value	0.6196	1.5523	1.3241	2.3910	0.1011	

t. Significance Levels.

*1 = Of no importance
 2 = Marginal value
 3 = Of some importance
 4 = Very important
 5 = Vital

95.00 = 1.645
 97.50 = 1.960
 99.00 = 2.326
 99.50 = 2.576
 99.99 = 3.090

TABLE 9.

REGISTRAR GENERAL CLASSES SCORES: ON VALUE TO SOCIETY OF A GIVEN
RANGE OF OCCUPATIONS. (*Five point scale)

Question: Rate the following occupations in order of your considered
value they contribute to society.

Occupation Category in Sample	Estate Agent	Doctor	School Teacher	Marketing Executive	Bank Manager	Librarian	
Professional and Intermediate N = 37	1.854 0.646	4.898 0.309	4.221 0.496	2.564 0.687	3.220 0.380	1.987 0.779	Mean Standard Deviation
Skilled N = 57	2.175 0.826	4.877 0.331	4.228 0.567	2.386 0.675	2.842 0.841	1.842 0.841	Mean Standard Deviation
Semi Skilled and Unskilled N = 74	1.958 0.884	4.422 0.419	3.561 0.576	2.216 0.617	2.145 1.475	1.535 0.808	Mean Standard Deviation
F Value	2.0619	9.2846	8.1298	2.3310	12.3657	4.6804	

F. Significance Levels

- *1 = Of no importance
 2 = Marginal value.
 3 = Of some importance
 4 = Very important
 5 = Vital

95.00	=	3.00
97.50	=	3.69
99.00	=	4.61
99.99	=	6.91

TABLE 10.

HOUSEWIVES AND "ALL OTHERS" SCORES ON VALUE TO SOCIETY FOR A GIVEN
RANGE OF OCCUPATIONS. (*Five Point Scale)

Question: Rate the following occupations in order of your considered value they contribute to society.

Occupation Category in Sample	Estate Agent	Doctor	School Teacher	Marketing Executive	Bank Manager	Librarian	
Housewives N = 53	2.710 0.778	4.811 0.395	4.094 0.658	2.283 0.632	2.717 1.045	1.792 0.927	Mean Standard Deviation
All others N = 136	2.132 0.842	4.816 0.407	4.059 0.675	2.559 0.768	2.860 0.936	1.956 0.842	Mean Standard Deviation
t. Value	0.2806	0.0742	0.3271	2.3259	0.9146	1.1646	

t. Significance Levels.

- * 1 = Of no importance
2 = Marginal value
3 = Of some importance
4 = Very important.
5 = Vital

95.00	=	1.645
97.50	=	1.960
99.00	=	2.326
99.50	=	2.576
99.99	=	3.090

APPENDIX FOUR(Relating to Chapter Seven)

Tables: 1 - 4: Total Sample's responses, when asked to name a number of
marketing functions, classed according to:

Table 1. Registrar General Classification 1 - 3.

Table 2. Sex.

Table 3. Age.

Table 4. Housewives and "all others".

Tables 5 - 9: Total Sample's responses when asked about their experiences/
dealings with marketing men, analysed by:

Table 5. Registrar General Classification 1 - 3

Table 6. Sex.

Table 7. Age.

Table 8. Housewives, retired and "all others".

Table 9. Housewives and "all others".

Table 10. Total Sample's comments on their experiences with marketing men.

Tables 11 - 15: Total Sample's responses to the question if they considered
marketing men practiced a code of ethics in their work,
analysed by:

Table 11. Registrar General Classification 1 - 3.

Table 12. Sex.

Table 13. Age.

Table 14. Housewives, retired and "all others".

Table 15. Housewives and "all others".

TABLE 1.

SAMPLE ASKED TO NAME VARIOUS FUNCTIONS OF MARKETING CATEGORIZED BY REGISTRAR
GENERAL CLASSES.

	Professional and Intermediate	Skilled	Semi - Skilled and Unskilled.	
Could name no functions	3	13	22	38
One function	26	26	40	92
Two functions	17	16	12	45
Three functions	10	2	0	12
Four functions	1	0	0	1

Column 57 57 74 199
 Total

$\chi^2 = 26.125$ $df. = 8$ $P = < .001.$

	Professional and Intermediate	Skilled	Semi - Skilled and Unskilled	Registrar General Class
Number of functions of Marketing Identified	1.64	1.12	0.86	Mean
	1.03	1.06	1.68	Standard Deviation

TABLE 2.
NUMBER OF MARKETING FUNCTIONS NAMED BY SAMPLE DIVIDED
BY SEX.

	MEN	WOMEN	%
No functions named	14	26	20
One	44	52	48
Two	32	15	23.5
Three	10	4	7
Four	0	3	1.5
	100	100	100

$\chi^2 = 14.860$ $df. = 4$ $P = < .005$

Number of functions of marketing identified	MEN	WOMEN		t Value = 0.46	t Value Significance Levels 95 % = 1.645 97.5 % = 1.960 99.0 % = 2.326 99.9 % = 3.090
	1.38	1.06	Mean		
	1.77	2.01	Standard Deviation		

TABLE 3.

NUMBER OF MARKETING FUNCTIONS NAMED IN AN AGE BREAKDOWN OF THE SAMPLE

	20 - 30	31 - 40	41 - 50	51 - 70	
No functions	4	13	10	13	40
One	17	28	29	22	96
Two	11	14	13	9	47
Three	4	6	3	1	14
Four	2	1	0	0	3

Column
Total

38

62

55

45

200

$$\chi^2 = 32.909$$

$$df. = 12$$

$$P = < .001$$

Number of Function- ions of Market- ing Ident- ified	20 - 30	31 - 40	41 - 50	51 - 70	AGE	F Value = 5.533	F Value Significance Levels 95.0% = 2.60 97.5% = 3.12 99.0% = 3.78 99.9% = 5.42
	1.55	1.25	1.16	0.95	Mean		
	0.626	0.102	1.133	0.908	Standard Deviation		

TABLE 4.

NUMBER OF VARIOUS MARKETING FUNCTIONS NAMED BY HOUSEWIVES, AND
 "ALL OTHERS" IN SURVEY.

	HOUSEWIVES	ALL OTHERS	
NONE	19	16	35
ONE FUNCTION	24	67	91
TWO FUNCTIONS	8	38	46
THREE FUNCTIONS	1	13	14
FOUR FUNCTIONS	1	2	3
Column	53	136	189
Total			

$$\chi^2 = 14.860$$

$$df. = 4$$

$$P = < .005$$

Number of Functions of Marketing Identi- fied.	HOUSEWIVES	ALL OTHERS		t Value = 0.666	t Value Significance Level. 95% = 1.645
	0.88	1.39	Mean		
	1.050	2.580	Standard Deviation.		

TABLE 5.WHAT EXPERIENCES OR DEALINGS HAVE YOU HAD WITH MARKETING MEN:SAMPLE ANALYSED BY REGISTRAR GENERAL CLASSES.

	Professional and Intermediate	Skilled	Semi - Skilled and Unskilled	
Some	30	11	8	49
None	27	46	66	139

Column	57	57	74	188
Total				

$$\chi^2 = 13.815$$

$$df. = 2$$

$$P = < .001$$

TABLE 6.

WHAT EXPERIENCES OR DEALINGS HAVE YOU HAD WITH MARKETING PERSONNEL:
DIVIDED BY SEX.

	MEN	WOMEN	%
Some dealings/contact	31	21	26
No dealings/contact	69	79	74
	100	100	100

TABLE 7.

WHAT EXPERIENCES OR DEALINGS HAVE YOU HAD WITH MARKETING MEN
ANALYSED BY AGES IN SAMPLE.

	21 - 30	31 - 40	41 - 50	51 - 70	
Yes (Some dealings)	12	17	12	11	52
No (No dealings)	26	45	43	34	148
Column Total.	38	62	55	45	200

$$\chi^2 = 7.815$$

$$df. = 3$$

$$P = < .05$$

TABLE 8.

SAMPLE DIVIDED INTO HOUSEWIVES, RETIRED AND "ALL OTHERS" ON THEIR
EXPERIENCES OR DEALINGS WITH MARKETING MEN.

	HOUSEWIVES	RETIRED	ALL OTHERS	
Yes (Some dealings)	12	1	39	52
No (No dealings)	41	10	97	148
Column Total	53	11	136	200

$$\chi^2 = 5.991$$

$$df. = 2$$

$$P = < .05$$

TABLE 9

SAMPLE DIVIDED BETWEEN HOUSEWIVES AND "ALL OTHERS" ON THEIR EXPERIENCES
OR DEALINGS WITH MARKETING MEN.

	HOUSEWIVES	ALL OTHERS	
Yes (Some dealings)	12	39	51
No (No dealings)	41	97	138

Column

53

136

189

Total

TABLE 10SAMPLES COMMENTS ON THEIR EXPERIENCES WITH MARKETING MEN

(N = 50)

	The need to consider the customer/ general public more.	Concerned only with their own products	They could reduce prices by spending less on advertising and packaging.	They vary in their actions	They serve very little purpose.	No definite purpose at all is served by them.
Frequency	15	14	10	7	3	1
Relative frequency (Per Cent)	(30.0)	(28.0)	(20.0)	(14.0)	(6.0)	(2.0)

TABLE 11.

DO YOU CONSIDER MARKETING MEN PRACTICE A CODE OF ETHICS OR CONDUCT
IN THEIR WORK, ANALYSED BY REGISTRAR GENERAL CLASSES.

	Professional and Intermediate	Skilled	Semi-Skilled and Unskilled.	
Yes	31	19	33	83
No	21	22	19	62
Don't Know	5	16	22	43
Column	57	57	74	188
Total				

(No linear trend)

TABLE 12.

SEX DIVISION: ON VIEWS IF MARKETING MEN PRACTICED A CODE OF ETHICS
IN THEIR WORK

	MEN	WOMEN	%
Yes they do	41	47	44
No they do not	40	26	33
Don't know	19	27	23
	100	100	100

$$\chi^2 = 5.991$$

$$df. = 2$$

$$P = < .05$$

TABLE 13.

DO MARKETING MEN PRACTICE A CODE OF ETHICS OR CONDUCT IN
THEIR WORK, ANALYSED BY AGES IN SAMPLE.

AGE	20 - 30	31 - 40	41 - 50	51 - 70	
Yes	15	29	25	19	88
No	15	20	17	14	66
Don't Know	8	13	13	12	46
Column Total	38	62	55	45	200

$$\chi^2 = 12.592$$

$$df. = 6$$

$$P = < .05$$

TABLE 14.

SAMPLE DIVIDED INTO HOUSEWIVES, RETIRED AND "ALL OTHERS" ON RESPONSES
TO BEING ASKED IF THEY CONSIDERED MARKETING MEN PRACTICED A CODE OF
ETHICS IN THEIR WORK.

	Housewives	Retired	All others	
Yes	22	3	63	88
No	14	4	48	66
Don't Know	17	4	25	46
Column	53	11	136	200

$$\chi^2 = 9.488$$

$$df. = 4$$

$$P = < .05$$

TABLE 15.

QUESTION: DO YOU CONSIDER MARKETING MEN PRACTICE A CODE OF ETHICS OR
CONDUCT IN THEIR WORK. (SAMPLE DIVIDED BETWEEN HOUSEWIVES
AND "ALL OTHERS")

	Housewives	"All Others"	
Yes	22	63	85
No	14	48	62
Don't Know	17	25	42
Column	53	136	189
Total			

$$\chi^2 = 5.991$$

$$df. = 2$$

$$P = < .05$$

APPENDIX FIVE

(Relating to Chapter Eight)

Item 1. Sample Frame for employer interviews.

Item 2. Employer interview schedule.

ITEM 1SAMPLE FRAME FOR EMPLOYER EXTENDED INTERVIEWS.

CLASSIFICATION OF ORGANIZATION *	Under 250 Employees	Over 250 Employees
SELF EMPLOYED / PROFESSIONAL / MISC.	1	1
RECRUITMENT / EMPLOYMENT AGENCY	1	1
MANAGEMENT SERVICES / EDUCATION / TRAINING	1	1
RETAIL / WHOLESALE	1	1
DISTRIBUTION / SERVICE	1	1
MANUFACTURING	1	111
MANUFACTURING / RETAIL / WHOLESALE	11	1111

* (BASIC OR MAIN INDUSTRIAL / ECONOMIC ACTIVITY)

ITEM 2

EMPLOYER INTERVIEW SCHEDULE TO ASCERTAIN
PERCEPTIONS OF THE MARKETING OCCUPATION

The University of Aston Management Centre
Research Unit
11 Coleshill Street,
BIRMINGHAM. B4.

EMPLOYER INTERVIEW SCHEDULE TO ASCERTAIN PERCEPTIONS OF
THE MARKETING OCCUPATION

1. Name of Company: _____

2. Position in Company: _____

3. Address: _____

Telephone Number: _____

4. Industrial classification: _____

5. Type of organization: _____

6. Total number of employees: _____

7. How vital do you consider the following attributes to be in a professional occupation?

Attribute:	Extremely important	Quite important	Of some importance	Not very important	Not at all important
A code of ethics					
A minimum of three years training					
Service to the community					
Competence tested by examination					
Backed by an association					

8. How would you classify the following occupations? (Tick)

	An old established professional occupation	A new professional occupation	Developing into a professional occupation	Not a professional occupation at present	Unlikely to become a professional occupation
Accountant					
Chartered Engineer					
Actor					
Architect					
Company Secretary					
School Teacher					
Solicitor					
Marketing Executive					
Journalist					
University Lecturer					
Army Officer					
Bank Clerk					
Police Officer					
Dentist					
Estate Agent					
Social Worker					
Optician					

9. In your experience with various management occupations, how much have you found that their members have adhered to the following attributes of a profession?

- 1 = accountancy
- 2 = personnel
- 3 = production
- 4 = marketing
- 5 = research

	Present or practised to a very high degree					Present or practised to a high degree					Present or practised to some extent					Present or practised to a low degree					Hardly ever practised or demonstrated				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Following a code of ethics																									
Insistence on a minimum of three years training																									
Consciousness of community service present																									
Insistence on competence tested by examination																									
Support from an effective professional association.																									
Prime loyalty to colleagues in same occupation																									
Existence of altruistic service																									
Expertise based on practical experience																									
Best impartial service always to client/customer.																									

Any further comments you wish to make on this subject:

10. When you recruit for marketing appointments (either directly or indirectly) which of the following qualifications/attributes do you always insist on?

No specific educational qualifications - but extensive experience in your industry or the function of marketing in which the vacancy occurs.	
The Diploma in Marketing.	
The candidate should be a member of the Institute of Marketing.	
Any professional qualification - and experience in marketing.	
Educational qualification to first degree level or equivalent.	
A postgraduate qualification, i.e. DMS, Master's Degree.	
Higher degree in Business Studies	
A qualification or attribute not mentioned above.	

Any further comments on this subject:

11. When you need to recruit for managerial appointments in general do you normally go to an agency or undertake the task yourself/ personnel department or perhaps use other methods:

Use an agency

Recruit yourself

Use other known contacts

Reasons for using your particular method:

-
12. When you need to recruit for marketing management positions do you normally go to an agency or undertake the task yourself/ personnel department or perhaps use other methods:

Use an agency

Recruit yourself

Use other known contacts

Reasons for using your particular method:

13. Do you have any marketing men as members of your board or as partners in your organization?

Yes _____

No _____

Don't
Know _____

14. Do you as an employer tend to remunerate marketing appointments higher than other management areas, i.e. accountancy, personnel?

More highly paid _____

paid about the same _____

lower paid _____

15. What is your opinion of the Institute of Marketing as the professional association for marketing personnel, and what do you know of its activities and aims?

-
16. How do you as an employer regard the claims of marketing to be a professional occupation?

17. Can you name any of the marketing associations/societies in Britain, and any comments you care to make on them:

-
18. What is your opinion of the Diploma in Marketing both as a professional qualification and as a basic training module for your particular industry/service:

-
19. In your experience, have your business/professional associates regarded marketing as a professional occupation?

-
20. Does the term "professional marketing man" mean anything to yourself as an employer/manager?

21. How do you see the relationship between the aims of marketing and business in general (i.e. values, ethics, prime loyalties, responsibility to community, company loyalty, professional loyalty)
-
22. What do you know about marketing education in Great Britain, and what, if any, are your opinions/views on this?
-
23. With marketing do you consider practical experience or educational qualifications more relevant to effective job performance, than in the other management areas we have discussed?
-
24. Of the management functions we have discussed including marketing, which one is most critical for the effective functioning of your own particular organization: ie. the one management area where you have to be that much more efficient than your competitors in order to survive?

25. Basic company organization structure:

26. What functions of marketing does your organization practise/
utilize in its operations?

-
27. Basic marketing organizational structure in your company.

-
28. Any further comments you wish to make on this survey or in
general about marketing as a managerial occupation:

Appendix Six.Relating to Chapters 9 and 10

- Item 1. Pilot Survey questionnaire.
- Item 2. Covering letter sent with Pilot Survey.
- Item 3. Final questionnaire sent to members of the Institute of Marketing
- Item 4. Classification of comments on the role of marketing in our existing economy given by members in the Institute of Marketing survey.
-
- Table 1. Views of practitioners on whether marketing is a profession:
Factors giving significant F values in analysis of variance tests.
- Table 2. Analysis of variance of members' opinions if marketing is a professional occupation with the ages members ceased full time education.
- Table 3. Analysis of variance table for educational qualifications of members with their view of marketing being a professional occupation.
- Table 4. Analysis of variance table for members being in possession of the Diploma in Marketing with their views of marketing being a professional occupation.
- Table 5. Analysis of variance table for the existence of a separate marketing department in a members' organization with their view of marketing being a professional occupation.
- Table 6. Views of practitioners if they had any reasons why marketing could not be considered an established profession. Factors giving significant t values on analysis of variance tests.
- Table 7. Analysis of variance table for ages of ceasing full time education of members with the reasons that exist why marketing is a professional occupation.

Table 8. Analysis of variance table for educational qualifications of members with the reasons that exist why marketing is a professional occupation.

Table 9. Analysis of variance table for possession by members of the Diploma in Marketing with the reasons that exist why marketing is a professional occupation.

Table 10 Analysis of variance table for time spent in current appointment of a member with reasons that exist why marketing is a professional occupation.



THE UNIVERSITY OF ASTON IN BIRMINGHAM

THE MANAGEMENT CENTRE



Institute of Marketing

Patron HRH The Prince Philip Duke of Edinburgh KG KT

Moor Hall · Cookham · Berkshire · SL6 9QH

Telephone Bourne End (062 85) 24922 Telex: IM Cookham

Dear Fellow Member,

I am engaged on a research project at the Management Centre of the University of Aston on the growth of Marketing as a Profession. I am examining the whole question of how Marketing as a profession has evolved, its relationship with other business professions, qualifications and experiences of its members etc. It is a field in which little research to date has been carried out and as a marketing man I have both an academic and practical interest in our conclusions.

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Your co-operation will be invaluable in ensuring the reliability of the results of this work. Irrespective of any delay your reply will still be of great help.

You can be assured that the answers you are good enough to give will only be used in anonymous statistical form in which no individual can be identified. If you yourself would like to know something of the results that finally emerge, please let us know.

Very many thanks for your help,

Yours sincerely,

D. S. Walker

D.S. Walker, B.Sc., M.Inst.M., A.M.B.I.M. University of Aston.

1	SURNAME AND FIRST NAMES.		2	AGE
3	AGE OF CEASING FULL TIME EDUCATION			
4	EDUCATIONAL QUALIFICATIONS			
	a. G.C.E. 'O' LEVEL	<input checked="" type="checkbox"/>	f. HIGHER DEGREE	<input checked="" type="checkbox"/>
	b. G.C.E. 'A' LEVEL	<input type="checkbox"/>	g. PROFESSIONAL QUALIFICATION OTHER THAN	
	c. O.N.C.	<input type="checkbox"/>	THE DIPLOMA IN MARKETING i.e. D.M.S.,	
	d. H.N.C. OR PASS DEGREE	<input type="checkbox"/>	A.M.B.I.M., M.I.P.M., etc.	<input type="checkbox"/>
	e. HONOURS DEGREE	<input type="checkbox"/>	h. DIPLOMA IN MARKETING	<input type="checkbox"/>
5	POSITION AND DATE OF APPOINTMENT			
6	APPOINTMENT PRIOR TO THIS			
7	PRESENT ORGANISATION / COMPANY AND ITS INDUSTRIAL CLASSIFICATION. (SEE BACK PAGE)			
8	TYPE OF ORGANISATION / COMPANY			
	a. WHOLESALE	<input checked="" type="checkbox"/>	e. DISTRIBUTION	<input checked="" type="checkbox"/>
	b. CONSUMER	<input type="checkbox"/>	f. MANUFACTURING	<input type="checkbox"/>
	c. MARKETING/MANAGEMENT SERVICES	<input type="checkbox"/>	g. EDUCATIONAL	<input type="checkbox"/>
	d. RETAIL	<input type="checkbox"/>	h. OTHER -- PLEASE SPECIFY	<input type="checkbox"/>

9. HOW MANY YEARS HAVE YOU BEEN ENGAGED IN ONE SPHERE OR ANOTHER OF MARKETING

10 TOTAL NUMBER OF EMPLOYEES IN YOUR COMPANY

11 DOES YOUR COMPANY/ORGANIZATION HAVE A SEPARATE MARKETING DEPARTMENT

a. YES ☐ b. NO ☐

IF YES - WHAT BRIEFLY ARE THE MAIN FUNCTIONS/ACTIVITIES OF MARKETING IT CARRIES OUT.

12 TOTAL NUMBER OF OUTSIDE SALES FORCE (IF APPLICABLE)

13 TOTAL NUMBER OF MARKETING DEPARTMENT (IF APPLICABLE)

14 AREAS FOR WHICH YOU ARE PERSONNALLY RESPONSIBLE.

a. FIELD SALES FORCE	<input checked="" type="checkbox"/>	g. PRODUCT PLANNING	<input checked="" type="checkbox"/>
b. MARKETING RESEARCH	<input type="checkbox"/>	h. NEW PRODUCTS	<input type="checkbox"/>
c. DISTRIBUTION	<input type="checkbox"/>	i. PACKAGING	<input type="checkbox"/>
d. SALES TRAINING	<input type="checkbox"/>	j. CONSUMER SERVICE	<input type="checkbox"/>
e. PUBLICITY/ADVERTISING	<input type="checkbox"/>	k. MARKETING PLANNING	<input type="checkbox"/>
f. EDUCATIONAL WORK	<input type="checkbox"/>	l. SALES PROMOTION	<input type="checkbox"/>

15 DO YOU CONSIDER A PAPER QUALIFICATION (i.e. DIP in M., APPROPRIATE DEGREE ETC.,) OR PRACTICAL EXPERIENCE THE PRIME REQUISITE FOR MEMBERSHIP OF THE INSTITUTE.

a. PAPER QUALIFICATION ☐ b. PRACTICAL EXP. ONLY ☐

c. BOTH NECESSARY ☐

16 NUMBER OF EMPLOYEES RESPONSIBLE TO YOU. a DIRECTLY ☐

b. INDIRECTLY ☐

17 DO YOU CONSIDER MARKETING TO BE A "PROFESSION" AS MEDICINE, LAW, TEACHING, ACCOUNTANT ETC.

a. YES ☐ b. NO ☐ c. DEVELOPING INTO A PROFESSION ☐

18 DO YOU CONSIDER ENOUGH IS BEING DONE FOR MARKETING BY LOCAL AUTHORITIES IN COLLEGES AND POLYTECHNICS.

a. NOT ENOUGH ☐ b. ADEQUATE PROVISION ☐

ANY SUGGESTIONS FOR IMPROVEMENTS IF YOUR ANSWER IS NOT ENOUGH.

19 DO YOU CONSIDER ENOUGH IS BEING DONE FOR MARKETING IN UNIVERSITIES

a. NOT ENOUGH ☐

b. ADEQUATE PROVISION ☐

ANY SUGGESTIONS FOR IMPROVEMENTS IF YOUR ANSWER IS NOT ENOUGH

20 IN YOUR EXPERIENCE HAVE COMPANIES YOU HAVE WORKED FOR PROVIDED SATISFACTORY IN-COMPANY MARKETING COURSES.

a. NOT ENOUGH ☐

b. SATISFACTORY ☐

c. ON PAR WITH OTHER BUSINESS SUBJECTS ☐

21 IN YOUR EXPERIENCE HAVE OTHERS REGARDED MARKETING AS A "PROFESSION"

a. YES ☐

b. NO ☐

c. DEVELOPING INTO A PROFESSION ☐

22 TICK THE APPROPRIATE BOX ON THE RIGHT FOR EACH ONE OF THE FOLLOWING ATTRIBUTES TO SHOW THE DEGREE OF IMPORTANCE WHICH YOU HAVE FOUND IN YOUR OWN EXPERIENCE TO BE IMPORTANT FOR SUCCESS IN MARKETING.

ATTRIBUTE	EXTREMELY IMPORTANT	QUITE IMPORTANT	OF SOME IMPORTANCE	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT
PRACTICAL EXPERIENCE IN A LARGE COMPANY					
PERSONALITY CHARACTER- ISTICS					
WORK IN VARIED MARKETING DEPARTMENTS					
LENGTHY PERIOD IN SALES REPRESENTATION					
PERSONAL CONTACTS IN THE INDUSTRY					
IN-COMPANY SALES COURSES					
COLLEGE BASED COURSES (E.G. D.M.S.)					
FREQUENT JOB CHANGES					
MEMBERSHIP OF THE INSTITUTE					
POSSESSION OF THE DIPLOMA IN MARKETING					
A PROFESSIONAL CODE OF CONDUCT					
EMPLOYMENT IN A GROWTH INDUSTRY					

ANY OTHER YOU CONSIDER IMPORTANT PLEASE SPECIFY

23 ARE THERE ANY REASONS WHY YOU PERSONALLY CONSIDER MARKETING NOT TO BE AN ESTABLISHED PROFESSION YES/NO IF THERE ARE BRIEFLY STATE WHY.

24 WAS MARKETING YOUR FIRST CHOICE OF CAREER

a. YES ☐

b. NO ☐

25 WOULD YOU LIKE IN THE COURSE OF YOUR CAREER TO MOVE INTO OTHER AREAS OF MANAGEMENT e.g. PERSONNEL, FINANCE, TRAINING, GENERAL MANAGEMENT.

a. YES ☐

b. NO ☐

c. ONLY SHORT TERM TO GAIN EXPERIENCE ☐

26 HAVE YOU AS A MARKETING MAN EVER EXPERIENCED ANY SERIOUS ETHICAL PROBLEMS IN THE COURSE OF YOUR WORK. E.g. (PROMOTING A PRODUCT OR SERVICE YOU DO NOT BELIEVE IN OR THOUGHT HARMFUL)

a. YES ☐

b. NO ☐

IF YES, STATE BRIEFLY WHAT THESE PROBLEMS WERE.

27 WAS YOUR FATHER'S OCCUPATION: a. DIRECTLY CONCERNED WITH MARKETING ☐

b. INDIRECTLY CONCERNED WITH MARKETING ☐

c. NOT RELATED TO MARKETING AT ALL ☐

28 ANY FURTHER COMMENTS YOU CARE TO MAKE ON THE ROLE OF MARKETING IN OUR PRESENT ECONOMY.

INDUSTRIAL CLASSIFICATION FOR QUESTION 7

- | | |
|--------------------------------------|--|
| a. AGRICULTURE, FORESTRY AND FISHING | n. TEXTILES |
| b. MINING AND QUARRYING | o. BRICKS, POTTERY, GLASS ETC. |
| c. FOOD, DRINK AND TOBACCO | p. TIMBER - FURNITURE. |
| d. COAL AND PETROLEUM PRODUCTS | q. PRINTING |
| e. CHEMICAL AND ALLIED INDUSTRIES | r. CONSTRUCTION |
| f. METAL MANUFACTURE | s. GAS, ELECTRICITY, WATER |
| g. MECHANICAL ENGINEERING | t. TRANSPORT AND COMMUNICATION |
| h. INSTRUMENT ENGINEERING | u. DISTRIBUTIVE TRADES |
| i. ELECTRICAL ENGINEERING | v. INSURANCE, BANKING AND BUSINESS STUDIES |
| j. SHIP BUILDING | w. PROFESSIONAL & SCIENTIFIC SERVICES |
| k. VEHICLES | x. EDUCATIONAL WORK |
| l. METAL GOODS | y. PUBLIC ADMINISTRATION AND DEFENCE |
| m. LEATHER AND FUR GOODS | z. MISCELLANEOUS SERVICES. |

PLEASE FORWARD YOUR COMPLETED QUESTIONNAIRE IN THE ENCLOSED PREPAID ENVELOPE.



THE UNIVERSITY OF ASTON MANAGEMENT CENTRE

Research Unit

11 Coleshill Street, Birmingham B4
Tel: 021.359 3611 Ex 483/6268

APPENDIX 6

ITEM 2

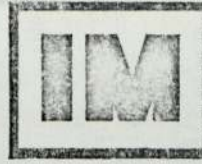
IMPORTANT

- We do stress the completely non - commercial nature
 - of the research and the strict academic purpose of the
 - work for the benefit of the occupation. The questionnaire
 - is completely confidential and should you wish to do so,
 - please treat question One as optional.
- CONFIDENTIAL
- If you have any queries on this, or any of the questions,
 - please telephone Kingswinford 5659, (Staffs), and I will
 - be pleased to help personally.

D. S. Walker.



ITEM 3.



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Yours sincerely,

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1	SURNAME AND FIRST NAMES.	2	AGE
3	AGE OF CEASING FULL TIME EDUCATION		
4	EDUCATIONAL QUALIFICATIONS		
	a. G.C.E. 'O' LEVEL <input type="checkbox"/>	f. HIGHER DEGREE <input checked="" type="checkbox"/>	
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	c. O.N.C. <input type="checkbox"/>	THE DIPLOMA IN MARKETING i.e. D.M.S.,	
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	e. HONOURS DEGREE <input type="checkbox"/>	h. DIPLOMA IN MARKETING <input type="checkbox"/>	
5	IF YOU HOLD A PROFESSIONAL QUALIFICATION OTHER THAN THE DIPLOMA IN MARKETING PLEASE STATE WHAT THIS IS:		
6	POSITION AND DATE OF APPOINTMENT		
7	APPOINTMENT PRIOR TO THIS		
8	PRESENT ORGANISATION / COMPANY AND ITS INDUSTRIAL CLASSIFICATION. (SEE BACK PAGE)		
9	TYPE OF ORGANISATION / COMPANY		
	a. WHOLESALE <input checked="" type="checkbox"/>	e. DISTRIBUTION <input checked="" type="checkbox"/>	
	b. CONSUMER <input type="checkbox"/>	f. MANUFACTURING <input type="checkbox"/>	
	c. MARKETING/MANAGEMENT SERVICES <input type="checkbox"/>	g. EDUCATIONAL <input type="checkbox"/>	
	d. RETAIL <input type="checkbox"/>	h. OTHER - PLEASE SPECIFY <input type="checkbox"/>	

10 HOW MANY YEARS HAVE YOU BEEN ENGAGED IN ONE SPHERE OR ANOTHER OF MARKETING.

11 TOTAL NUMBER OF EMPLOYEES IN YOUR COMPANY

12 DOES YOUR COMPANY/ORGANIZATION HAVE A SEPARATE MARKETING DEPARTMENT THAT CARRIES OUT ONE OR MORE OF THE FUNCTIONS IN QUESTION 15?

a. YES ☐ b. NO ☐

IF YES - WHAT BRIEFLY ARE THE MAIN FUNCTIONS/ACTIVITIES OF MARKETING IT CARRIED OUT.?

13 TOTAL NUMBER OF OUTSIDE SALES FORCE (IF APPLICABLE)

14 TOTAL NUMBER OF MARKETING DEPARTMENT (IF APPLICABLE)

15 AREAS FOR WHICH YOU ARE PERSONALLY RESPONSIBLE

a. FIELD SALES FORCE	<input type="checkbox"/>	f. EDUCATIONAL WORK	<input type="checkbox"/>
b. MARKETING RESEARCH	<input type="checkbox"/>	g. PRODUCT PLANNING	<input type="checkbox"/>
c. DISTRIBUTION	<input type="checkbox"/>	h. NEW PRODUCTS	<input type="checkbox"/>
d. SALES TRAINING	<input type="checkbox"/>	i. PACKAGING	<input type="checkbox"/>
e. PUBLICITY/ ADVERTISING	<input type="checkbox"/>	j. CUSTOMER SERVICE	<input type="checkbox"/>
		k. MARKETING	<input type="checkbox"/>

l. SALES PROMOTION ☐

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19 DO YOU CONSIDER ENOUGH IS BEING DONE FOR MARKETING BY LOCAL AUTHORITIES IN COLLEGES AND POLYTECHNICS.

a. NOT ENOUGH ☐

b. ADEQUATE PROVISION ☐

ANY SUGGESTIONS FOR IMPROVEMENTS IF YOUR ANSWER IS NOT ENOUGH.

20 DO YOU CONSIDER ENOUGH IS BEING DONE FOR MARKETING IN UNIVERSITIES.

a. NOT ENOUGH ☐

b. ADEQUATE PROVISION ☐

ANY SUGGESTIONS FOR IMPROVEMENTS IF YOUR ANSWER IS NOT ENOUGH.

21 ARE THERE ANY FURTHER SERVICES YOU WOULD LIKE TO SEE INTRODUCED BY THE INSTITUTE FOR MEMBERS?

a. YES ☐

b. NO ☐

IF YES STATE BRIEFLY WHAT THESE ARE:

22 IN YOUR EXPERIENCE HAVE COMPANIES YOU HAVE WORKED FOR PROVIDED SATISFACTORY IN-COMPANY MARKETING COURSES.

a. YES ☐

b. NO ☐

IF YES STATE BRIEFLY WHAT THESE ARE:

23 IN YOUR EXPERIENCE HAVE OTHERS REGARDED MARKETING AS A "PROFESSION"

a. YES ☐

b. NO ☐

c. DEVELOPING INTO A PROFESSION ☐

24 TICK THE APPROPRIATE BOX ON THE RIGHT FOR EACH ONE OF THE FOLLOWING ATTRIBUTES TO SHOW THE DEGREE OF IMPORTANCE WHICH YOU HAVE FOUND IN YOUR OWN EXPERIENCE TO BE IMPORTANT FOR SUCCESS IN MARKETING.

ATTRIBUTE	EXTREMELY IMPORTANT	QUITE IMPORTANT	OF SOME IMPORTANCE	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT
UNDERSTANDING OF CUSTOMERS NEEDS					
IN-COMPANY SALES COURSES					
COLLEGE BASED COURSES (E.G.D.M.S.)					
ENTREPRENEURIAL FLAIR					
PRACTICAL EXPERIENCE IN A SMALL COMPANY					
PRACTICAL EXPERIENCE IN A LARGE COMPANY					
LOYALTY TO COLLEAGUES					
PERSONALITY CHARACTER- ISTICS					
WORK IN VARIED MARKETING DEPTS					
LENGTHY PERIOD IN SALES REPRESENTATION					
PERSONAL CONTACTS IN THE INDUSTRY					
FREQUENT JOB CHANGES					
MEMBERSHIP OF THE INSTITUTE					
POSSESSION OF THE DIPLOMA IN MARKETING					
A PROFESSIONAL CODE OF CONDUCT					
EMPLOYMENT IN A GROWTH INDUSTRY					

ANY OTHER YOU CONSIDER PLEASE SPECIFY

- 25 ARE THERE ANY REASONS WHY YOU PERSONALLY CONSIDER MARKETING NOT TO BE AN ESTABLISHED PROFESSION? YES/NO IF THERE ARE BRIEFLY STATE WHY

26 WAS MARKETING YOUR FIRST CHOICE OF CAREER.

- a. YES ☐ b. NO ☐

27 WOULD YOU LIKE IN THE COURSE OF YOUR CAREER TO MOVE INTO OTHER AREAS OF MANAGEMENT e.g. PERSONNEL, FINANCE, TRAINING, GENERAL MANAGEMENT.

- a. YES ☐ b. NO ☐ c. ONLY SHORT TERM TO GAIN EXPERIENCE ☐

28 HAVE YOU AS A MARKETING MAN EVER EXPERIENCED ANY SERIOUS ETHICAL PROBLEMS IN THE COURSE OF YOUR WORK e.g. (PROMOTING A PRODUCT OR SERVICE YOU DO NOT BELIEVE IN OR THOUGHT HARMFUL)

- a. YES ☐ b. NO ☐

IF YES, STATE BRIEFLY WHAT THESE PROBLEMS ARE.

29 WAS YOUR FATHER'S OCCUPATION. a. DIRECTLY CONCERNED WITH MARKETING ☐

b. INDIRECTLY CONCERNED WITH MARKETING ☐

c. NOT RELATED TO MARKETING AT ALL ☐

30 WHAT WAS YOUR FATHER'S OCCUPATION?

31 ANY FURTHER COMMENTS YOU CARE TO MAKE ON THE ROLE OF MARKETING IN OUR PRESENT ECONOMY.

32 DO YOU CONSIDER THE INSTITUTE TO BE THE EFFECTIVE VOICE OF MARKETING IN GREAT BRITAIN?

- a. YES ☐ b. No ☐

IF NOT STATE BRIEFLY WHY.

Please state I.M. branch.

INDUSTRIAL CLASSIFICATION FOR QUESTION 8

- | | |
|--------------------------------------|--|
| a. AGRICULTURE, FORESTRY AND FISHING | n. TEXTILES |
| b. MINING AND QUARRYING | o. BRICKS, POTTERY, GLASS ETC. |
| c. FOOD, DRINK AND TOBACCO | p. TIMBER - FURNITURE |
| d. COAL AND PETROLEUM PRODUCTS | q. PRINTING |
| e. CHEMICAL AND ALLIED INDUSTRIES | r. CONSTRUCTION |
| f. METAL MANUFACTURE | s. GAS, ELECTRICITY, WATER |
| g. MECHANICAL ENGINEERING | t. TRANSPORT AND COMMUNICATION |
| h. INSTRUMENT ENGINEERING | u. DISTRIBUTIVE TRADES |
| i. ELECTRICAL ENGINEERING | v. INSURANCE, BANKING AND BUSINESS STUDIES |
| j. SHIP BUILDING | w. PROFESSIONAL & SCIENTIFIC SERVICES |
| k. VEHICLES | X. EDUCATIONAL WORK |
| l. METAL GOODS | y. PUBLIC ADMINISTRATION AND DEFENCE |
| m. LEATHER AND FUR GOODS | z. MISCELLANEOUS SERVICES. |

Item 4.Classification of comments on the role of marketing in our existing economy given by members.

1. Vital because of European Economic Community and our current economic position (exports, balance of payments etc).
2. Too much emphasis in marketing on fast moving consumer goods and not enough on industrial marketing.
3. For many firms the marketing capability is not geared to national needs.
4. The principles/philosophy of marketing needs greater appreciation by the public, industry and government bodies.
5. More emphasis is necessary on sales and research development, and less on theory and jargon.
6. Greater emphasis is needed on exports especially in researching what customers abroad really want.
7. Marketing should be more concerned with the need to allocate scarce resources.
8. Too many companies are only concerned with short term profit or even survival for lack of an effective marketing strategy.

TABLE 1.Views of practitioners on whether marketing is a profession:Factor giving significant F values on analysis of variance tests.

FACTOR	F SCORE	SIGNIFICANCE LEVELS	Direction of Relationships	
			Marketing is a Profession NO	YES
Age ceasing full time education	3.550	.05	Age increasing	→
Educational qualifications	10.386	.001	Higher	→
Possession of the Diploma in Marketing	6.867	.01	In possession	→
Separate marketing department in member's organization	4.704	.01	An autonomous	→
			Marketing Dept.	

TABLE 2.

Analysis of variance of members' opinions if marketing is a professional occupation with the ages members ceased full time education.

<u>Scale</u> <u>Score</u>		<u>Mean (age)</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	No it is not a Profession	18.491	3.266	5460.211	(513)
2	It is developing into a profession	18.053	3.129	10801.847	(1104)
3	Yes it is a Profession	18.120	3.035	6375.059	(693)
TOTAL		18.1706	3.1359	22637.1166	(2310)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degrees of Freedom</u>	<u>Mean Square</u>
Between Groups	69.6817	(2)	34.8408
Within Groups	22637.1166	(2307)	9.8124
TOTAL	22706.7983	(2309)	

F = 3.5507

P < .05

Table 3.

Analysis of variance table for educational qualifications of members with their view of marketing being a professional occupation

<u>Score</u> <u>Scale</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	No it is not a Profession	4.278	1.964	1962.463	(510)
2	It is developing into a Profession	3.861	1.842	3735.758	(1102)
3	Yes it is a Profession	3.846	1.788	2260.219	(708)
TOTAL		3.9483	1.8608	7958.4394	(2320)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degrees of Freedom</u>	<u>Mean Square</u>
Between Groups	71.3537	(2)	35.6769
Within Groups	7958.4394	(2317)	3.4348
TOTAL	8029.7931	(2319)	

F = 10.3869 P < .001

Qualification Scale.

1. No qualification
2. 'O' Level/School Certificate only.
3. 'A' Level/H.S.C/O.N.C. only.
4. Pass Degree/H.N.C. only, or Professional qualification only
5. Pass Degree/H.N.C. + Professional qualification
6. Honours Degree only
7. Honours Degree + Professional qualification
8. Higher Degree only
9. Higher degree + Professional qualification.

TABLE 4.

Analysis of variance table for members in possession of the
Diploma in Marketing with their views of marketing being a
professional occupation.

<u>Scale</u> <u>Score</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	No it is not a Profession	1.728	0.445	104.875	(530)
2	It is developing into a Profession	1.640	0.480	263.493	(1143)
3	Yes it is a Profession	1.647	0.478	165.062	(723)
TOTAL		1.6615	0.4733	533.4303	(2396)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degress of</u> <u>Freedom</u>	<u>Mean Square</u>
Between Groups	3.0618	(2)	1.5309
Within Groups	533.4303	(2393)	0.2229
TOTAL	536.4921	(2395)	

$$F = 6.8677$$

$$P < .01$$

Scale Score

1 = In Possession of the Diploma

2 = Not in possession of the Diploma

Table 5.

Analysis of variance table for the existence of a separate marketing department in a member's organization with their view of marketing being a professional occupation.

<u>Scale Score</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	No it is not a Profession	1.437	0.497	123.777	(503)
2	It is developing into a Profession	1.395	0.489	262.455	(1098)
3	Yes it is a Profession	1.351	0.478	162.219	(712)
TOTAL		1.3908	0.4880	548.4518	(2313)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degress of Freedom</u>	<u>Mean Square.</u>
Between Groups	2.2339	(2)	1.1169
Within Groups	548.4518	(2310)	0.2374
TOTAL	550.6857	(2312)	

$$F = 4.7044$$

$$P < .01$$

* Scale Score

1 = Yes (Has a Marketing Dept)

2 = No (Marketing Dept)

Table 6.

Views of practitioners if they had any reasons why marketing could not be considered an established profession. Factors giving significant t values on analysis of variance tests.

FACTORS RELEVANT to MEMBER.	t SCORE	SIGNIFICANCE LEVEL	DIRECTION OF RELATIONSHIP
			FREQUENCY OF RESPONSES LOW HIGH
Age ceasing full time education	2.001	.025	Age increasing —————→
Educational Qualifications	4.315	.001	Higher qualifications —————→
Possession of the Diploma in Marketing	3.295	.001	In possession of —————→ the Diploma
Time spent in current appointment	2.092	.025	Longer period in —————→ current appointment

Table 7.

Analysis of variance table for ages of ceasing full time education of members with the reasons that exist why marketing is a professional occupation.

<u>Scale</u> <u>Score</u>		<u>Mean (Age)</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1.	There are reasons why marketing is not an established profession.	18.284	3.120	13651.528	(1403)
2	There are no reasons why marketing is not an established profession.	18.008	3.183	8356.941	(826)
TOTAL		18.1821	3.1458	22008.4688	(2229)

A N O V A T A B L E

	<u>Sum of Sq.</u>	<u>Degrees of Freedom</u>	<u>Mean Square</u>
Between Groups	39.5805	(1)	39.5805
Within Groups	22008.4688	(2227)	9.8826
TOTAL	22048.0494	(2228)	

$$t = 2.0013 \quad P < .025$$

Table 8.

Analysis of variance table for educational qualifications of members with the reasons that exist why marketing is a professional occupation

<u>Scale Score</u>	<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1 There are reasons why marketing is not an established profession.	4.083	1.888	5009.264	(1406)
2 There are no reasons why marketing is not an established profession	3.733	1.802	2690.622	(830)
<hr/>				
TOTAL	3.9530	1.8638	7699.8856	(2236)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degrees of Freedom</u>	<u>Mean Square.</u>
Between Groups	64.1838	(1)	64.1838
Within Groups	7699.8856	(2234)	3.4467
TOTAL	7764.0693	(2235)	

$$t = 4.3153 \quad P < .001$$

*Scale Score

- 1 = No qualifications
- 2 = 'O' Level/School Certificate only
- 3 = 'A' Level/H.S.C/O.N.C only
- 4 = Pass Degree/H.N.C. only or professional qualification only.
- 5 = Pass Degree/H.N.C. + Professional qualification.
- 6 = Honours Degree only
- 7 = Honours Degree + Professional qualification.
- 8 = Higher Degree only
- 9 = Higher Degree + Professional qualification.

Table 9.

Analysis of variance table for possession by members of the Diploma in Marketing with the reasons that exist why marketing is a professional occupation.

<u>Scale Score</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	There are reasons why marketing is not an established profession	1.631	0.483	336.399	(1445)
2	There are no reasons why marketing is not an established profession.	1.698	0.459	181.578	(862)
TOTAL		1.6563	0.4751	517.9763	(2307)

A N O V AT A B L E

	<u>Sum of Sq.</u>	<u>Degrees of Freedom</u>	<u>Mean Square</u>
Between Groups	2.4406	(1)	2.4406
Within Groups	517.9763	(2305)	0.2247
TOTAL	520.4170	(2306)	

$$t = 3.2956 \quad P < .001$$

Scale
*Score

1 = In possession of the Diploma.

2 = Not in possession of the Diploma.

Table 10

Analysis of variance table for time spent in current appointment
of a member with reasons that exist why marketing is a professional
occupation

<u>Scale</u> <u>Score</u>		<u>Mean (Years)</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	There are reasons why marketing is not an established profession	3.608	3.958	20227.830	(1292)
2	There are no reasons why marketing is not an established profession	4.018	4.792	17407.742	(759)
TOTAL		3.7601	4.2893	37635.5715	(2051)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degrees of Freedom</u>	<u>Mean Square.</u>
Between Groups	80.4061	(1)	80.4061
Within Groups	37635.5715	(2049)	18.3678
TOTAL	37715.9776	(2050)	

$$t = 2.0923.$$

$$P < .025$$

PART THREE

THE CURRENT SITUATION

PART THREE

(The Current Situation)

CHAPTER SIX

Sample Survey of the General Public: Professionalism.

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- (i) Introduction.
- (ii) Rationale for a Sample Survey of the General Public.
- (iii) Methodology Employed.
- (iv) Analysis of this section of the Survey.
- (v) Conclusions.

Introduction

In Parts One and Two of this study, we discussed the historical and current sociological treatment of the concept of professionalism. We also traced to what extent the process of professionalization had developed within the marketing occupation. The sociological literature we have examined and other works to which reference will be made in the coming Chapters does not yet present a set of agreed conclusions on the subject of professionalism. However, it does point to the presence of two main schools which are functionalist and trait. The investigations reported in part three of this study will apply the framework of both approaches. This should provide further data to assess the position of marketing in regard to its degree of professionalization. This Chapter is divided into four sections. The first explains the sociological justification for carrying out a survey of a sample of the general public. This is followed by a description of the methodology employed, and then the main part of the Chapter which discusses the findings of the survey. The Chapter concludes by drawing attention to the implications of these findings for our main theme. The Chapter ascertains what the sample considered to be the mark of a "professional occupation", how they viewed the professionalization of various occupations and how marketing rated in these perceptions. The following Chapter then explores more specifically the knowledge of marketing held by the sample.

Rationale for a Sample Survey of the General Public.

It was felt necessary to collect data representing in some sense the views of "society in general", for despite the variance of attributes given by trait theorists (Lewis-Maude¹, Ben-David², Hughes³, Prandy⁴, Lockwood⁵, Flexner⁶, Greenwood⁷) on what constitutes a "professional occupation", one central criterion is generally accepted by these writers, which is that the occupation must be accepted as being a professional one by the general public. This too is central to the functionalist approach. (Durkheim⁸, Spencer⁹, Pareto¹⁰, Parsons¹¹). How society in general

views the occupation is thus a vital issue as professionalism seen by the functionalists is limited to those elements which are said to have functional relevance either for the society as a whole or for the professional -client relationship. Influential adherents include Parsons and Barber, the latter claiming that his analysis of professionalism exclude such concepts as style of life, corporate solidarity and socialisation structures and other processes which he claims apply to all occupational groups. To these theorists professional behaviour is defined in four basic attributes. These are (1) a high degree of generalised and systematic knowledge (2) orientation to community interest, rather than to individual, (3) self control, through codes of ethics and a system of rewards, monetary or honorary, and (4) reward based on work achieved not of individual self interest. This approach attempts to show that the professional's knowledge is for community rather than individual interest. Honour tends to be more significant to professional practitioners because it is associated with the primacy of community as against individual interest.

At the one extreme, it has been suggested that the only agreed characteristic of professions is a eulogistic terminology, or even more strongly that "profession" is not a sociological category (Habenstein).¹² Alternatively the various commonly cited definitions and criteria indicate a commendable unanimity (Goode).¹³ While it appears that the differences between definitions are more frequently those of emphasis or omission than of contradiction, the unanimity certainly does not extend to agreement as to which are "core" and which are the derivative traits of professions. One of the important variables which influences these processes is the "public acceptability" criterion of a profession; for this determines and reflects that particular occupation's relationships with society. It was felt vital therefore, to take some measure of how the community which professions are said to serve views an occupation such as marketing which has had claims of professionalism made for it.

How "society" views a particular occupation is relevant to a variety of issues raised by theorists. Both Mead¹⁴ and Cooley¹⁵ made the point that

the development of a professional occupation's "self conception" involves a chain of perceptions, skills, values and inter-actions. In this process a professional identity is forged which is credible both to the individual and society at large. This latter concept is somewhat similar in principle to the issues raised by Hughes¹⁶ that greater knowledge of the professional's role will help to replace many of the stereotyped images that are held of the professional person. Such barriers can only start to be eliminated if we know where to start from i.e. what precisely do people outside the occupation perceive of the professional role and the actions of its practitioners.

An analysis of public assessment and opinions can be seen as constructive in breaking down barriers between certain occupations and society. If any such barriers are to be breached, the first step should be to ascertain current perceptions. Durkheim¹⁷ was aware of this point when he described the discipline of a profession as something which is seen as exterior to the practitioner and also as dominating him. It also leads directly to the problem outlined by Caplow¹⁸ in 1964, where he used the term "mild paranoia" as the condition whereby persons in highly professionalized occupations often look upon themselves as having a more important status in life than outsiders are willing to accord them. We know also from the work of Malinowski¹⁹ the powerful role that myths can play in a society no matter how "advanced" it might be. What is possibly needed is more systematic information on the process by which occupational myths operate in our own contemporary society.

The relevance of public assessment of professions and occupational ratings is perhaps expressed best by Hughes²⁰ where he uses the term "license" and "mandate" as describing the relationship between an occupation and members of the larger society. But what is the extent of "license" to be accorded professional acceptance? What sort of mandate has society conferred on a particular occupation, as compared to the conception of mandate held by members of the occupation? The vital issue might not be "license" and the "mandate" which are recognised by all

to be of importance to the well being of society; but a questioning of the extent of the license and the interpretation and use of the mandate. Thus high occupational prestige is presumed to bear some positive relationship to the social contribution the public accords an occupation.

Methodology Employed.

It was decided to undertake a stratified survey of the general population. This would provide data not only on the subject of our study but also examine the public's notion of the concept of professionalism. The following were the main issues probed:-

1. The individual's understanding of a "professional occupation" and the examples he or she had in mind. (The latter would directly indicate the depth of public understanding and application of this term).
2. Opinions on attributes which a professional occupation should possess (according to trait and functional theorists).
3. A rating of a number of occupations, including marketing in regard to their perceived level of professional development.
4. The value attached to marketing as an occupation in relation to other selected management functions.
5. The perceived role of marketing in modern society.
6. The public understanding of the functions contained within marketing.
7. The contact individuals have had with marketing personnel.
8. Knowledge of the occupational institute (i.e. Institute of Marketing).
9. The extent to which members of the public consider marketing men practised a code of ethics in their work.
10. The extent to which members of the public consider more attention needs to be given to marketing in order that our present economic position will improve. This was included as a measure of the perceived social importance of marketing.

This survey was planned to be of 200 persons (100 men and 100 women) and the sample to be proportionately representative of the total population both working and non-working. The stratification frame employed was constructed from H.M.S.O. "Social Trends" for 1972 and is

TABLE 1SAMPLE FRAME FOR STRATIFIED POPULATION SURVEY OF 100 MALES AND 100 FEMALES.

Economic activity of population aged 15 and over to be sampled by interview.

Exact numbers to be interviewed are as follows:

*		MEN	WOMEN
1	Professional workers, self employed	2	-
2	Professional workers, employees	4	1
3	Employers and managers in general Local Government., industry, commerce (Large establishments)	4	1
4	Employers and managers as above in small establishments.	5	2
5	Inter-mediate and junior non-manual and personnel service workers	9	22
6	Foreman and supervisors (manual)	3	-
7	Skilled manual	26	3
8	Semi Skilled manual	13	8
9	Agricultural workers	4	1
10	Unskilled manual	6	1
11	Own account other than professional	3	1
12	Armed forces	2	-
13	Retired **	10	2
14	Students	4	3
15	Sick and unemployed	3	2
16	Others	2	53 ***
Figures in brackets denotes total U.K. Population.		100 (19,030,000)	100 (21,012,000)
* Numbers used in survey for 1 - 16 socio-economic scale.			

**	Class	Nos.
Registrar General	1	1
	2	2
	3	5
	4	1
	5	1
		10

Registrar General Classification

1. Professional
2. Intermediate
3. Skilled
4. Semi-skilled
5. Unskilled.

*** These housewives were then stratified by husbands, Registrar General Classification

Class	Nos.
1	2
2	8
3	27
4	12
5	4
	53

given in Table 1. The interviews were carried out by two experienced market research interviewers under the writer's supervision. Their brief was to seek out each occupation according to the sample frame and obtain the necessary information. Though some repetition in locating respondents was inevitable, complete stratification and representativeness was ensured. As can be seen the largest number in the female section was "others" (or housewives). This 53 (to continue with our cross-section of the population) was broken down according to Registrar General Classification and their appropriate numbers proportionately as would be found in the total population.

Before the interviews were carried out a pilot survey was undertaken, following which some modifications were made to the questionnaire. No problems were experienced in the interviews and recording of data. Some difficulty was experienced in obtaining members of all the occupations necessary to make up the survey population but these were all secured within one month. The questionnaire and covering letter are given in Appendix Two, Item 1.

Analysis of the Survey.

Respondents were asked in the opening question (which was an open ended one) to define a "professional occupation". The categorized responses are given in Table 2.

Table 2.

Question: What do you understand by the term: "Professional Occupation"?

CLASSIFICATION OF THE REPLIES	MEN %	WOMEN %
Salary - Monthly Cheque	24	31
High Income	16	13
Experience only	5	-
Training (No mention of qualifications)	23	33
Formal Qualifications and Training.	32	23
	100	100

All the answers given by respondents could be classified into one of the five categories shown in Table 2. Taking both sexes of respondent together, salary, formal qualifications and training, and training received approximately equal weight. Training (both categories) received half the total mentions, and clearly emerged as the dominant feature associated with the term "professional occupation". However, there is some difference between the sexes on these three definitions. Women mentioned salary and training (without qualifications) more often than men, and men mentioned the formal qualifications and training aspect more often than women. This might suggest that men see a professional career as a long term process associated with the educational system, and that perhaps many semi-professional occupations held by females are carried out by women who established themselves in that position on the criteria of basically time and experience alone. Alternatively women may just be more ignorant of the extent and nature of formal qualifications and not refer to them as criteria.

The examples given of "professional occupations" by men and women are listed in Table 3.

TABLE 3.

The two examples of a "professional occupation" given by respondents of both sexes.

FIRST EXAMPLE: OF PROFESSIONAL OCCUPATION.			SECOND EXAMPLE: OF PROFESSIONAL OCCUPATION		
Total Sample:	Males	Females	Total Sample:	Males	Females
	N= 100	N= 100		N= 100	N= 100
	%	%		%	%
DOCTOR	38	36		11	25
SOLICITOR/LAWYER	22	10		25	14
DENTIST	8	16		18	23
TEACHER	4	8		11	8
OPTICIAN	5	5		3	7
ACCOUNTANT	3	4		0	6
SURGEON	0	6		0	5
BARRISTER	1	5		4	2
NURSE	1	5		1	4
SPORTSMAN	6	0		8	0
MISCELLANEOUS	3	1		2	0
ESTATE AGENT	3	0		0	0
ENGINEER	2	0		6	0
DIRECTOR	0	2		4	2
PHARMACY	0	1		0	1
MANAGER	0	1		0	0
SOCIAL WORKER	1	0		1	0
HEALTH INSPECTOR	1	0		1	0
ARCHITECT	1	0		2	1
CHARTERED SURVEYOR	1	0		0	0
WELFARE OFFICER	0	0		0	1
LECTURER	0	0		1	0
SCIENTIST	0	0		1	0
PERSONNEL OFFICER	0	0		0	1
MEMBER OF PARLIAMENT	0	0		1	0
	100	100		100	100

Taken as a total of both sexes the most commonly cited examples of a "professional occupation" were doctor, solicitor, dentist, teacher, optician, accountant and nurse. The rank order for the second example was dentist, solicitor, doctor, teacher, optician, sportsman and accountant, director, barrister equally. As can be seen there is a general consensus between the sexes on these examples, but some differences do occur. In both the first and second examples men offer solicitors, lawyers and engineers more commonly than women. For women, taking both together, doctors and dentists are quoted more frequently than in the case of male respondents. There were few instances of "business occupations" being cited, and no mention at all of marketing as a general description of an occupation or of any of the specialised functions of marketing named. The first impression is that the public have little contact with or knowledge of the occupation. The term "sportsman" was also quoted by men as a small percentage in both examples and not at all by women.

It was recognized that the incidence of these responses might also vary in association with a number of social and contextual factors such as:-

1. The particular sex having more contact with a given occupation.
2. Educational differences.
3. Among females, being a housewife rather than in paid employment.
4. Socio-economic level of respondent.
5. Age of respondent.

Data on these possible sources of variation will be discussed in this Chapter.

At this stage of the survey the other feature examined was the total sample's rating of the professional development of a selected number of occupations including marketing. These are set out in Table 4. The table shows the general trend of opinion for the sample as a whole. An extension of the table is expressed in Table 5, whereby each assessment definition is multiplied by 5 by 4 by 3 by 2 by 1 respectively on the assumption that the range of assessment progressed from "An old established

TABLE 4.

TOTAL SAMPLES ASSESSMENT OF A RANGE OF OCCUPATIONS FOR THEIR DEGREE OF "PROFESSIONALIZATION PERCEIVED". PERCENTAGES AGREEING TO EACH STATEMENT FOR THE SELECTED OCCUPATIONS.

	An old established professional occupation	A new professional occupation.	Developing into a professional occupation.	Not a professional occupation at present	Unlikely to become a professional occupation	Total %
Accountant	58	42	-	-	-	100
Chartered Engineer	11.5	80	8	0.5	-	100
Actor	42.5	9	9	23.5	16	100
Architect	78.5	19.5	2	-	-	100
Company Secretary	9.5	68.5	18.5	3.5	-	100
School Teacher	26	53	20	1	-	100
Solicitor	85	14	1	-	-	100
Marketing Executive	-	10	66	21	3	100
Journalist	30	15	11.5	37.5	6	100
University Lecturer	71.5	24.5	3.5	0.5	-	100
Army Officer	43	2.5	10	26.5	16	100
Bank Clerk	4	1.5	8.5	39.5	46.5	100
Police Officer	17	12.5	15	42.5	13	100
Dentist	15	82	3	-	-	100
Estate Agent	-	6.5	17	50.5	26	100
Social Worker	0.5	8	59.5	27.5	4.5	100
Optician	7	68	9	11	5	100

professional occupation" to "Unlikely to become a professional occupation". This in effect provided 5 items of reasonably comparable scale intervals to which a value of 5 could be allocated to the point closest to a full professional occupation and a value of 1 to the least professional category. The means and standard deviations based on these scores were also calculated and are given in Table 5. The selection of occupations for this question attempted to cover a wide range of occupational activity to which the label of "professional" might conceivably be applied. The occupations selected are not, however, meant to be taken as "professions" per se. Rather than at this stage to engage again in sociological debate as to what constitutes a "profession", I preferred to assume that many occupations are incorporating in at least a basic form some of the traits that have been commonly applied to the older traditional professions. Having said this, many of the occupations selected fall short of the "traditional model" or "ideal type" of profession discussed in Chapters 1 and 2.

As can be seen from Tables 4 and 5 marketing is seen by the majority of the sample as an occupation which is developing into a professional form. In this its assessment was exceptional among the occupations listed except for that of social workers which received a similar profile of ratings. At first this similarity of rating between the two occupations seemed strange, in that a group whose working environment is nearly always one of public service, and where the ethic of service is strong should compare with a group that is rarely found in public employment either directly or indirectly. Yet further reflection indicates that they both represent a generalist or nebulous description of an occupation. The finding reported later, that the general public has little direct contact with marketing personnel might explain this phenomenon and the same possibly applies to social workers. It is assumed however that the public would have had more contact with social workers as an occupational group than with marketing men. The most recent study encompassing these two occupational groups (Hickson and Thomas²¹) reached a similar conclusion, though the social work institute

concerned there, was the Institute of Medical Social Work. This is illustrated in Appendix 3 Table 1. The professional scale scores in this table were computed by scoring one for each scale item possessed on the trait attributes given in Appendix 3, Table 2, reproduced from Millersons²² study in 1964.

As expected and subsequently confirmed by Tables 4 and 5 solicitors, accountants and dentists scored highly. Actors, army officers and journalists received widely spread ratings. The general ranking of occupational groups in Table 4 and 5 broadly agrees with the findings of Moser and Hall²³ who found that the ranking in order of prestige was medical officer of health, company director, school teacher and policeman. There is considerable agreement on the prestige ranking of occupations in all industrial societies. Power, influence, wealth and moral worth are all criteria which seem to contribute to the formation of the complex judgments of social standing. Income alone does not seem enough, a point which the relatively low rating of marketing, a well paid occupation, illustrates. It does not lead to the acceptance on an equal footing of well paid manual workers by black coated workers who may earn less. This point is also in agreement with the work of Goldthorpe and Lockwood.²⁴

TABLE 5.

Scores calculated on basis of applying a 5 point scale to the responses given in Table 4.

N = 200	MEAN SCORE	STANDARD DEVIATION
1. Solicitor	4.840	0.394
2. Architect	4.765	0.470
3. University Lecturer	4.665	0.570
4. Accountant	4.585	0.494
5. Dentist	4.120	0.408
6. School Teacher	4.035	0.712
7. Chartered Engineer	4.025	0.464
8. Company Secretary	3.840	0.630
9. Optician	3.610	0.950
10. Actor	3.315	1.618
11. Army Officer	3.260	1.636
12. Journalist	3.255	1.382
13. <u>Marketing Executive</u>	<u>2.815</u>	<u>0.643</u>
14. Police Officer	2.790	1.316
15. Social Worker	2.720	0.696
16. Estate Agents	2.045	0.835
17. Bank Clerk	1.770	0.960

The survey also attempted to probe sub-cultural differences in prestige rankings, by a question on the value to society of certain given occupations and the value some management functions are seen to play economically. These sub-cultural differences show some significant results as will be seen. Such findings are not, however, without some precedent. Wilmott and Young²⁵ in Bethnal Green found a substantial minority of lower status workers rejected the more general prestige rankings and adopted the criterion of usefulness to society which resulted for example in a dustman ranking his occupation on equal terms with a medical officer of health. The same happened to company directors who were similarly rated for the same reasons. Such attitudes will be founded on the expectations which an individual brings to his job. These in turn will be the result of complex processes of selection and socialization, as illustrated, for example by Carter's²⁶ studies of school leavers.

The first question, as indicated in Tables 2 and 3, asked respondents to define a professional occupation and give two examples. In both functional and trait theories on professionalism the role of "society" plays a crucial role. The term profession as used in everyday language by people is widely and imprecisely applied to a variety of occupations and it was felt that this as an open ended question would provide some interesting insights. The adjective "professional" is even more overworked covering the opposite of amateur and the opposite of a make shift job, two concepts which need not be synonymous. Moreover, as the sociologist is concerned to analyse society not merely as an abstraction but with reference to the people within its boundaries, it is appropriate to seek opinions on the subject. Cogan²⁷ pointed out the differences between the definitions of various authors on this topic was largely due to the different purposes which they had in putting forward their definitions. The other reason why the problem of definition is important is that the title "profession" is in some respect a claim to social standing and recognition, and, as Millerson points out, it is a dynamic rather than static process. This process operates at three levels: (1) the general level of social change, (2) the level of occupational

organization and (3) the level of the individual life cycle. Definition has played an important role in the work on professions in society by British sociologists, as much of the work done has been within the tradition of British empiricism. The work of Carr-Saunders and Wilson²⁸ provided a base for this. Table 6 illustrates the definitions of a professional occupation given in the survey by the social class of the respondents.

TABLE 6.

Question: What do you understand by the term "professional occupation"?

Respondents identified by social class. (Percentage of Total Respondents)

Response Category \ Social Class	Professional + Intermediate N = 57	Skilled N = 57	Semi Skilled and Unskilled N = 74
Salary	26.4	20.8	52.9
High Income	7.7	38.5	53.9
Experience	23.0	50.0	27.0
Training (no mention of experience or exams)	31.5	38.9	29.6
Formal Qualification	45.1	25.5	29.4

$$X^2 = 26.125 \quad \text{df.} = 8 \quad P = < .001$$

The main contrasts in the social groups are between the "professional and intermediate" groups and the "semi skilled and unskilled" categories. The high income and formal qualification characteristics are the most notable points of divergence for the classes. This raises the difficulty of homogeneity of a

"societal" evaluation of professionalism. It would seem that different criteria are used by different groups in this evaluation. This poses the question of how far is the concept of "professionalism" only meaningful to middle class, professional people. However, when it comes to assessing occupations in terms of the degree of professionalization, people employing these somewhat different interpretations appear to reach considerable overall agreement. This might well be because these different criteria of defining a profession usually go together in practice; for high income very often goes with a formal qualification or experience in a particular occupation.

It applies to both functional and trait theories that, if in Goodes phrase professions are "communities within a community", the particular attributes or distinguishing features which mark them out from the rest of society must be important for both schools of analysis, and that if such attributes do exist then the general public must be able to assign to them some measure of recognition and importance. In a survey of this nature time did not allow us to ask respondents all the attributes of professions as listed from sociological literature and given previously in Table 2 Appendix 3 so the ones more frequently quoted in sociological writing were selected and the respondents asked for their ratings of these as applicable to their perspective of a professional occupation. The attributes of a professional occupation respondents were asked to rate are listed in Table 7 together with their average rating given by the total sample. The scale for rating was a five point one:-

<u>SCALE</u>	<u>SCORE</u>
Extremely Important	5
Quite Important	4
Of some importance	3
Not very important	2
Not at all important.	1

TABLE 7.

TOTAL SAMPLES RATING OF "PROFESSIONAL TRAITS"

Attribute	Mean	Standard Deviation
Minimum of 3 years training	4.005	0.894
Service to the Community	3.560	0.812
A code of ethics	3.455	1.006
Competence tested by Examinations	3.385	1.206
Supported by an occupational Association.	2.435	0.975

The "training attribute" ranked high as was to be expected from the data on the definition of a professional occupation given by the public, with the backing of a full time occupational association giving the lowest mean. The code of ethics rating and competence tested by examination showed a range of fluctuating scores brought out by standard deviations of 1.006 and 1.206 respectively. The comparatively low score given to the "association" trait was surprising in view of the importance which many theories we have discussed attached to its role in the professionalizing process.

The Pearson correlation coefficients for relations between the assessments of "professional traits" are given in Table 8.

TABLE 8

TOTAL SAMPLE: CORRELATION MATRIX OF RATING OF IMPORTANCE GIVEN TO "PROFESSIONAL TRAITS" (N = 200)

TRAITS	Code of Ethics	3 Years Training	Community Service	Examination	Association
Code of Ethics	-				
3 Years Training	.57	-			
Service to Community	.10	.11	-		
Examination	.56	.62	.02	-	
Supported by an Association.	.36	.31	.29	.34	-

The conclusions to be drawn from Table 8 are that a code of ethics three years training, and test by examination are inter-correlated and rank fairly high in the public assessment of attributes which a professional occupation should possess. It implies that people view ethical conduct in regard to integrity of use of knowledge rather than a term of a more diffuse notion of service to the community. These three attributes all rated high in sociological theory on professions discussed in Chapter 2. A professional occupation as perceived by the public thus requires specialist training and a test of competence. The high correlations of a code of ethics is consonant with the functionalist view on the "value of society" emphasis of such theories. However, community service which is important to any functionalist approach to professionalism is not related to any of the traits, previously discussed. Though it does have some significance as will be seen from our analysis of variance tables for sex, age, and social class, its importance as seen by the public is not automatically associated with more "recognizable " traits. The trait theory characteristic that an "association" needs to support a profession again has weak scores. This is somewhat counter to the work of Caplow who maintained that the first step in the establishment of professional status is the setting up of a professional association with definite membership criteria designed to keep out the unqualified. This could possibly reflect a "dilution" in the meaning of profession as used by the general public today, when every qualifying association is calling itself a professional body. Possibly a consequence of the "professionalization of everyone" as foreseen by Durkheim. Also, perhaps the association is the trait that is least visible to the general public.

The attributes were tested to demonstrate how closely they approximated to a "normal" distribution. They were also broken down in a series of analysis of variance tests to analyse the variability among the mean scores. These are shown in Tables 3 to 5 and listed in Appendix Three for:

1. Registrar General Stratification	(Table 3))	
)	
2. Sex	(Table 4))	<u>Appendix 3</u>
)	
3. Housewives and "all others"	(Table 5))	

Standard deviation and mean values for all variables are set out. For the Registrar General Classes (Table 3) all scores for the F Values were significant. The results indicate that as one moves down the socio-economic scale the lower is the importance attached to each attribute. Also down the socio economic scale the differences of opinion on a particular attribute tended to widen as shown by the size of standard deviations, except for the "examination and association" attributes in the unskilled category.

One significant readings was shown by ratings of the traits for sex scores (Table 4) and this ratio as a total sample showed little difference between the sexes on how they assessed each trait. Women tended to attach less importance to a code of professional ethics. A point which has already been brought out in earlier tables was the lower value women put on formal qualifications in their definition of a professional occupation, and here their standard deviation on the "examination trait" showed that there is some variation in their scores on this as an occupational characteristic. Among women, housewives attached particularly low importance to the code of ethics and examination attributes relative to the ratings given by other groups in the sample. Age differences on ratings of the traits indicated no great deviation for any age groups.

That social differentiation does exist in rankings of occupations has been brought out by some of the studies referred to in Chapter 2. Indeed functionalists would maintain that these differential rankings reflect the necessity of social inequality as the method by which societies ensure that the most important positions are filled by the most qualified persons. However, Buckley argues that this view fails to distinguish between social differentiation and stratification, and that the

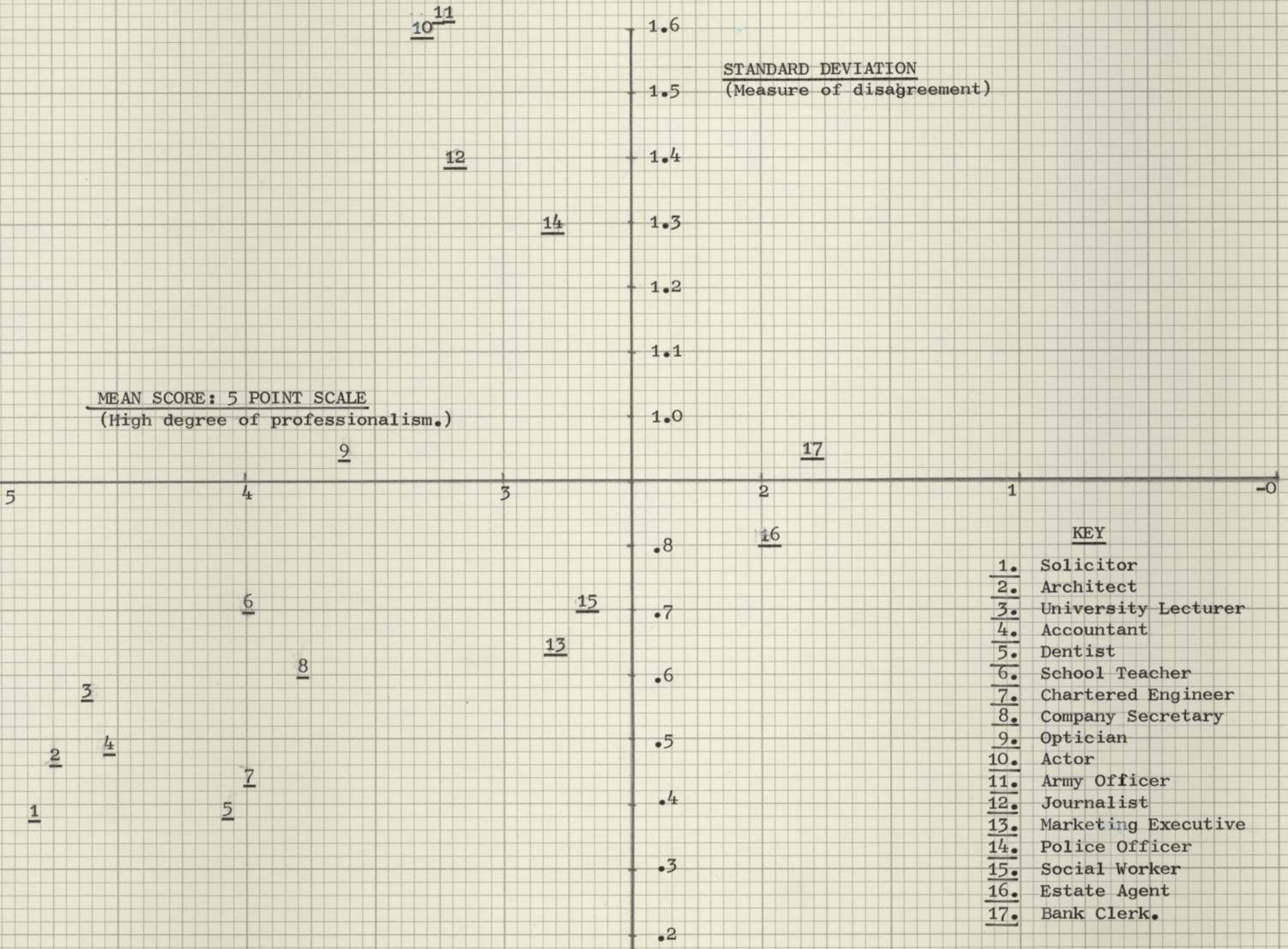
existence of social differences does not necessarily give rise to strata in society. However, Tumin³¹ points out that differences in occupations need not be taken up into the stratification system of a society and become the basis of invidious distinctions in social rankings. This relates also to Weber's³² differentiation between the market and status situations of an individual.

From the clustering of scores and variation of ratings given to the occupations by the respondents for their considered degree of professionalization and expressed in Tables 4 and 5, it is possible to put forward a paradigm for the patterns that emerged. This is attempted in Diagram 1. As a concept it takes into account the ratings given by class, age, sex and socio-economic classification. This adds a new dimension to Hughes'³³ original comments on "how professionalized" or "how professionalized in certain identifiable respects" an occupation may be, for although there may be general agreement or general disagreement that the public have toward certain occupational groups the variation that makes up that final opinion/assessment is far from uniform. At the same time there are certain occupations with constant measures of agreement but with wide differences of "professionalization" i.e. solicitors to estate agents. Yet against this measure we have occupations like journalists and actors which in the professionalization score, rate higher than marketing or social workers, yet have widely contrasting scores of agreement (standard deviations).

We have seen to date in this study, and we know from the literature on professionalism that the image or picture that an occupation conveys can be controlled by particular segments or disciplines of the occupation i.e. journalists by newspaper work, doctors by general practitioners, and possibly marketing by selling. However, it might be that sometimes these categories reject these public images as inappropriate either to themselves or to the occupation at large. If it is the former reason then the occupation may require that the public acquire specialised images themselves. This may be part of the explanation for the cross dimensions

DIAGRAM 1.

PARADIGM OF PROFESSIONAL EVALUATION BASED ON RESPONSES FROM SAMPLE SURVEY OF THE
GENERAL PUBLIC



we have in the paradigm shown in Diagram 1. Segments in the occupations may be at pains to counteract the images which other practitioners in the occupation have of them, and attempting to create alternative images, (e.g. salesmen terming themselves technical sales consultants). This could have differing effects on such variables as age, sex and socio-economic groupings in the population at large in their perceptions of the occupation.

As the survey was to obtain as much data as possible on marketing it was felt that it would be within its aims to ascertain how the public perceived marketing in relation to other main management functions. i.e. accountancy, personnel, production and research. A five point rating scale again was used.

Scale

Vital	5	Degree of importance as a management discipline.
Very Important	4	
Of some importance	3	
Marginal value	2	
Of no importance	1	

and Table 9 gives the overall sample scores:

TABLE 9.

Total Sample's Rating of the Importance of Management Functions based on a five point scale.

Question: Place the following management functions in order of importance you consider their value.

	Mean	Standard Deviation
Production	4.575	0.605
Accountancy	4.505	0.650
Personnel	3.770	0.755
Research	3.650	0.996
Marketing	2.960	0.826

Accountancy and production are seen as being relatively more important than the others and this evaluation also secures a fairly high level of agreement (lower standard deviation). Marketing is last in order.

Even though marketing may have developed certain institutional characteristics of a professional nature, a public rating of its importance even when compared just to companion management functions is low.

The ratings of importance attached to selected management functions were also analysed by:-

Registrar General Classes		(Table 6)
Sex	<u>Listed in</u> <u>Appendix</u> <u>Three</u>	(Table 7)
Housewives and "all others"		(Table 8)

As Table 6 shows there is a tendency for marketing to obtain a lower rating (mean) progressively down the social class scale. This is not the case with accountancy, production or personnel which on the whole maintain an approximately constant mean. The downward trend of means is not so marked for research when compared to marketing, yet the term research is even more a "blanket type" description. The range of scores for research confirms this point to some degree. High "F" values were obtained for marketing and research. These findings seem consistent with the possibility that there is more familiarity with the nature of marketing at higher levels in the socio-economic scale, and that this differentiation is greater than for the other functions mentioned.

As a total sample there is little difference between the sexes on the management assessment ratings, except for marketing which along with accounting and personnel, men tend to rate higher. This may be due in part to greater knowledge which men have of marketing (as indicated later in this survey), and also possibly because many of the dealings women had experienced with marketing people, or what they classed as marketing people, were not very favourable. These usually (we found) came from the consumer field and related to such issues as prices, packaging and selling techniques. There was a slight non statistically significant tendency for the rating of importance for all functions to increase with age. Housewives gave a somewhat lower rating on average to marketing's importance than did women in general.

Both trait and functionalist theories on professionalism, especially the latter, lay stress on the value to society a particular occupation may or may not play. In Malinowski's view, the "charter" of a social institution can be thought of as those objectives which are generally "recognized" by society. To examine this criterion further, respondents were asked how they would assess a given list of occupations according to the "value to society", of the particular occupation. Though such a limited question could not distinguish between the "manifest" and "latent"³⁴ functions of an occupation discussed earlier, it was felt it would be a useful method of further locating the assessment of marketing on a comparative basis.

Rueschemeyer³⁶ in his work on doctors and lawyers levels some criticism against the functional approach and his argument could be applied to certain of the attributes of professions put forward in Table 2, Appendix 3 such as codes of ethics, service to the community, rewards based on work achievement. This was a further reason for wishing to obtain some "occupation value to society" measures of opinion. However, too much emphasis on this would evoke Rueschemeyer's argument that this functionalist orientated approach shows the professions are merely service based occupations applying a systematic body of knowledge to problems which are highly relevant to the central views of society. This raises the question of whether these central values of society are shared equally by all sections and interests in society. The law (solicitors) though not one of the occupations given to the public to assess in this section, is not a scientific body of knowledge but a normative system and that as a result there are variations even in the conceptions of justice held by different groups in society. Thus the values and organization of that occupation (or any other) might vary in their consequences for different classes or status groups. It follows from this that the "social distance" or value to society" we are trying to measure to some degree, which is generated in the professional/client relationship, is partly the product of factors other than the expertise of one and the ignorance of the other.

The occupations the sample were asked to rate in order of their considered values they contribute to society were, estate agents, doctors, school teachers, marketing executives, bank managers and librarians. The scale was as in the previous question on management functions i.e.

<u>Scale</u>	<u>Score</u>
Vital	5
Very Important	4
Of Some Importance	3
Marginal Value	2
Of no importance	1

These scores given by respondents gave the following mean and standard deviations as expressed in Table 10.

Table 10
Value to Society of a given range of occupations (5 point scale)

	Mean	Standard Deviation
Doctor	4.790	0.420
School Teacher	4.045	0.675
Bank Manager	2.800	0.972
Marketing Executive	2.475	0.729
Estate Agent	2.120	0.824
Librarian	1.875	0.868

Marketing, again obtained middle range scores in this scale, though ^{that} only half given to doctor. Estate agents who to date in this survey have had a poor public range still rated a higher score than librarians. School teachers faired relatively better in this assessment than they had in previous ones, an occupation which does not always seem to have a high degree of professionalism associated with it when compared against the different groupings in the sample yet its value to society is not unappreciated as we have established. As with the other precoded rating questions this assessment was analysed by:

Registrar General Classes	(Table 9)	<u>Listed in Appendix</u>
Housewives and all others	(Table 10)	<u>Three</u>

Marketing men were again given a lower rating by those from lower socio-economic groupings. This differential was also evident with other lower rated occupations; bank manager and librarian. With these last two occupations we can assume the lower the socio-economic grouping of a respondent the less likely they are to have contact with the occupation. Banking as an occupation here relates back to question one in the survey on various definitions of a profession, where 27% of the total sample gave a definition that referred to monthly cheque (salary) as the hall mark of a profession. It has been suggested that banks are seen as "middle class" institutions and certainly until early 1960's the "banking image" did little to deter this view³⁷.

Housewives (all socio-economic classes) did not differ widely from the remainder of the sample rating except in their rating of estate agents when they gave a higher mean than the rest of the survey, reaffirming our previous remarks about estate agents, that the more contact the less they were perceived as a professional occupation - that is assuming housewives have less contact with them than all other adult members of the population. Marketing executives again with housewives obtained low mean scores and a high t value, higher in fact than for any other occupation in this question. There seems general agreement in the sample that marketing has a low "value to society" with only estate agents and librarians being considered of lower value (Table 10). It was evident from responses to other parts of the questionnaire that housewives in the survey equated a marketing man with their experience in shops and working class housewives had little knowledge of the various specialized functions of marketing.

Conclusions

The definitions of the term "profession" by a sample of the public all provide characteristics which each in their own way demonstrate that the term is not as is cited very often, a loose word for the full time incumbent of

any activity. There are a number of conclusions we can draw related to this issue. The examples of an occupational activity are in the main instances of occupations which would fall at least into the category of "semi-profession", measured by most of the criteria discussed in Chapter 2. Other conclusions are that "professional occupations" do have certain identifiable characteristics or traits, and that the public do perceive some of these as being more important than others. Also that certain traits are associated with other traits in the public's perception of a "profession". In the range of occupations given to assess, some were seen as more professionalized than others, and views on the primary characteristics of a professional occupation were found to vary systematically according to social class and sex. The same differentiations applied to opinions on management functions and how a given range of occupations were perceived in their value to society.

It would appear from our survey of the public's assessment of occupations that for a particular one to achieve professional status, both "subjective" and "objective" recognition is necessary. In "subjective" terms, practitioners of the discipline must be conscious of themselves as professionals. In "objective" terms, the public who use the service provided, must also be willing to recognise and accept the occupation as a profession. This recognition, as seen with responses on defining a professional occupation may make reference to different criteria: remuneration, mode of remuneration (salary or fee), advanced methods of theory and practice which have to be learned through training, and typically the passing of a qualifying examination. Implied also in many of our answers was the delegation of responsibility. Thus a professional occupation is not an "ordinary" type of occupational activity. By definition it is non-manual and in its successful practice there exists a body of knowledge. There appears to be a variance of opinion, however on how far this knowledge can be acquired by experience or by examination.

The title of professional occupation could not exclusively be applied to any of the occupations examined. It seems more a relative status level

very often only obtained through positive action by an occupation. Owing to socio-economic changes in society at large, this status could increase or decline over a period of time. New technologies can bring the fast rise of a new occupation, such as computer programmers, which might well base the acceptance of its existence on already existing and accepted disciplines (mathematics/engineering). The accountancy occupation has been a fertile ground for this particular type of occupational inbreeding. Alternatively a rise in numbers and professional striving does not necessarily obtain "acceptance" for an occupation when socio-economic factors may play a part. Estate agents for example had high status in Victorian and in early 20th Century England. In 1928 a B.Sc. in Estate Management was established at London University. The Land Agents Society was formed in 1902. However, more houseowners and greater public contact does not appear to have given them a high "professional rating".

The factor of being organized in a professional association does not seem to greatly assist an occupation being accepted as a profession as the survey demonstrated in their views on the value of a "professional association". By this same criteria an organized occupation, such as most trades are, is not necessarily a profession. An identifiable area of study or service must exist and be applied to give a definite service. To give this competent service, knowledge and experience must be obtained. This ability may be shown by successful practice of the occupation or more usually for most occupations by some prescribed test or examination. From our sampling of public attitudes, marketing at most emerged as "an occupation developing into a profession". The other significant fact was on the low value to society that is associated with marketing, both as against several other non-manual occupations and as against other business functions. This latter point contrasts with views often found among senior managers that "marketing is the leading force in successful business policy". This opinion was expressed many times in the survey of employers to be analysed in Chapter 8. However, marketing did obtain a higher evaluation

from professional, administrative and managerial groups compared with other groups in the sample.

One of the basic objectives of occupational sociology is to find out what "objective" factors are related to what typifications (or subjective definitions of situations). There can be however, as seen in this Chapter, a number of difficulties in the use of such factors, especially when more subjective ones tend to be neglected because of the scientific appeal of data that lends itself more readily to quantification. Firstly given the vague nature of social definitions, the connection between an objective factor and its subjective meaning is unstable and needs to be constantly checked. This was well demonstrated in the range of definitions which the public gave to a "profession". Also the range of objective factors that may be relevant in subjective definitions and evaluations is wide. In addition, if there is more than one system of typification in existence, two people in the same objective situation may be thinking and acting in quite different ways. It is not out of the question that similar overt behaviour in the "same" objective situation may result from quite different motivations.

The motivation making a person rate, say, solicitor higher in professional status ranking than marketing personnel may be due to personal beliefs, the perceived beliefs of anonymous others ('most people') and the perceived beliefs of significant others ('opinion leaders in society'). There are also difficulties on the question of 'objective scales' whether of occupations, status or class, where it has been clearly shown that social actors' ideas of such topics often take the form of "synthetic gradations",³⁸ in which a number of incommensurable criteria are intuitively ranked. This means that it might be impossible to operationalize accurately, in terms of weighted objective factors in an index, the actual process used by people in their social evaluations. The work of Rossi, Hutchison, Ramsey, Warner, Hatt, Meeker,

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Bott, Goldthorpe and Lockwood, Lockwood and Thomas do indicate the difficulties that can be encountered in evaluations of occupations by these methods. Finally, even though an "objective index" might be demonstrated to be a fairly "reliable" predictor of the actual social evaluations, the end product is generally reached artificially i.e. invalidly. This could mean that doing anything with the scale, apart from merely plotting a distribution of occupational positions for its own sake, would be difficult, mainly because its use in other spheres could be based on criteria that the people responding may not necessarily be taking into account. The basic problem then is essence encountered with assessing occupational scales and attitudes on professionalization, is largely one of knowing the limitations of the meaning of the data, and whether the meaning of the data is basically that of the respondents we are trying to evaluate, or that of the sociologist. It is hoped this part of the general public sample survey has not fallen into this danger. The second part of the survey is specifically devoted to the public's perception of marketing, and this is reviewed in the following Chapter.

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PART THREE

(The Current Situation)

CHAPTER SEVEN

The General Population Survey Part Two: Reference to Marketing.

- (i) Introduction.
- (ii) Analysis of this part of the Survey.
- (iii) Conclusions.

Introduction

In Chapter 6 we examined the concept of professionalism as perceived by the public. It also described their location of marketing in the "professionalization process" compared with a number of other occupations. An attempt was made to compare their consideration of marketing's value to society with that given to a number of occupations and to gauge how the public viewed marketing against the other major functions of management. The present Chapter is focused exclusively on marketing.

We are concerned first with the depth of the public's knowledge of the range of functions that marketing encompasses. Second, does marketing possess in the public's perception a given range of "professional traits". Third, we were attempting to measure the degree of importance to the economy in which marketing was seen by the sample and finally whether the public knew of the professional association that represented the marketing occupation. As in Chapter 6 the same categories in the sample i.e. age, sex and social class, were again utilized to compare the findings.

Analysis of this section of the Survey.

To assess the public's knowledge in some depth of the marketing occupation was felt to be a particularly important issue, in view of functionalist theory which we viewed in Chapter 2. The views expressed by the public on marketing, would be of little value unless some knowledge of the functions of marketing are known and understood. It was, therefore, not only interesting, but theoretically relevant to put some questions on the practice of marketing and to obtain some views on how the occupation is practised and what was known of its functions.

The only other research with which we can compare the following findings was a general survey made in 1970 by the British Institute of Management¹ which examined how marketing was organized in 553 British companies whose annual turnover exceeded three quarters of a million pounds. In this survey a total of 1,063 companies were contacted. The eventual response rate was 56% i.e. 553 completed questionnaires.

Among the questions asked were five which attempted to obtain facts on attitudes towards marketing and one was identical to that which we put to the general public, i.e. to define what areas of activity marketing covers. However, the views expressed in the B.I.M. survey were given by chief executives, who would be expected to be familiar with marketing, and as the survey points out the views in these answers reveal a high level of awareness of the implications of the marketing concept and substantial acceptance of it as a business philosophy. However, it is interesting to compare the two sets of responses and Table 1 provides this comparison.

TABLE 1.

DEFINITION OF MARKETING	B. I. M. SURVEY	SAMPLE SURVEY OF GENERAL PUBLIC.
Summary of definition	N = 533 Chief Executives	N = 200 Members of public
	%	%
Selling	13	35.5 Selling
The co-ordinative element in the firm.	4	28.5 Sales Management
Market Research	5	6.0 Research
Advertising and Promotion.	5	5.0 Advertising
Having the right goods in the right place at the right time and at the right price.	3	
Satisfaction of consumer needs.	14	0.5 Packaging
"Textbook" definition (e.g. Institute of Marketing).	3	1.5 Distribution
Satisfaction of consumer needs. profitably	19	
List of functions	9	
The total business operation.	8	3.5 Consumer Relations.
Not Answered	17	19.5 Not Answered
	100	100

As expected there is some variance amongst the sets of figures. The most notable is the fact that the public associates the marketing man much more with selling which is demonstrated by 35.5% of the sample replying

selling, and 28.5% sales management. The occupational image as seen by the public is very heavily biased toward one particular function. If it can be argued that selling is not a good image for the occupation, let alone a professional activity then only greater education of the general public by the marketing occupation on its precise functions will enhance its acceptance as a professional occupation and accordingly progress the occupation along the "path to professionalization"² in the eyes of the public. An important contrast is that most members of the public only see the "external functions" of marketing (selling, advertising and marketing research) while chief executives view its role in relation to other internal organization functions. As suggested in the previous Chapter, a particular segment of the occupation would appear to be exercising a disproportionate influence on its "public image" and this could lead to other practitioners in the occupation i.e. researchers, teachers, public relations officers, attempting to counteract this image and possibly to create alternative ones. We could assume these to be more "professional" or at least portray specialised images, to counteract the low esteem which might be attached to one particular area. In the pilot survey on the Institute of Marketing to be analysed in Chapter 9, members when asked why they considered marketing not to be an established profession raised three important issues which approximate with the general public's view i.e.

1. That for many people the name marketing can be applied to anyone remotely connected with selling.
2. It is associated in the public's mind with the undesirable aspects of selling i.e. high pressure consumer selling, pyramid selling, door to door sales, American methods of selling etc.
3. As its members act in so many different areas its definition is blurred.

Perhaps as important as any of the traits of "professions" which we have examined, are the techniques used to specify what type of person is to be accepted as a professional man. The status attributes attached

to professionals need not simply reflect lay ignorance. They can also reflect the professions need to guarantee itself before society. The intermingling of the two traditions of status and occupational professionalism in modern society seems to have important, if not confusing, consequences for professional identity.

Tables 2 and 3 show the results of the B.I.M. Survey on some related questions to the previous discussion on functions in the marketing area given by the executives questioned.

TABLE 2.

B.I.M. SURVEY

ATTITUDES TO THE STATEMENT:

"The marketing man's job is simply to sell what the works produce". N = 553

	%
Strongly agree	1
Agree	8
Undecided	1
Disagree	31
Strongly disagree	55
No response	4

TABLE 3.

B.I.M. SURVEY

ATTITUDES TO THE STATEMENT:

"A well made product will sell itself". N = 553.

	%
Strongly Agree	1
Agree	9
Undecided	2
Disagree	61
Strongly disagree	23
No response	4

Though no direct comparison can be made to the general public survey

from Tables 2 and 3, the sales orientation and the important area with which it is viewed come out clearly in the comments. The B.I.M. Survey did point out, however, that the functions of marketing most commonly given to outside agencies are advertising, transport, market research, packaging design and public relations. The survey did give particular attention to the promotional function/activity. It found the most common form of such activity is personal selling (giving some justification to the public's view) followed by exhibitions. Most firms were found to be using several forms of promotional activity to achieve their aims. These findings make the data expressed in the tables to follow in this Chapter more informative for comparison purposes. Table 4 shows how the answers were distributed in our sample of the general public when asked how many marketing functions/jobs they could name.

TABLE 4.

TOTAL NUMBER OF MARKETING FUNCTIONS NAMED BY THE TOTAL SAMPLE
(N = 200)

	None Given	One Function	Two Functions	Three Functions	Four Functions
Frequency	40	96	47	14	3
Relative Frequency %	20.0	48.0	23.5	7.0	1.5
Cumulative Frequency %	20.0	68.0	91.5	98.5	100.0
Mean = 1.220					
Standard Deviation = 0.898					

As can be seen no one could name more than four and 91.5% of the survey could only name two or less. The mean number was 1.220 for the survey. Tables 1 to 4 in Appendix Four outline how the answers to this

question fell when classifying the answers by:

Registrar General Classification	(Table 1)	
Sex	(Table 2)	<u>Listed in</u>
Age	(Table 3)	<u>Appendix</u>
Housewives and "all others"	(Table 4)	<u>Four</u>

All the Tables 1 to 4 in Appendix Four gave significant X^2 (Chi Square) values when tested with the appropriate degree of freedom. The higher the social class the more functions named, and men as expected tended to name more functions. This tendency also applied to the higher categories of the ages of respondents. Housewives did not name functions so numerous when compared to the rest of the sample, 81% of their numbers giving none or only one function, whereas 61% was the corresponding figure for "all others". This factor of familiarity with the occupation is taken a stage further in Table 5 which shows for the total sample the identifiable functions named.

TABLE 5.

NUMBER OF MARKETING FUNCTIONS NAMED BY TOTAL SAMPLE (N=200)

	Selling	Sales Management	No Mention	Research	Consumer Relations
Frequency	71	57	39	12	7
Relative Frequency %	35.5	28.5	19.5	6.0	3.5

	Advertising	Publicity	Export Work	Distribution	Packaging
Frequency	6	4	2	1	1
Relative Frequency %	3.0	2.0	1.0	0.5	0.5

Selling received the highest number of mentions, 35% of the sample naming this, and sales management being mentioned by 28%. These plus the percentage who could name no functions were 83.5% of the total sample. A very high proportion thus associate marketing with some form of selling or are completely unaware of jobs carried out by the occupation. Table 6 shows a sex breakdown for functions named. Women named less functions and selling is a major category for both sexes.

TABLE 6.

CAN YOU NAME SOME OF THE FUNCTIONS/JOBS CARRIED OUT BY MARKETING MEN
(N = 200)

	MEN	WOMEN	TOTAL %
Selling	44.0	27.0	35.5
Sales Management	25.0	32.0	28.5
No mention	14.0	25.0	19.5
Research	6.0	6.0	6.0
Consumer Relations	2.0	5.0	3.5
Advertising	5.0	1.0	3.0
Publicity	2.0	2.0	2.0
Distribution/Export Work	1.0	2.0	1.5
Packaging	1.0	0.0	0.5
% TOTAL	100.0	100.0	100.0

On the important question of whether the sample considered marketing to be a professional occupation 43.5% had no view; however, a sizable minority attributed some degree of professional standing for 11% considered it to be a profession and 15.5% considered it was developing into a professional occupation. In the sample 11% stated categorically

that it was not a profession, and a further 15.5% though not considering it a profession at present indicated it was not an "ordinary occupation" (Table 7), as was indicated by an analysis of their responses.

TABLE 7.

TOTAL SAMPLE'S VIEWS ON THE CLAIMS OF MARKETING TO BE A "PROFESSIONAL OCCUPATION".

	No Data	Yes it is	No it is not	Don't Know.	Developing into one
Frequency	1	22	22	87	31
Relative Frequency %	0.5	11.0	11.0	43.5	15.5

	Not at Present	More attention needs to be paid to certain aspects of its practice before it can be considered a profession.
Frequency	31	6
Relative Frequency %	15.5	3.0

This was felt to be an important question for it is relevant to the functionalist criteria of professionalism, discussed in the first Chapter of this thesis. These state that in order for an occupation to be accepted as "professional", there must be an identifiable core of background knowledge and practice, plus a crystallisation of its activities: that besides the self-consciousness on the part of the emerging professional group there must be recognition of the professional service outside the occupation i.e. that society must see it as such and

acknowledge the fact. If such an argument can be accepted, (and a successful objective assessment by society is cited as a criterion by all theories examined) then marketing has not yet reached full professional status in the public's opinion. The term semi-profession, quasi-profession or evolving profession would seem more appropriate. However, there exist "business" occupations today that do not possess a body of knowledge parallel to that held by marketing, yet call themselves "professional", as we noted in Chapter 4.

This question to probe the views of the sample if they considered marketing to be a professional occupation was analysed by the categories as for previous issues. It was found that the higher respondents were in the social scale, the nearer marketing came in their responses towards "professional status". This was consistent with results of earlier questions. Men tended to have more definite views than women on this issue and no discernable age trends could be followed. Housewives as a group contained a large percentage (52%) having no views compared to 36.8% of "all others" in the survey.

To analyse further the question of contact with marketing men it was asked of each respondent what dealings or contact they had experienced with marketing men. Some dealings/contact were expressed by 52 persons (26% of sample) and no contact by 148 persons (74%). This contact factor with the occupation was again broken down in Tables 5 to 9 in Appendix Four, by the categories as previously used. These findings were related to class again, with the higher the social class of a respondent the greater the contact with the occupation, and men having more contact than women. Age distributions (Table 7) showed "middle age brackets" having more contact, and housewives proportionately having this characteristic of familiarity approximately with "all others" in the sample. This implies that contact is associated with a higher professional evaluation of marketing.

There was a tendency for greater contact with marketing and knowledge

of its functions to increase the evaluation of the occupation as a professional one. This applied to whatever group in the sample was examined i.e. age, sex or social class. The same patterns emerged when the element of familiarity was found to give marketing higher opinions in terms of the occupation's value to society.

However we can say that the general public have little contact with the occupation. The historical searches in this study showed that this factor had in the past been an impediment to professional status, and we can conclude that this gulf between the practitioners and the public is not at present furthering the professionalization process of the occupation. To the 26% of the sample who had experienced some dealings with marketing men, a further question was asked. This was to classify these contacts and Table 10 in Appendix Four breaks this classification down for the total sample. Over half concerned relations with the public, i.e. that the public needed to be considered more, less attention to advertising/packaging and that marketing men are only concerned with their own products, There is clearly much to be done for the occupation to improve its "public image" in a number of aspects.

One of the attributes of a "professional occupation", that was assessed earlier in the survey, namely the backing of a full time association, was raised again because it influences the body of knowledge that an occupation possesses. An association very often tests competence in aspiring members and can often be the body which applies any sanctions for misconduct. There is also the role of public relations with wider society and other professional bodies. To some extent it may play a part too, in fostering internal relationships among practitioners. The Institute of Marketing was classified by Millerson³ as a "Qualifying Association". It was therefore thought applicable to ask the sample if they knew of the Institute of Marketing.

The situation in marketing till the early 1960's as we traced in Chapters 4 and 5, regarding professional qualifications and organization entailed duplication and uncertainty resulting from a situation allowing individuals to enter the occupation then gaining experience and promotion, without needing to obtain a qualification based on examined competence. This is still the position today, though not to such a marked extent. However, this was once the situation with accountancy, engineering, architecture and surveying, who now control all members wishing to practice. Whether marketing will attain this position in view of its direct relationship to the profit making process (particularly the selling function) is open to question. It can be assumed that public recognition and acceptance of the occupational institute should be a necessary step in the professionalization process. Taken as a total sample 37% of the public had heard of the Institute of Marketing whereas 63% had not.

TABLE 8.

TOTAL SAMPLE (N = 200) HAVE YOU HEARD OF THE INSTITUTE OF MARKETING?

	YES	NO
Frequency	74	126
Percent	37	63

Though a higher percentage did not know of the Institute no final conclusions can be reached as respondents were not asked if they could name a similar association, a very well known one and perhaps a relatively new one. This recognition of the "Institute factor" was analysed according to the categories as for previous questions. As expected, recognition was directly related to social class. The higher the

Registrar General Classification of respondents the more likely they are to know of the Institute, and coming down the scale the more unlikely is this characteristic. A higher percentage of men than women were familiar with the Institute and with the age groupings the likelihood of recognition increased with age. However, where there was no recognition, the percentage was fairly evenly distributed throughout the age groupings. This situation was repeated for housewives (all social groups) where they proportionately "with all others" showed less recognition of the Institute.

Of all the attributes applied to a "profession" the one that possibly raises most controversy is the question of a code of ethics,⁴ as was discussed in Chapter 2. Though most occupations who purport to be professional lay down a code of conduct/rules there are obvious limitations to any such procedures. First, a written code will probably contain much that must be obvious to anyone who has served a rigorous professional training. Second, it is very difficult to lay down a written code which can operate one hundred per cent fairly and without any injustices occurring, and finally, without a written code, disciplinary decisions are unlikely to be effective.

These issues are crucial in an area such as marketing where an individual can achieve some degree of career success by practice alone and be educationally, (both academically and professionally, poorly qualified. For this reason most associations concentrate when "professionalizing" on upgrading educational standards first. Certain associations in the past have often displayed a feeling of distrust for structural codes of ethics. They disliked written codes, preferring instead a general clause in the constitution, which allows wide scope for disciplinary action. There might also be present in the occupation a sense of satisfaction, based on the premise that careful selection of members initially suffices to preserve probity. It could even be argued that a written code casts doubts on the very claim of the occupation to call itself a profession. Just because an occupation

produces a code, it does not become a profession overnight. We have seen that with the "older professions" their codes were evolved and built upon over a period of years, based on accepted practice of the occupation. Neither law or medicine rely on elaborately structured codes. Possibly if they had done so aspiring professions would probably have copied their example. The Institute of Marketing have very recently produced a written code of ethics,⁵ for members to adhere to in their business practice (so too have the British Institute of Management⁶), but it is to be doubted that our sample of the public was aware of this fact. Respondents were asked as a general question if they considered marketing men adhered to a code of conduct/ethics in their work.

Of the total sample 44% considered marketing men practised a code of ethics 33% considered they did not and 23% did not know, as Table 9 illustrates.

TABLE 9

TOTAL SAMPLE (N = 200) DO YOU CONSIDER THAT MARKETING MEN

PRACTICE A CODE OF ETHICS OR A CODE OF CONDUCT IN THEIR WORK?

	YES	NO	DON'T KNOW
Frequency	88	66	46
Relative Frequency %	44.0	33.0	23.0

This question was again analysed against the following groups in the sample:

Registrar General (Table 11)

Sex (Table 12) Given in

Age (Table 13) Appendix

Housewives, retired and "all others". (Table 14) Four

Housewives and "all others". (Table 15)

The trend in Table 11 shows higher social classes to regard marketeers as practising a code of conduct. Lower social class groups are in general agreement when they say no, for about 30% did so in the appropriate category. The "don't knows" predominated in skilled, semi-skilled and unskilled groups. A higher number of men compared to women considered marketing men did not practice a code of ethics, but their "don't knows" comment was lower. The older age groups (Table 13) tended to say more frequently that this attribute was applicable in the occupation. These figures were reversed for the numbers saying no code of ethics existed and "don't knows" were spread out fairly evenly throughout the age groups. We saw earlier that the code of ethics as a professional trait rated a score in the survey of 3.5 on a five point scale, so if it is considered of above average importance when an occupation is professionalizing, the answers given to the "code of ethics" relating to marketing could be interpreted as encouraging for the professionalization process of the occupation. There is a high number of "don't knows" but when considering 74% of the sample had not experienced any contact with the marketing men, much of the opinions must have been derived from other sources, i.e. a third party, mass media and general long term educational influences. However, ultimately status and monopoly of an association and its policies must depend on membership. Members are attracted by the occupations' qualifications, mutual value, useful publications and meetings. The prestige of an association comes from good service both to the "professional" and to the public, consequently achieved status can grow very strong, and make it difficult for a new association to rival. To understand this any study of an occupational association should take account of both their competitive nature and their voluntary basis, as we attempted for the Institute of Marketing in Chapter 4 and in Chapter 5.

The last issue raised with the sample attempted to obtain some general information relating to marketing and the economy. It would also be indicative of the social evaluation of Marketing. The first part asked if more attention needed to be paid to marketing in order that our economic position will improve: 63.5% of the sample said yes. 16.0% no and 20.5% had no

comment or did not know, as shown in (Table 10).

TABLE 10.

TOTAL SAMPLE (N = 200) DO YOU CONSIDER MORE ATTENTION NEEDS TO BE PAID TO MARKETING IN ORDER THAT OUR ECONOMIC POSITION WILL IMPROVE.

	Yes	No	Don 't Know
Frequency	127	32	41
Relative Frequency %	63.5	16.0	20.5

The responses in Table 10 were again applied to our previous categories of respondents in the sample. The higher the social class the more there was a tendency to say yes and with "don't knows" clustering in the semi-skilled and unskilled groups. All the breakdowns (yes, no and don't know) were equally divided between the sexes but with ages over 31 scoring yes more frequently and "don't knows" equally (proportionately) spread across the groups. Housewives also contained a higher proportion of "don't knows" (30.2% against 15.4% for "all others"), with their yes and no responses showing equal percentages to the rest of the sample. Therefore 63% of the sample attached intrinsic value to marketing work, i.e. a mark of social contribution which is one of the bases of professionalism in all theories examined in Chapter 2.

Of the 63% of the sample who answered yes that the role of marketing was vital to the economy, 41 persons or 21% of the total sample offered further comments and observations. These answers were grouped into four categories and how they were distributed is given in Table 11.

TABLE 11.

OF THE 63% OF THE SAMPLE WHO ANSWERED YES THAT MARKETING WAS VITAL TO THE
ECONOMY 41 PERSONS OR 21% OF THIS GROUP OFFERED THE FOLLOWING FURTHER
COMMENTS. N = 41.

	Greater effort required in the export field.	More standard- ization necessary in packaging/ weights.	More attent- ion to the needs of customers	Price reductions necessary.
Frequency	21	9	8	3
Relative Frequency %	51.2	22.0	19.5	7.3

As can be seen over half (51.2%) considered more should be done in the export field, and very often they mentioned our balance of payments position.

Conclusion

The proposition that a profession is a "highly rated occupation" finds support from the information we have to date from this particular survey. Also that it involves a high level of intellectual or practical technique acquired only after lengthy training, and because of these factors is highly paid. These are points which come out clearly from the public's definition of a profession. However, from what was said about the occupations people were given to assess we can say that the term "profession" is not a permanent monopoly of a few occupations. It could be said to be more a comparative status obtained only after deliberate action by an occupation. The existence of a professional code of ethics does not necessarily prove professional or non-professional status. Some occupations require greater control than others because of the nature of their work. Some will need a strict comprehensive code, others will not. The need for a code of ethics/conduct depends on the occupational

situation. However, it would appear that to achieve professional status, the occupation must be recognized as such, subjectively (by the practitioners) and objectively (by the employer and society). Subjectively, members of the occupation must be aware of themselves as providing a professional service. Objectively, those using the service, and the rest of society, must be willing to recognise and accept the occupation as a profession.

It would have been interesting, time and space permitting, to have attempted to analyse further on what basis or how society recognizes an occupation as useful to society. This would have been the next logical step for further examination of functional theories. For acceptance by society can take many forms i.e. high remuneration, delegation of authority, use of its services in preference to others, requests for advice, presentation of special status symbols and honours. Some of the occupations examined in our survey (actors, journalists, university lecturers) can in the main accomplish recognition independently and individually and so contribute to a favourable public image as a whole for the occupation, but most occupations have to gain public recognition by means of an organized group. In the former case, acceptance of the individual as a professional depends on creativity and interpretation based on personality characteristics and often less on special training and education. This might well be the case in certain areas of marketing where personality characteristics can be important i.e. selling, publicity. However, in the latter situation success of the individual is related to competence, or ability to ensure a standard or specific service. This will, of course, depend on an understanding of and conformity to established theory and practice, founded upon special training and education. It would seem that marketing is perceived by the public as possibly falling between these two situations.

In marketing as in other management areas the professional association strives to acquire status for members on a collective

group basis. Status of the individual is a function of group membership. Initial acceptance of the individual in the economic situation rests on an ability to exhibit affiliation to the group, and a willingness to offer associated guarantees. Success in the occupation will then depend on the individual's competence, personality characteristics etc. There seems little doubt that to achieve professional status, an occupation must be accepted by the whole or a significant part of society. Appreciation of a "professional occupation" could well be confined to a small section of society. The general public would not normally encounter an actuary, biologist or even a marketing man, thus it might be difficult to apprehend and assess functions and claims to professional status, of such occupations. However, some "new occupations" especially in the business sector might be helped in the "professionalization process" by preconceived images/knowledge held by the public. A management accountant would be helped by the high status (as we have seen) of accountancy, built up by bodies like the Institute of Chartered Accountants and Municipal Accountants.

Marketing as a management occupation could be described from the views of the public, as one seen as "professionalizing". Although it does possess certain identifiable "professional traits" there exists in the public's view a large measure of ignorance of exactly what the marketing function performs and of large variations in scores of "professional attributes" given to the occupation. It would also seem that the general public do not in their pattern of work and leisure have much contact with marketing men, though the occupation is seen to possess a code of ethics in the conduct of its affairs. Also its image is probably heavily conditioned by the sales function. The professional Institute in marketing is perhaps not so well known as is the case with the professional institutes of some of the other occupations we have discussed. The support of a full time occupational association was not seen as such an important trait of a profession by the public, though the role of the occupational association played an important part in

Wilensky's stage of professionalization.

Like other social processes, professionalization cannot be understood or analysed without an examination of the particular society in which it takes place. Goode described this in "an industrialising society is a professionalizing society"⁷. Indeed it would seem that an increasing complex of labour and specialisation of occupational function is not only induced by industrialisation it also appears to be required by it. But before more trends can be identified we need more study of the relationship of professionalization to society and to social change in general.⁸ The situation which exists between marketing and the public could possibly be helped by greater and more effective publicity and better public relations, indeed one of its specialisms. There is little doubt that the basis of professional acceptance⁹ already exists for marketing especially among the higher socio-economic groupings in society, and particularly in the business sections. This might be significant because business opinion gives a commercial definition to "professionalism" as opposed to a sociological one. This is an issue which will be explored in Chapter 8 when examining employers' opinions and attitudes to the marketing occupation. In that survey businessmen and managers gave higher ratings in their evaluation of marketing than did the "pure professional" categories. Marketing is not alone in that the appropriate association could do more to improve the "professional image" and hasten the process of professionalization. Indeed marketing is perhaps more aware of the effects of this process than other occupations,¹⁰ and over the last ten years has made much progress in this process. An uninformed public cannot evaluate or use an occupation effectively. An association benefits itself and society by demonstrating alertness and interest in public welfare. It is a mutual process.

It is a sign of the professional development of marketing that many people believed that marketing men practised a "code of ethics", though this view was more common amongst respondents of higher

socio-economic groups. However, marketing and many business occupations outside registered professions possess few associations which have the power to deprive a member of his occupational livelihood. Expulsion can only be effective, where membership provides a necessary qualification for performing work, or where employers regard corporate membership as a qualification for employment. Otherwise expulsion for breaking a code of ethics/conduct does virtually nothing to eliminate inefficient or dishonest practitioners. We can conclude unethical conduct is a relative rather than an absolute rule. Professionalism today is based on increasing occupational specialization, but many new occupations, including marketing are attempting to emulate the structures of organization and service carried out by the older traditional professions. The difficulty of reconciling these two classes of professionalism it would appear is still going on for the marketing occupation. Before drawing conclusions on this last issue we need to take our analysis of marketing a stage further and examine, because of the organizational setting in which marketing is practised, how employers of the practitioners perceive the occupation. Such an exercise follows in the next Chapter.

REFERENCES

1. British Institute of Management: "Marketing Organization in British Industry", Information Summary, 148, 1970.
2. As expressed in an "ideal typology" in Chapter 2.
3. G. Millerson: "The Qualifying Associations", London, Routledge and Kegan Paul, 1964.
4. The "Code of Ethics" trait here is meant to be taken in its general usage not as an enforceable code which can prevent the individual from carrying out his occupation.
5. As discussed in Chapter 3, and given in Appendix One.
6. Issued by the B.I.M. in July, 1964, entitled "Code of Best Practice" incorporating "The Code of Conduct with supporting Guides to Good Management Practice".
7. W.J. Goode: "Community within a Community: The Professions", American Sociological Review, Vol.22. (1957)
8. Especially needed are studies of individual occupational groupings for direct comparative purposes.
9. "Professional Acceptance" implies respect and complete comprehension of all functions by society.
10. The Sunday Times Magazines of February 29th, 1976, p.32, and March 7th, 1976, p.21 carried full page advertisements explaining the aims and purpose of the Institute and the role marketing has to play in the economy.

PART THREE

(The Current Situation)

CHAPTER EIGHT

Employers' Perception of the Occupation.

- (i) Introduction.
- (ii) Methodology.
- (iii) Analysis and discussion of the Survey.
- (iv) Conclusions.

Introduction.

This Chapter is concerned not only with ascertaining how employers of the marketing occupation view its claim to be a profession, but also what knowledge they have of its functions, and their utilization of these functions. It has thus a dual purpose. The focus of this study is on professionalism and because of this knowledge and acceptance of marketing's functions by employers is relevant to our theme. Also the reality of marketing in practice needs to be examined to determine if the claims made for it by the occupational association differ from needs of employers. Following this introduction and a brief description of the methodology employed to achieve these aims, the Chapter deals in the main with the analysis of the findings of this survey. The employment situation presents a problem for the professionalizing process of marketing. This is because the practitioner is invariably employed in an organization.¹ His occupational role is not an independent fee-earning one. The number of marketing men who can be classed as "private practitioners"² is very small. The organizational setting is vital in the professionalizing process for such an occupation, as we discussed in Chapter 2, (and a situation we have continually referred to since.) It is not simply the fact that marketing is practised in a business context, but that it is also dependent upon employers' objectives and values.

To examine the relationship between a range of organizations and their views of marketing the following factors need to be explored. The result should be an indication of the role defined for marketing personnel in organizations. The factors to be analysed are as follows:

1. The demand for marketing personnel by employers and what calibre of individual is being recruited and what weight is given to institutional qualifications when persons are recruited for marketing posts.
2. The position of individual marketing men, and the marketing department in the company authority structure.

3. The relative position of marketing as seen by the employer when compared to other management functions.
4. The possibility that marketing leads to positions of influence for the individual in the company more rapidly than is the case with certain other areas of management.
5. Whether the occupation performs a range of duties which are seen as the sole prerogative of that occupation? i.e. that it is perceived as as specialist function, which only members of that occupational group should be allowed to perform.
6. The depth and character of the employers' knowledge and acceptance of the relevant professional association, and any marketing associations or societies.
7. How marketing compares with other management areas on their practise of a range of "professional attributes" as seen by the employer.
8. Employers' confidence in their own ability to select practitioners of marketing, as opposed to relying upon possession of marketing qualifications by applicants.
9. Employers' opinions of educational standards in the occupation, especially the one recognised by the professional institute and taught in the educational system, and the relationship of educational qualifications as opposed to practical experience, to employers.
10. Whether the employer himself or his contemporaries regard marketing as a professional occupation?
11. The knowledge employers have of marketing education provided by the state and private enterprise.
12. Employers' views on the relationship between marketing and business ethics.

Though the list of requirements for the survey was extensive, it was felt necessary to achieve the aims discussed in the commencement of

this Chapter. Also an extensive probing of employers' attitudes and opinions towards marketing would provide comparative data to the general public and practitioner surveys. Some of the questions relating to professionalism that were utilized in these surveys were again used in the employer one. It was also hoped the information would probably substantiate some of the findings of the historical searches of the Institute. These would be on such issues as the range of functions practised, how employers viewed the occupational association and if employers accepted the occupation's own qualification, i.e. the Diploma in Marketing. The information being sought was thus relevant to both professionalization and occupational issues in marketing.

Methodology.

This information it was decided could only be obtained by probing of employers' attitudes or opinions and practices on all the above factors. A two sided approach was felt to be the best method. First, a survey of recruitment advertisements for both marketing and non-marketing appointments in the relevant press and media. Second, a series of extended interviews with a cross section of employers both in regard to size of organization and classification of main economic activity. The sample frame for this is given in Appendix Five Item 1. The questionnaire which was used by the writer is set out in Appendix Five Item 2. The prime purpose was to get the employer, especially with the open-ended questions, to provide more considered and uninhibited responses than might have been obtained by a distribution of questionnaires.

Analysis

To commence with 514 advertisements in the "Daily Telegraph", "Sunday Times", "Adweek", "Campaign", and "Marketing" were examined, over a three month period in 1975, regarding the qualifications stipulated for a range of marketing appointments. Table 1 gives the total pattern that emerged.

TABLE 1.

Job Classificat- ion.	Total Number of Advertisements	Number requiring any type of qualification.		Number requiring specific qualifications e.g. Marketing Diploma, Advertising Qualifications.	
		Total	%	Total	%
Public Relations	38	1	2.6	0	0
Advertising	91	7	7.7	4	4.0
Marketing/ Sales	370	102	27.6	10	2.7
Market Research	15	5	33.3	1	6.6
Total	514	115	22.3	15	2.9

Of the 115 that did ask for a formal qualification³, 56 required a non-specific degree. Only one advertisement asked for a "university qualification in marketing", and only five mentioned that the Diploma in Marketing might be an advantage. Several advertisements used terms like "professionally qualified", "professional qualifications useful", "well qualified", and "formal marketing training an advantage". However, H.N.D./H.N.C. was asked for in 16 advertisements and an engineering qualification in 19 cases.

When the jobs were broken down into the different functions of marketing i.e. sales, public relations, market research and advertising, the public relations area emerges as the one in which formal qualifications are least likely to be required. It was mentioned in Chapter 3 that there is some controversy as to whether public relations is a function of marketing. If we do not accept the argument that it is, then the lack of accepted formal

qualifications in that field is not a bar to the professionalization of marketing. However, the field of activity in public relations whatever argument is accepted is more closely related to marketing than any other functions we have discussed. Therefore, if this area has a bad image (from the professionally qualified aspect) it will tend to reflect on marketing, and not help its move towards professional acceptance.

Only one public relations advertisement, out of the 38, even mentioned qualifications. Even in the advertising sector, over 92% of jobs advertised did not ask applicants for any specific qualification. Of the 370 advertisements for marketing and sales, only 27.6% made any reference at all to training or examinations, and even market research which is one of the most technical functions in marketing brought only 33% of jobs advertised to demand some level of training. If qualifications are accepted as a prime requisite in a professional occupation as all theorists both trait and functional agree, then this lack of demand for them by employers of marketing men is a serious handicap to marketing's claim for professional status. The general public⁴ placed emphasis on the qualification aspect of professions in their various definitions of professional occupations for in that survey 23% of the men and 33% of the women defined a professional occupation by training alone. This need for society (both for users and non-users of the occupation's services) to recognise the value to society of an occupation is also stressed in the work of Hughes,⁵ as we noted in Chapter 2.

The results of the above survey of recruitment advertisements are consistent with those of a recent survey of 400 advertisements on various management occupations carried out by CAM (the Communications, Advertising and Marketing Education Foundation) in a four week period during January and February 1975. The basis of occupational choice for this survey was that the job title should be a management or

administrative one in industry or commerce. This survey found that so far as marketing was concerned not a single advertisement called for a specific qualification in marketing and only one out of 83 mentioned business studies. In the ones that did mention a qualification it was either an engineering degree because the product was technical or just "graduate preferred". The results of the C.A.M. Survey are given in Table 2.

TABLE 2.

C.A.M. Survey on Management Recruitment Advertisements.

<u>Occupational Titles.</u>	<u>Percentage of Advertisements which mentioned a qualification.</u>
Financial Managers, directors, accountants and similar occupations.	% 93
Works, production, research, engineering, Managers.	84
Personnel and Training Managers.	75
Company secretaries, administrators	72
Chief executives and general managers	50
Marketing and sales managers	32
Purchasing managers.	0

Before passing on to the results of questioning employers in detail, it seems clear that there is evidence that specific marketing qualifications are in little demand. If we do accept the argument that marketing men should be better qualified not only is the employer at fault, the marketing man himself should accept some responsibility. If it is felt in the occupation that its practice can be effective without formal qualifications, and marketing men do perform efficiently without them, employers when recruiting, especially if staff are needed urgently, can hardly be the educational guardians of the occupation.

There is also the possibility which we will explore in this Chapter that the qualifications on offer are just not very relevant. The attitudes of the employment agencies, business schools, universities and other professional bodies all have an influence in contributing to the standards of formal qualifications in the occupation.

Though a clear picture of a lack of demand by employers for formal qualifications in marketing is apparent from the advertisements examined in both of the above surveys, before final conclusions could be drawn, the information from the interviews of employers has to be taken into account. Before these were analysed a small random selection of the larger employers who had advertised were contacted regarding the necessity of qualifications in marketing. In this exercise the marketing manager of an international construction company said that the reason for not specifying a particular qualification for a marketing executive was that the people employed in his company needed wide experience as opposed to a specialist marketing background. That they should be "technically" or "commercially qualified" which "might" include a specific marketing qualification. In his opinion, there was no marketing qualification suited to the construction industry, and very few marketing men in this branch of industry were in possession of the Diploma in Marketing. However, he considered a degree of some sort a basic requirement, although an acceptable alternative could be experienced in selling gained during progression through "the ranks".

The policy of the construction company was basically in accordance with that of a national calculating machine company where the personnel officer in charge of marketing recruitment considered that the degree subject is not all-important, but those applicants with a degree in the classics, for example are scrutinized more closely because there is a tendency for them to leave after as little as a year. The classics graduate is thus more likely to find that marketing is not what he desires as a career. Subjects like economics, and other marketing related subjects, are much preferred, although a degree in marketing is comparatively rare. The personnel officer explained that in 1974, 130

marketing men were recruited by his company. All were graduates, some coming directly from university, and some with business experience. Although recruitment is now 100% graduate, this was not the case during the earlier part of their 1973 advertising campaign. Then experience and a good education (not necessarily to degree standard) were sufficient for a candidate to be considered. Today, however, because of changes in management policy, graduates are only employed, but he clarified that this is unusual and almost unique, in the computer industry.

As another example, in a national group contacted the policy was to employ graduates, and there was no insistence on any marketing qualification. Previous experience was considered useful as an indication that the recruit is "in the right business". The group Personnel Administrator, explained that a degree is no more important than experience. Yet he said the fact remains that most recruits are graduates, while the Diploma in Marketing although a "distinct advantage is not a vital necessity." A number of employment agencies contacted who had placed advertisements confirmed this general pattern, but some did believe, that the H.N.D. is as good as, and sometimes preferable to a degree, because it is more practical. One agency consultant said he thought that neither membership of the Institute of Marketing or the Diploma in Marketing were regarded seriously as qualifications.

The question can now be asked why in the C.A.M. survey summarized in Table 2. did marketing come next to bottom of the list with regard to the frequency, with which specified qualifications were required? "Occupations" such as accountancy and general management almost universally required a professional or academic qualification. Interviews with employers might provide some of the answers to this question, and possibly qualify the initial impression gained from recruitment advertisements that management and the marketing men who make the appointments are just not convinced of the value of a specialist qualification, (which may not be unconnected with the fact that many might themselves be unqualified). Their attitude in turn might well

affect the opinions of the graduates themselves. However, a number of Diploma holders (not employed by organizations in this survey, but amongst D.M.S. students) at Birmingham Polytechnic, questioned during the same weeks as the employer interviews, felt that the Diploma gave them a broader outlook on marketing. Many thought highly of the qualification but could not judge as yet the extent it had helped their career. This feeling of the Diploma providing a broader knowledge base and an added interest is general among Diploma holders, and most agreed that the new syllabus is a marked improvement. However, the fact remains that the employers may still not be impressed.

Even if it can be established that employers do not rate qualifications highly when recruiting for marketing men, the functional importance of the occupation to employers can be measured by another way, namely remuneration. If it can be established that the marketing occupation, though from employers' attitudes academically is of a low status, is remunerated on a par with other managerial functions or is even more highly remunerated, then this factor should assist the marketing man in the professionalization claims for his occupation. (Though it is accepted there are many highly paid occupations which are not professions). The reasons for this are simple. The remuneration aspect of an occupation is accepted by the trait theorists discussed previously⁶ as one of the distinguishing characteristics of a professional occupation. Society recognises the value of a particular group in society and rewards it accordingly. It was seen also in the general public survey that 42% of the sample made reference to this factor of remuneration in their definition of a professional occupation. Table 3 illustrates this point.

TABLE 3General Population Survey: Definition of a Professional Occupation.

Salary	High Income	Experience Only	Training but no mention of qualifications.	Formal Qualifications and training.
%	%	%	%	%
27.5	14.5	2.5	28	27.5

Before further examination of the rewards of managers and professions in general it is necessary to define what is meant by remuneration and these points were emphasized in the interviews with the employers:

Salary: is a fixed monthly income, reviewed usually annually and based on responsibilities, education, age and experience.

A general bonus/profit sharing: is related to the profitability of the company and is paid to all eligible employees in the company.

An incentive bonus: is directly related to the profits of a particular group of employees usually production personnel or sales staff.⁷

The distinction between these definitions was not always easy to differentiate when questioning employers and when examining other material or managerial remuneration schemes. Basically, the distinction between commission and an incentive bonus is difficult to draw. The main difference lies in the fact that most companies pay commission monthly, or quarterly on the results for that month or quarter, whereas bonus is usually paid once a year on the individuals' level of achievement.⁸ Additional payments and incentives include occupational non-regular awards made to staff especially salesmen. These generally take the form of cash, travel or merchandise awards.⁹ Before remuneration was discussed with any employer it was always established what was entailed in a particular remuneration scheme.¹⁰

In the case of a majority (60%) of employers interviewed, the marketing personnel were always at least as highly paid as other managerial staff and in

TABLE 4.

AVERAGE MANAGEMENT SALARIES, JANUARY, 1975. (B.I.M. SURVEY)

		General Manage- ment.	Financial Account- ing.	Management Account- ing.	Public Relat- ions/ Advert- ising.	Production /Manufact- uring.	Sales/ Market- ing	Sales Market- ing/ (Export only)	Physical Distrib- ution	Personnel /Admin- istration.
Turnover	Other Directors	6695	6626	5000	N/A	6713	6992	6375	N/A	5413
£2m. -	Snr head of function	5307	5443	4932	N/A	5425	6076	5058	5544	4794
£5m.	Other heads of function	3927	4724	3947	N/A	5017	4899	3864	4409	3943
	Snr. Management 1.	4570	3758	3620	4215	4531	4121	5087	3829	3056
	Snr. Management 2.	3505	3541	3911	5199	4205	3986	4329	3612	3728
	Middle Management 1.	N/A	3970	3490	3226	3914	4212	3642	3300	3197
	Middle Management 2.	N/A	2969	3373	N/A	3184	3744	N/A	3285	3041
Turnover	Other Directors	9003	8369	7419	N/A	7936	8144	7688	8089	7907
£5m. -	Snr head of function	6522	6053	5758	5469	6440	6530	5604	5195	5871
£25m	Other heads of function	5371	5428	5037	4877	5126	5294	5712	4412	5368
	Snr. Management 1.	5887	4677	4348	4260	5004	4563	4380	4785	4856
	Snr. Management 2.	4704	4856	4150	4713	4284	4454	4268	4445	4304
	Middle Management 1.	3412	3929	5271	3479	3827	4177	4125	3396	4063
	Middle Management 2.	3156	3644	3702	4520	3238	3360	4525	3009	3026
Turnover	Other Directors	10652	9337	10544	N/A	10043	9618	N/A	9082	9841
£25m -	Snr head of function	9033	8055	N/A	8587	8443	7990	8176	7585	7973
£75m.	Other heads of function	7032	5558	5600	5277	6634	6654	5972	6535	6113
	Snr. Management 1.	5607	5554	5661	5830	5403	5751	5145	5361	5286
	Snr. Management 2.	N/A	5002	5395	5195	4485	5018	5376	4558	4870
	Middle Management 1.	3405	4143	4010	4379	4524	3976	4817	3805	4537
	Middle Management 2.	N/A	3712	4039	4033	4043	3974	4954	3561	3621

20% of cases were more highly remunerated. There seems little doubt, that the value of the marketing function is not under appreciated by employers. This factor was not in the survey proportionately related to size of company either in employers or on turnover. This particular finding agrees with the latest British Institute of Management Survey on management salaries issued in 1975 and listed in Table 4.

That salary ranges in the different functions of marketing are all on a par with other management functions is also confirmed by the recently published Lloyd Report¹¹ in which Table 5 illustrates levels of remuneration:

TABLE 5.

Salary Ranges for Marketing - April 1975 (Lloyd Report)

	<u>Salary Ranges for Marketing</u>	
Merchandise Manager	£	4501 - 6000
Retail Controller		6001 - 8000
Area Sales Manager		3001 - 3500
Regional Sales Manager		4001 - 6000
Divisional Sales Manager		5001 - 8000
General Sales Manager		5501 - 9000
Advertising Manager		4501 - 5500
Market Research Manager		4501 - 6000
Product Manager		4001 - 5500
Group Product Manager		4501 - 7000
Marketing Manager		4501 - 7000
Marketing Director (executive)		8001 - 11000
Marketing Director (board)		7001 - 15000

The Lloyd survey shows that while 37% of the companies surveyed had increased their financial staff during the past year only 13% had found it

necessary to reduce numbers. Marketing personnel have been increased in only 15% of companies and 38% have been forced to cut back. Moreover, the fact that marketing and sales staff represent an average 15% of the total staff employed, compared with accountants 2%, means that marketing staff are more vulnerable to cost cutting campaigns. This means that there are now far fewer openings for graduate recruits into marketing than in the past. These facts also show that although marketing is highly paid it has low security. This indicates that some functions of marketing are regarded as expendable in times of economic difficulty i.e public relations, advertising and even sales. This vulnerability of certain sectors of the occupation does not enhance the "indispensible professional" image to which the occupation as a whole may have aspirations.

While there were minor variations in the findings of the B.I.M. and Lloyd Report on the rate of increase in management salaries, both make the point (and this was continually mentioned in the interviews with employers and managers), that in after tax terms managers of all categories are almost all worse off than they were a year ago. If the marketing man is concerned about the rate of increase in his salary he can take consolation from the fact that his salary level still compares very favourably with that of other managers as Table 4 illustrates. The Lloyd Report concludes that marketing directors were found to be the highest paid directors, but that financial personnel are now more highly rewarded than their marketing colleagues at the middle management level. The comments and figures quoted from the extended interviews on marketing employees pay and other managerial remuneration, together with the other surveys quoted are also substantiated by the 1975 Tack Survey¹² on marketing men's pay and expenses. This covered 677 companies and dealt with not only salary but, commissions, bonuses, cars, car expenses, hotel allowances, entertainment and holiday concessions.

High financial rewards by society to professional occupations as illustrated in Chapter 2, is connected with prestige and status and because of this factor marketing can claim some professional standing. We know

that in both Britain and America there is a distinct difference between the incomes of those in the older, self employed, or higher professions, than those in the newer or emerging professions we have discussed. The latter are generally salaried employees.¹³ The study by Blau and Duncan¹⁴ probably provides the best evidence on which to compare this phenomenon. If marketing is emerging as a "full" professional occupational group in the terminology of Wilensky, then a high income group should be emerging with a differential between the higher occupational functions (selling, market research, teaching) and the managerial or line marketing incomes narrowing. Income or salary, is important to the "professional man", not only because of what it can purchase but also because it is a symbol of recognition or degree of occupation success. Therefore the truly "successful" professional man in the broad social sense of the term, is one who has obtained both economic stability and social recognition. It would seem that the marketing man in the field of remuneration has achieved this. Part of Wilensky's third stage in the professionalization process is to establish and define the occupational function. Both these set standards and norms within the occupation, and help to manage its relationships with other competing groups.

As described earlier in the Chapter the sample frame (Appendix Five, Item 1) was to be a series of extended interviews on a sample of employers. The sample was twenty employers, stratified by industrial classification and in number of employees. There were limitations of time and resources imposed in this exercise which decided the number of interviews. Of the twenty employers interviewed, the average number of employees was 3,138 and ranged from 4 persons to 20,000 persons as given in the following groupings.

SAMPLE FRAME OF EMPLOYERS INTERVIEWED.

<u>Number of Employees.</u>	<u>Industrial Classification.</u>
4	Miscellaneous Services
19	Distributive Trades
30	Miscellaneous Services
35	Chemical and Allied Industries
36	Chemical and Allied Industries
150	Chemical and Allied Industries
180	Miscellaneous Services
200	Electrical Engineering
750	Mechanical Engineering
865	Educational Work
1500	Insurance Banking Business Studies.
1500	Mechanical Engineering.
1700	Food Drink Tobacco
2800	Chemical and Allied Industries
3000	Mechanical Engineering
4000	Metal Manufacture
6000	Chemical and Allied Industries
9000	Gas Water Electricity
11000	Food Drink Tobacco
20000	Gas Water Electricity

Two questions put to the employers were exactly the same pre-coded ones which were put to the general public sample, namely to rate a given list of "professional traits" on a five point scale

<u>Scale</u>	<u>Score</u>
Extremely Important	(5)
Quite Important	(4)
Of some Importance	(3)
Not very important	(2)
Not at all Important	(1)

Respondents were also asked to rate accordingly the degree of "professionalization" of a given list of occupations on a five point scale as:

<u>Scale</u>	<u>Score</u>
An old established professional occupation	(5)
A new professional occupation	(4)
Developing into a professional occupation	(3)
Not a professional occupation at present	(2)
Unlikely to become a professional occupation	(1)

The means and standard deviation for both employers and the general public sample are given in Table 6 for their assessment of traits in a "professional occupation".

TABLE 6.

Employers and General Public (total sample) evaluations (on a five point scale of importance) for selected traits of a professional occupation.

<u>Attribute</u>	General Public	Employers	
A code of ethics	3.455	4.600	Mean
	1.006	0.600	Standard Deviation
Minimum of 3 years training	4.005	4.100	Mean
	0.894	0.911	Standard Deviation
Service to the Community	3.560	3.511	Mean
	0.812	1.001	Standard Deviation
Competence test by examination	3.385	3.610	Mean
	1.206	1.046	Standard Deviation
Backed by a formal organized association	2.435	3.000	Mean
	0.975	1.075	Standard Deviation

The attribute rated more highly by employers was a code of ethics and also there was more consistency in their scores as the standard deviation demonstrates, i.e. 0.600. This leads to the question that has the controversial issue of ethics in business been underestimated? Some of the management functions discussed with employers were known to have a code of ethics or conduct, which if breached can lead to loss of office. The importance of this particular trait, though it was put in a pre-coded question, was often mentioned as being vital in a professional occupation:

"Though we are in business we do recognise there are certain rules of conduct and behaviour which we always adhere to no matter how much we want the order, and how easy it would be to obtain it by dubious methods".

.....Director, Manufacturing Company.

As can be seen there is little difference in the importance attributed between the two groups on the traits. However, employers tended to place competence tested by examination and the role of the professional association somewhat more highly in their ratings. This was possibly to be expected in areas where they are most anxious to obtain the most competent employees and have more dealings with professional associations than the "average" member of society. The fluctuations in the standard deviations for both groups might also be related to these factors. Though in broad terms we could say there is little difference between the two groups, the employers' ratings approximate to a high degree with Registrar General Classes I and II of the general public survey.

It was also decided in the employer survey to ascertain the extent to which they judged the "professionalization" of the same range of occupations given to the public, not only for general comparative purposes, but to decide if managerial occupations especially marketing differed from others significantly. It was stressed that employers should consider the occupation (as with the general public) as "individual

occupations". An occupation may be defined in terms of similarities of activities carried out within a general scheme of division of labour. Such similarities may exist regardless of whether the persons involved are aware of them and regardless of any social relationship between people involved. The results of the employers' ratings on the previously described five point scale of "professionalization", compared with that of the general public, are given in Table 7.

Generally employers rated the considered extent of professionalization higher than the general public sample taken collectively. As with the professional trait ratings, comparisons between the two groups show this tendency may be due to employers being not only better educated as a group collectively than the total general public sample, but the employer would have had more contact with the appropriate managerial occupational association. The association would not only have directly or indirectly carried out better "public relations" exercises with the employers but possibly have made them more aware of the concept of "professionalism". This might possibly be a reflection of employers' views that business management should be regarded as a profession. Also with the large employers interviewed the respondent was always a "professional" person whether "managerial or technical", or the persons who contributed to certain of the questions were in these categories. The employers were certainly more examination and training conscious than the public and of the manner by which an occupation was seen to obtain this characteristic.

We could argue that since a degree of professionalization can be related to the type of association which is established for an occupational group, the existence of an association which seeks to examine members is indicative of a higher level of group professionalization than in those occupations where the relevant association can be classified as a study, protective or co-ordinating association.¹⁵ This might perhaps be part of the reasons for the findings.

TABLE 7

The ratings of employers and general public surveys for the professional development of selected occupations. (Possible range of scores as on previous 1 - 5 scale)

<u>OCCUPATION.</u>	<u>GENERAL PUBLIC</u>	<u>EMPLOYER</u>	
Accountant	4.585	4.650	Mean
	0.494	0.587	Standard Deviation
Chartered Engineer	4.025	4.100	Mean
	0.464	0.552	Standard Deviation
Actor	3.315	3.750	Mean
	1.618	1.650	Standard Deviation
Architect	4.765	4.450	Mean
	0.470	0.887	Standard Deviation
Company Secretary	3.840	4.250	Mean
	0.630	0.851	Standard Deviation
School Teacher	4.035	4.250	Mean
	0.712	1.020	Standard Deviation
Solicitor	4.840	4.800	Mean
	0.394	0.410	Standard Deviation
Marketing Executive	2.815	3.450	Mean
	0.643	0.650	Standard Deviation
Journalist	3.255	3.350	Mean
	1.382	1.200	Standard Deviation
Univeristy Lecturer	4.665	4.200	Mean
	0.570	1.150	Standard Deviation
Army Officer	3.260	3.500	Mean
	1.636	1.390	Standard Deviation
Bank Clerk	1.770	2.650	Mean
	0.960	2.600	Standard Deviation
Police Officer	2.790	2.750	Mean
	1.316	1.300	Standard Deviation
Dentist	4.120	4.450	Mean
	0.408	0.759	Standard Deviation
Estate Agent	2.045	2.600	Mean
	0.835	0.794	Standard Deviation
Social Worker	2.720	2.800	Mean
	0.696	0.670	Standard Deviation
Optician	3.610	3.500	Mean
	0.950	0.946	Standard Deviation

However, there were some interesting differences, the most striking ones were the comparatively higher ratings given to marketing men by employers, also to company secretaries and bank clerks. That these differences were due to greater knowledge and understanding of the occupations in question was made quite explicit in the interviews. Yet despite this knowledge marketing men still only achieve a mean of 3.450, compared to those of the accountant, engineer, and architect with 4.650, 4.100 and 4.450 respectively. The employers had detailed knowledge of all these occupations. Though university lecturer again obtained a high score of 4.200, it was not as high as that given by the general public (4.665). This may possibly be due to an attitude found amongst employers that a "practical approach is always the best one", and some were distinctly suspicious that university lecturers were "out of touch with day to day business decisions". Although more "appreciated" by employers, the bank clerk's progression towards professional status is still very poor (mean 2.650). At this juncture rather than compare their professional association with some of the more "independent occupations" it is perhaps sufficient to note that with bank clerks the most striking feature of their situation is the degree of control over occupationally related activities which is exercised by the employer, i.e. by the policy makers in each banking organization.¹⁶

The next issue raised with employers was an extension of question one in that a longer list of "professional traits" were given, and the employer was asked how they had found each were practised in the five management areas of accountancy, personnel, production, marketing and research. These ratings were again measured on a five point scale namely:-

<u>SCALE</u>	<u>SCORE</u>
Present or Practised to a very high degree	5
Present or Practised to a high degree	4
Present or Practised to some extent	3
Present or Practised to a low degree	2
Hardly ever practised or demonstrated	1

The mean scores for each attribute and for the management functions are given in Table 8.

The mean for each trait shows the employer found the various traits to have existed to a marked degree in each of the management areas. On examination of Table 8, the code of ethics, primary loyalty to colleagues and expertise based on practical experience, rate the highest average scores with 3.69, 3.61, and 3.78 respectively. The first two traits are the classical hallmarks of a profession expressed in all trait and functionalist theories discussed. They are the two characteristics of a "profession" on which most theorists agree. The points came over frequently in the general conversations with employers, that if a man can do a particular job effectively, even at middle or higher managerial levels, even if his paper qualifications are inadequate, or even non-existent, it is not a bar to promotion. As with the general public employers also place emphasis on the ideological and behavioural aspects of professionalization, but as these must be practised in a structured situation with profit/or liquidation constraints, the ability to perform effectively becomes the paramount trait.

On examination of each of the ratings in Table 8 marketing does not score very highly or have any marked low rates. Where marketing has a low score there is a tendency for the other areas to have low scores. However, marketing does have lower scores on most traits i.e.

1. Insistence on a minimum of 3 years training.
2. Competence tested by examination.
3. Support from an effective professional association

TABLE 8

Employer mean scores and standard deviations on the various professional traits that they had found to exist for the major management functions (five point scale)

Trait	Accountancy	Personnel	Production	Marketing	Research	
Following a code of ethics.	4.55 0.51	3.75 0.44	3.05 0.88	3.20 0.83	3.90 0.55	Mean Standard Deviation
Insistence on a minimum of three years training	4.60 0.50	3.30 0.86	2.95 1.10	3.15 0.81	3.75 0.85	Mean Standard Deviation
Consciousness of community service present	3.40 1.09	3.15 1.04	2.75 1.07	2.90 0.85	3.20 0.83	Mean Standard Deviation
Insistence on competence tested by examination	4.10 1.02	3.25 0.85	3.10 0.91	3.10 0.78	3.80 0.83	Mean Standard Deviation
Support from an effective professional association	3.95 1.05	3.35 1.14	3.20 0.83	3.05 1.09	3.65 1.13	Mean Standard Deviation
Primary loyalty to colleagues in same occupation.	4.15 0.81	3.65 0.74	3.55 0.75	3.05 0.75	3.65 0.87	Mean Standard Deviation
Existence of altruistic service	3.45 1.46	3.15 0.93	2.60 0.99	2.85 0.93	3.05 0.94	Mean Standard Deviation
Expertise based on practical experience	3.70 0.92	3.95 0.68	3.80 0.76	3.85 0.67	3.60 0.75	Mean Standard Deviation
Best impartial service always to client/customer	3.70 0.73	3.75 0.78	3.15 0.81	3.00 0.64	3.50 0.76	Mean Standard Deviation

4. Primary loyalty to colleagues in the same occupation
5. Existence of altruistic service
6. Impartial service.
7. Code of ethics.

These traits were accepted as "core attributes" in the examination of sociological theories of professionalization.¹⁷ They are still controversial issues at the current time in marketing. Our examination of "Marketing" Association letters, meetings and activities in the occupation since 1911,¹⁸ demonstrated they have always been so, and still have not been finally resolved. Accountancy as expected contained the highest scores which again was confirmation of the general public's estimation of the occupation.

Low standard deviations indicate the consistency of how employers regard expertise based on experience and a code of ethical conduct as important in business practice. The higher standard deviations for "existence of altruistic service" and "support from and effective professional association" were also stressed in the interviews, with the larger the employer the higher the value placed upon those two traits, and with more consistency with this size of employer i.e. usually over about 700 employees. Again marketing had the most disagreement with employers, on insistence of "three years training" in the occupation and the amount of community service they considered it displayed. However, on the latter point of community service, accountancy and personnel gave similar standard deviation scores to marketing. These findings can be compared to how the general public viewed the service marketing men provided, which varied according to socio-economic status. The higher the Registrar General Classification and the older the respondent with the public, the more opinions and attitudes towards the marketing occupation merge with that of "an employer".

To confirm our initial findings with employers that educational qualifications in marketing are not always insisted upon, a question was put to the employer in the interviews on this aspect of recruitment namely:

"When you recruit for marketing appointments (either directly or indirectly) which of the following qualifications/attributes do you always insist on".

1. No specific educational qualification - but extensive experience in your industry or the function of marketing that the vacancy occurs.
2. The Diploma in Marketing.
3. Any professional qualification - and experience in marketing.
4. Educational qualification to first degree level or equivalent.
5. A post graduate qualification i.e. D.M.S. Master's Degree.
6. A higher degree in Business Studies.
7. A qualification or attribute not mentioned above.

Respondents were asked in addition to make further comments on their reasons for choosing their particular method. Exactly half the employers used the first category i.e. "no specific qualification, but extensive experience necessary in the particular industry or function of marketing". The usual reason for this was that all preferred to be flexible in their recruitment of marketing men. It was also felt that if very high academic standards were laid down they could well put off an able candidate, who though lacking "paper qualifications" might be performing a similar job quite efficiently for another company. The answers to why the employer used this particular method could best be expressed in the following two reasons given by employers.

1. "Paper qualifications, without relevant practical experience are useless, this latter experience can outweigh any qualification. A combination of training in any suitable discipline plus practical experience proved by results is required. When recruiting for qualified people the ability to achieve results based on past record is important. When recruiting for junior staff i.e. trainees in this field, a background of general study plus a

a declared preference for some particular area of marketing, we regard as a sound basis".

.....Chief Personnel Officer (1700 employees)

2. "Until recently, marketing has been staffed from research via technical service, or by recruitment of experienced (not necessarily qualified) people from other companies. Since chemical marketing requires a background of chemical expertise to provide customer service, we are now tending to recruit junior staff with some marketing qualifications and some non-chemical experience, using technical chemists to provide the technical support. Promotion should ultimately mean that marketing is staffed largely by people with marketing qualifications."

.....Staff Officer (2800 employees)

Of the other half of the sample whose policy on marketing recruitment was to ask for more than one of the specifications listed all but two stipulated any professional qualification and some experience in marketing. Only two employers would have preferred a higher degree in business studies, or a post graduate qualification. Of this section of the sample, half would have liked candidates to be holders of the Diploma in Marketing and that he or she should be a member of the Institute of Marketing, but the distinct impression came across when discussing their needs that they would always be prepared to be "flexible" if the "right man" came along. The open ended responses confirmed the findings of the earlier examination of newspaper advertisements and employers' comments and possibly the most interesting comment was that:

"The larger companies are able to attract M.B.A.'s etc and do so, the smaller company puts less emphasis on academic qualifications and are frequently more interested in "own industry experience". It is thus in the smaller company that the problem exists for they need expertise, but are often afraid of the "expert" who may know more than they do. On the other hand I suspect the young M.B.A., D.M.S etc. is pre-conditioned to aspire to household name companies, as the only people who can use his talents. There is an educational need on both sides".

.....Regional Director of an international management consultancy company.

On the question of recruitment for managerial appointments in general the employers were also asked if they:

1. Used an agency/mangement recruitment body.
2. Recruited themselves or through internal channels.
3. Use other known contacts.
4. Or possibly a combination of these methods.

Employers were then asked to give the reasons for using their particular method. The findings were that 60% of employers preferred to recruit themselves or promote internally; 20% used a combination of the methods depending on the actual appointment and the urgency to fill it, 15% preferred to use an agency and only two companies said they had filled positions by directly approaching a man themselves. The main reason expressed by all in the 60% category was that they knew exactly what was required of a particular appointment and considered themselves the best judge of what was needed.

1. "Ensures we get suitable professional personnel who know the industry".

.....Departmental Recruitment Manager.(1500 employees)

2. "We only use an agency for advertising positions in the various media. I consider myself as competent as most agencies to judge the technical ability of applicants and probably better at assessing how any applicant will fit into our team and where he will have to work. Other known contacts are used when appointments are made from within the industry".

.....Area Sales/Service Controller - A nationalised industry.

To conclude on general management recruitment the most popular source of recruitment is undertaken by employers themselves, very often by internal promotion. Newspaper advertisements are the main method of recruitment from external sources. Selection consultants are used where time is not the priority and a certain specialist is being sought, and sometimes journals (both trade and association) advertisements were also found to be satisfactory. It was not felt wise to rely solely on selection consultants. These conclusions are in general agreement with much literature on company recruitment policies.¹⁹

The same question on which method of managerial recruitment was practised was also put to the employers for when they filled marketing management positions. The methods used in marketing were approximately the same, with 75% of the sample recruiting themselves or internally, and the remainder using a combination of the methods concerning the appointment and urgency to fill it. Again the same reasons were put forward, basically that the employer knew what he wanted and particularly with marketing men they could then be trained "into our methods".

1. "Being a specialized industry it takes a certain kind of personnel, and only someone with the basic knowledge of our business could recruit successfully".

.....M.D. Service based company (30 employees)

2. "Internal methods are always attempted first, and to date all marketing vacancies have been filled from within the group, technical knowledge is considered essential to any general marketing appointment, especially sales where a high content of customer liaison/service is necessary".

.....Group Export Departmental Manager. (3000 employees in group).

In conclusion on the subject of recruitment, remuneration and educational qualifications demanded of marketing men, it could be suggested that theory and qualifications in marketing only serve as a foundation in terms of which the professional rationalizes his operations in later practical situations. It is this joining of the professional skill with the prior or coincidental mastery of the underlying theory, that is the true difference between the skills demanded from members of a highly "professionalized group" and other less "professionalized" groups. In the latter instance, there is considerable evidence of a high order of particular skill, and indeed, some "non-professional" occupations involve the exercise of a high degree of skill. Such practice of skill however, can exist independently of any body of theory, so that role practitioners are categorised as "craftsmen" or "specialists" rather than "professionals". The form of the educational process which is undertaken by a group member, thus reflects the extent to which the exercise of the occupational skill demands knowledge of the underlying theory, and the form is thus an indication of the level of group professionalization. Marketing does not appear to be significantly different from the other areas of management discussed in this Chapter, with the possible exception of accountancy in this respect.

It was felt important to ask employers for their views on the professional association representing marketing and what they knew of its aims and activities. Besides the importance sociologically and historically

of an association to an occupation, there are "technical" functions which an association performs which should draw its activities to an employer's attention. Firstly, it can act as an examining and qualifying body. This entails more than testing competence to practise. It can mean supervision of training and educational facilities, organization of classes and special information and even preparation of textbooks. Secondly, it can furnish a continuous supply of technical information in different ways, to many people, committees and organizations both inside and outside the occupation. Thirdly, it can provide a way of keeping members in step with advancing or new knowledge relevant to the occupation.

The answers from employers to the question "What is your opinion of the Institute of Marketing as a professional association for marketing personnel and what do you know of its activities and aims"? fell into two broad categories. Firstly, the employers who did consider it was the professional association for marketing men and knew of its work and secondly, those who did not know of its work, or occupational standing. To this question 85% of the answers came in the former category and 15% in the latter. This is a progressive trend in the professionalization process for marketing as identity problems have always been present, even to the extent of the correct title of the Association, and of what is "a qualified member". These doubts have existed since the early 1920's as we traced in Chapters 4 and 5 and it can be said that only in the last ten years have these difficulties though still present somewhat subsided. The issue raised originally by Carr-Saunders²⁰ that with a few unimportant exceptions professional associations can be said to be exclusive only in the sense they exclude the unqualified, has been a continual controversial issue for the Institute. That marketing has reached the stage where its professional association is accepted by all employers as the authoritative body on all matters appertaining to

marketing and business, as was hoped even before the Second World War by the Institute,²¹ would need a more detailed examination of employers' views, than could be undertaken in this particular survey. However, the responses to this question regarding employers acceptance and knowledge of the Institute with reference to the testing of our hypothesis is some indication of the progress in the third of Wilensky's stages in the professionalization process. Wilensky's point being (in the third stage) the formation of a strong recognizable association is important for the professionalizing occupation, in that it helps to establish and define the occupation group, both to set standards and norms within the occupation and to manage its relationships with competing groups.

The positive answers i.e. the majority who knew of the work of the Institute could perhaps be best expressed by the following comment:

"We know of the activities of the Institute and what it requires of its members educationally, ethically and experience wise. Two board members and several of our sales management group are members who I know attend regular branch meetings. On this basis the Institute is held in high regard within the Company".

.....Chief Personnel Officer (1700 employees)

and the negative ones regarding the Institute:

"Fair, but its status is not high when compared to the older professional associations. It needs to improve its image and as far as activities and aims go, I would have not thought it was sufficiently organized at a local level".

.....Departmental Head (1500 employees)

There was an interesting reply to the question by one respondent, who though he was a marketing man expressed the kind of view which emanated from a number of employers:-

"I have been a member by examination for very many years, and have been chairman of my branch. I think its growth in stature from what it was as the Incorporated Sales Managers' Association to the present form of the Institute has been lengthy and is not yet complete. I feel it is unlikely to be able to speak with the authority of many institutions unless membership is restricted to those holding recognised examination qualifications. This of course is more difficult in the field of marketing than in say medicine, law, accountancy etc., however, I feel it is moving along the right lines especially in its present educational policies and the quality of its "public relations" work is improving. Its internal relationships with its own members leaves a lot to be desired still".

..... Area Sales Controller in a Nationalised Industry.

All occupations are dependent on the individual contributions of those persons who pursue the occupation. However, the effectiveness of an occupation is not gauged by individual efforts alone. The "total efforts" of occupational membership working together with some degree of co-operation must also be considered. The public image of an occupation (including employers) then, is in part individual and in part collective. This collective role played by the Institute can be said to have some measure of success as far as the interviews could ascertain.

Two further issues put to the employers are in some degree connected namely, - "Did your organization have any marketing men as members of

its board or acting as partners"? and "How do you as an employer regard the claims of marketing to be a professional occupation"? To the first question 75% of the employers did have marketing men on the board or as partners in the organization. It was only in three of the smaller companies, that the directors on the board were not executive directors. It is important to remember the stages of evolution that the medium to large sized companies surveyed in this particular study will have gone through, or currently seemed to be going through. Typically they have existed since the nineteenth or early twentieth century, when they started as a family firm. Since then they often went public and had possibly merged with a larger company. The original board will have consisted largely of the company's principal founder and his friends and family, but as time passed a banker or solicitor seemed to have joined the board and occasionally the odd long serving employee. The remnants of this tradition were often found to exist long after effective control of the company has passed into other hands. Increasingly the initiative has transferred to executive directors. It was the existence of the marketing man at this point which was felt to be important. If he was holding his own (numerically) with the other management disciplines, notably accountants and engineers, then this fact would be a further strengthening of Wilensky's first stage, or rather part of his first stage of professionalization, namely that an occupation must emerge and be engaged on full time work. The point is that marketing is establishing itself by functional specialization made possible by institutional changes in the companies, just described. From the number of marketing men who were directors, and from what employers said on this particular issue, marketing appears to be establishing itself as an occupation at board level. It is also interesting to note that in 1948 in the Institute journal "Marketing" a "directors page" appeared, with articles and news for this particular class of member.

The answers to the related question "How do you as an employer

regard the claims of marketing to be a professional occupation?" fell again into the same proportions, though not the same employers as the previous one i.e. three quarters of all employers believed it had some claims to professional status while the remainder said it had not or the claims were very weak. The type of positive answer for marketing being a profession are expressed in the following replies:

1. "Marketing in its broadest sense has a very real claim to be a profession, i.e. it is more suited to corporate management than other service professions such as accountancy"
2. "As I regard many of the various institutes covering the full range of management areas e.g. B.I.M., I.W.M., I.W.S.P., C.A., etc., as setting professional standards of conduct for their members so I regard marketing as a profession, directed by the aims of the Institute of Marketing".
3. "I consider it to be a profession, though I am in close contact with members of the occupation, whereas I would not expect many members of the public would have had this advantage".

and the negative comments for marketing best expressed by:

"It is developing towards professionalization at the top end, particularly in the specialised fields. Sadly it is still seen by many as a seat of the pants business, especially in the smaller company".

The impression that marketing enjoys a good "professional image" among the employers was somewhat reduced when the employers were asked if in their experience their business/professional associates regarded marketing as a "professional occupation". To this question responses to the issue were divided on the considered views of their associates.

It was also the one question that not many of the employers would (or could) elaborate on to any great depth. The impression gained was that most of the employers' associates were in business too, and their views had been formed over a period of years. Respondents said that the more familiar their associates were with the "marketing concept", the more likelihood they considered that their associates were to conclude marketing was a professional occupation

Yet to the issue, does the term "Professional marketing man" mean anything to you as an employer/manager, the response was split into three quarters of the employers saying yes or words to that effect. This question was not only to examine reaction to the existence of a possible "ideal type" career marketing individual, as illustrated for other occupations by studies cited in this work, but to test Durkheim's contention of the professional man's aims and relationships, when he said "their main purpose is just to associate, for the sole pleasure of mixing with their fellows and of no longer feeling lost in the midst of adversaries, as well as for the pleasure of communicating together, that is in short of being able to lead their lives with the same moral aim".²² This sense of professional collegueship or professional consciousness is partially developed in the formal educational setting of a university (which not many marketing men would have enjoyed). However, professional consciousness should be profoundly influenced and reinforced in the working life of the individual by coming together regularly within the occupational framework and presenting the "professional image" to both employer and society. In this respect again the marketing man has had some success with employers though as we saw earlier not to such an extent with the public. Some of the positive replies of the acceptability of the term "professional marketing man" were as follows:

1. "At our level of operations not much, but once a company is at a certain size the need for the "professional marketing man" is without question. It is a term I have seen used in press advertisements for marketing personnel. In short the answer to your question must be yes, though the term professional these days is very much an overworked and over loaded word".

2. "Yes I believe so, especially over the last ten years as markets have become more complex and there is no such thing as an easy sell now".

3. "In the past there were too many university only marketing people effecting the decisions of many of Britain's top companies. Now most employers look for a balance of experience, as in the past many subjective decisions were made with disastrous results".

Before examination of the employers' perception of marketing education and the Institute's recognized professional qualification i.e. the Diploma in Marketing, a question on whether the employers could name or knew of the existence and work of other marketing associations in Britain was included. According to the theory put forward by Bucher and Strauss²³ an important aspect of the development of an occupation and its association is what they call "segmentation". They observed that some occupations developed specialities or sub-specialities within the occupation. According to the theory it begins by a few persons within the occupation taking a particular position on some aspect or aspects of "professional identity", and for Bucher and Strauss all highly professionalized occupations can be seen as a "loose amalgamation of segments which are in operation". Though it might be possible to detect such situations in medicine and even law in Britain today, the position in marketing, relating to this theory is not

so clear. It is basically because marketing could still be "building up in the professionalizing process" and "extending" its claims over certain business areas, as Millerson describes the process. So far as marketing is concerned to date no significant break-away movements have come about, instead it is the opposite. "Break-aways" occurred in accountancy, and in various aspects of engineering and surveying. The problem is that new associations have to compete with established organizations. In the employers survey 80% of employers could name no other occupational association for marketing other than the Institute of Marketing. The only other bodies named were the Institute of Export and the Marketing Research Society, the latter being a "study association" in Millerson's terminology.²⁴

In all sociological literature examined on the professions, the ability for the occupation to establish itself through the educational system and at the same time have its own standards of entry and if possible its own qualifying examination, has been a prime aim of a "professionalizing occupation". Tests of competence are necessary to build professional status, as well as professional standards. Even then examinations are not enough. The qualification must be accepted both inside and outside the occupation, as good evidence of knowledge and experience. The professions as well as other occupations can only make progress as knowledge increases, especially as today many are science based. It is therefore, essential for all in "professional occupations" to continue to study throughout their career, otherwise there is a possibility their knowledge could become obsolete. The questions put to the employers on this subject asked what was their opinion of the Diploma in Marketing both as a professional qualification and as a basic training module for their particular industry. Also what did they know about marketing education in Britain, and if they had any views or opinions on this.

The standing of the Diploma in Marketing, the accepted professional

qualification drawn up by the Institute, was not high. The opinion and attitudes expressed confirmed the initial findings in this Chapter that the Diploma was little known, poorly rated in comparison with other qualifications mentioned and not regarded as essential for a successful marketing man, provided he had the right experience and some other professional qualification or degree level education. This is based on three quarters of the survey making positive statements to this effect. The remainder had no knowledge of the Diploma. A selection of employer comments on the Diploma follows:

1. "A good qualification, but not one to be insisted on. An engineering background/qualification would be more important to us. We do have someone in the department with a Diploma in Marketing, and he is not any worse or better in job performance or as regards promotion prospects than his colleagues, without any such qualification".
2. "Very good basic qualification. The course of studies leading to the Diploma is a good background discipline and gives the student the essentials of the marketing concept, and the basic tools of the trade on which to build experience on".
3. "Naturally I have the greatest admiration for a holder of the Diploma, because it is necessary to be dedicated to get it. Having said that, I do not believe that it follows that the holder of a Diploma is necessarily a good marketeer".
4. "Useful introduction to a marketing career but it must be taken jointly with field sales experience to be of greatest value"

For a qualification that is approximately of pass degree level standard, the general impression was that a degree in any subject would be considered a comparable qualification for a person intending to pursue a career in marketing. The Diploma has now been revised (1974),²⁵ and when this was carried out an extensive publicity campaign was undertaken by the Institute to promote the new syllabus. Meetings were held at polytechnics and universities nationally, and large employers circulated with details. It is perhaps too early to judge the effects of this on students and industry. From searches into the journal "Marketing" over a period of many years the whole question of members in possession of the Association's professional examinations opposing equal membership status to those not in possession of the examination, has been a long and bitter argument. Even at the time of writing (July 1975) there are two letters to the Editor in "Marketing" which perhaps further confirm this survey's findings, both at the extended interview level and newspaper recruitment searches, on the standing of the Diploma:

1. "British Industry however continues to turn out skilled competent, diplomaless marketing men, none the less successful for all their lack of formal qualifications".
a n d
2. "That the Diploma must go on", philosophy is part of the snobbish insistence at Moor Hall that marketing must be considered a "profession" - whatever that may be. To me a man is only a professional in that he does his job for money - just like a dustman".

Regarding knowledge of marketing education available in the country just over half the employers had some knowledge or opinion on the subject and the rest of the sample had no knowledge. This need not be a detrimental factor in the "professionalization process", as

the percentage of the population who know exactly what "qualifies" means in the educational system might possibly be relatively small. A number of occupational grading studies demonstrate, as we saw in Chapter 2, "acceptance" of many occupations can be given without this knowledge. However, any employer would be expected to know something of the educational system in general, and where his management personnel gained their academic qualifications. In general the response to this question was very mixed but many employers did mention that marketing education could commence much earlier i.e. at the secondary school stage. Typical responses to the question came as follows:

1. "I believe marketing education or at least an appreciation of it could start much earlier, such as at school. In general marketing education is adequate, though post-experience courses have been neglected of late because of the emphasis now on diploma and degree level work at polytechnics and universities".

2. "My impression is that it is sketchy. The Institute of Marketing encourages students to take its own Diploma examinations and a few polytechnics and colleges run courses. Ability of instruction varies and there is possibly too much use of part time lecturers, On the other hand the professional lecturers have in my experience difficulty in keeping abreast of constant changes in a dynamic function. I think few people are aware of degree courses in marketing being available and I would consider that higher education particularly in the relationship of marketing's function with computer technology and accountancy is a field worthy of expansion".

3. "It is evolving at about the pace the market demands. This is rather less of a problem than the market demand itself which seems to me to be inadequately stimulated by the business schools or the professional bodies. The real problem is marketing, particularly in an economy that depends on selling for its livelihood and appears in many areas to have a pitifully poor understanding of what marketing can and does do".

These feelings of inadequate educational facilities for marketing, the poor standing of the Diploma in Marketing and the superiority of other management discipline qualifications was further confirmed by employers' responses to the issue that marketing as opposed to the other management functions discussed needed more practical experience for an individual to be a successful practitioner. For 90% of all responses to this issue indicated that marketing needed both theory and practice to be carried out successfully whereas with some management functions i.e. accountancy and research development, theoretical knowledge alone might suffice.

The practical importance of marketing to the employer came out in answer to the question put to them, that of the management functions discussed in the interview, including marketing, which one was considered most critical for the effective functioning of their own particular organization, i.e. the one management area where they had to be that much more efficient than their competitors in order to survive. To this searching question the responses could be divided into four equal sections, namely accountancy, production, marketing or a combination of these three. Personnel and research were not stipulated at all. The answers are best expressed in the following quotations:

1. "Marketing possibly at the moment, for our company is becoming more marketing conscious - especially over the last two years. This is a process which should

continue as the "market" becomes harder to sell in and costs have to be minimised".

2. "It is almost impossible to generalise because every aspect you mention is important. If there were no labour problems or shortages quite obviously marketing is the most critical. However, in today's world the role of production, must have the pride of place by necessity".
3. "Completely integrated effective management is required e.g. there is no point in making a good product if you cannot sell it, but financial control is required for all functions to create stability".

We have analysed marketing in previous Chapters to see how it compared with the traditional characteristics of "professions" and in certain traits it has not always rated as highly as certain other occupations. It was therefore, felt desirable to ascertain if employers as a group saw any relationship between the aims of marketing and business in general. It was hoped in this discussion to raise such issues as values, ethics, loyalties, responsibility to the community, and loyalty to colleagues, These issues are especially relevant in marketing as it is basically practised in an organization of some description. It has been described as an "ascriptive occupation", one where the task commitment is performed in a monopolistic organization which determines status, evaluates ability according to organizational requirements, and delineates through a process of selection and designation, the precise area within which an individual might carry out his duties. If certain values are seen to exist in marketing and indeed in business in general we can stress less validity on the model of the "free professional" accepted so widely, as a means of comparative analysis in the study of professionalism.

Since bureaucratic administration is "essentially control by means of knowledge,"²⁶ there can be a danger when examining an occupation that functions in an organization of underestimating the significance of "profession" as a sociological category relating to that particular occupation. Also any evidence of role conflict or status incongruity, is usually attributed to the individual's membership of the two separate institutions of "profession" and "organization" and often interpreted as one of the dysfunctional consequences of bureaucratization.²⁷ The answer to this question it was hoped might give evidence that in spite of organizational pressures and business priorities of profit and efficiency, marketing could still be said to practice certain professional traits and attitudes. An over whelming majority of the employers (90%) said they could see a relationship between the aims of marketing and business activity generally. That they could see no reasons why the values of responsibility to the community, the company and colleagues should present any conflicts of loyalty. Employers generally appreciated that while they accepted a "professional man's" loyalty ultimately would be to his peers, in their experiences, the aims of the discipline and the company were in agreement on most matters. Typical replies to this important question came as follows:

1. "I can see no basic conflicts between the aims of marketing and business in general. In my experience marketing men do practice a code of good conduct, though I consider a marketing man's prime loyalty like those of other employees must be to his employer. This is no different to a lawyer acting for his "client" - in that respect he is against his own professional colleagues who are acting for the best interest of their clients. There is no reason why marketing men should not be responsible to the community as other professional men. In my own dealings with marketing men, however, I have not sensed

a great deal of professional loyalty. This I believe is because they work in isolation from other marketing men and their employers on whom their livelihood exists can often have very conflicting interests, with other competing companies."

2. "There should be no conflict at all. If a business wishes to be successful whether providing goods or services it depends in the long run on winning and holding regular customers. It can only achieve success if it provides these goods and services which its customers or potential customers require and value. The essence of marketing is customer orientation of the business, and providing goods and services that are required at a price acceptable to the customer, and it is necessary to have policies and ethics that the price chosen and marketed at, ensures a fair profit to enable the company to continue and provide employment for its staff".
3. "The function of marketing and its relationships with business in general as I see it should be to match the capacity of a company with the needs of the community (either industrial or private). By relating demand for a product to supply of that product the ends of the producer are met (company loyalty) and the consumer is satisfied (responsibility to the community). If the methods used are ethical the professional loyalty is satisfied, as are values, assuming that quality and price are fairly related".

Though 60% of the employers did have separate marketing departments, the importance varied according to the total number of employees in the company. As a total sample the average number of marketing functions performed was six the most common being sales management, market research, sales training, customer service, product planning and publicity/ advertising. The larger the company the more likely it was to employ specialists in each of the given fields.

Conclusions.

From the evidence of this Chapter we can say the marketing occupation is held in higher esteem by employers both professionally and socially, than was found to exist with the general public, though all the occupations mentioned were given higher ratings by employers on "professionalism" than by the public sample. Employers also placed more credence on the possession by management functions of the various "constituents" of a professional occupation. There is little doubt on the basis of employers' views of the validity of Wilensky's first criterion that the occupational group has emerged engaged on full time work on a given set of problems. However, as mentioned this would appear to have come about by functional specialisation, made possible by institutional change, rather than a switch from the role of amateurism to professionalism as occurred in some occupations, or even from the specialisation of knowledge within an existing institution. In all instances a new occupational group is likely to demarcate its own position, which marketing via the Institute and its educational policies is attempting to do, but it appears with limited success to date. Yet employers do fully appreciate the field of activities covered in marketing. Professionalization seems also more likely in cases where the new occupation already has some connection with an established profession or discipline, either through the subdivision of an existing body of knowledge or through working closely with another profession. Marketing in its business activities has had certain advantages here with employer recognition and acceptance of the occupation.

The important points to emerge from the employer survey indicate that employers in practical terms of recruitment place little value on the institutional trappings of professionalism so far as marketing is concerned. Employers could also be acting as a barrier to professionalization in the light of their views of marketing men. This emphasizes the difficulty which an "ascriptive" occupation has to contend with in its claims for professional status. Employers also see the Institute of Marketing and its "occupational qualifications" i.e. the Diploma in Marketing as largely irrelevant in the pursuit of their organizational goals. Many of the factors analysed in the survey are criteria directly relating to Wilensky's points of how a developing professional occupation must stabilize its position in society. At the same time it will have to agitate for public recognition and legal support for its control over entry and modes of practice. These "on going processes" are as described by Wilensky. Once marketing can secure and stabilise its position as it seems to be doing with employers, with society at large, by the establishment of better training and selection procedures the second and possibly the most important criterion advanced by Wilensky will have been satisfied. To examine these issues further we now look at the practitioners of the occupation. This follows in Chapters 9 and 10. In these Chapters an extensive survey of the Institute of Marketing is analysed in pursuit of our objectives discussed in Chapter 1.

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PART THREE

(The Current Situation)

CHAPTER NINE

Survey of the Practitioners of Marketing: Part One

- (i) Introduction
- (ii) The Pilot Survey.
- (iii) Methodology of the Main Survey.
- (iv) Analysis of Findings.

Introduction

The object of the survey of the Institute of Marketing was to provide data on the practitioners of marketing and was the last part of the "comprehensive" analysis of marketing's professionalism. This survey had a dual purpose. Both descriptive data and professionalization issues were to be examined to provide comparative material with the other three parts of the methodology employed, namely the perceptions of the public, employers of the occupation and the historical development of professionalism in the occupation.¹ No occupation can become a profession unless its practitioners desire that the occupation follows a particular course in its evolution. The motivation for professionalization must be present. Thus the perceptions of the practitioners is an important aspect of the process. When "subjective" is referred to in this Chapter it is referring to this particular self evaluation factor by the practitioners. It is appreciated that the Institute of Marketing does not have a monopoly of marketing practitioners in the country. However, as we discussed in Chapter 3 the Institute is the largest occupational association for marketing. The total number of marketing practitioners in the country as with many occupations can never be fully ascertained. The Institute of Marketing survey was thus one of the logical reference points for the objectives of this study.

According to trait and functionalist theories on professionalization the attitudes, actions and status of practitioners within an occupation are always critical for establishing that occupation's claim to be a "profession". Whatever definition of profession is considered, the views, attitudes and opinions of the practitioners are central issues. Despite the number of definitions and theories of professionalism that have been examined in this work, all can be grouped into one of the four classes of definitions outlined by Cogan.² These are firstly, arbitrary and applied definitions, secondly definitions expressed in terms of power and prestige, thirdly that of professions as formal associations, and fourthly definitions expressed in terms of techniques of internal regulation.

Whichever of these is accepted the role of the practitioner is an important and determining factor.

There are possibly four sociological works on professionalism where the roles of the practitioners assume a major part of the professionalizing process. In this main survey, some of the propositions put forward by these works will be examined for their relevance in an occupation where lines of demarcation between "qualified and unqualified" and job specification and company expectations are ill defined and vague. The classical study of Carr-Saunders and Wilson³ is the first of these four where it was stressed there should be important bonds between the practitioners i.e. in their views, attitudes, opinions and social backgrounds and that these would be expressed openly by means of the formal or professional association. A number of the open-ended questions in the practitioner survey, attempt to bring such issues out. The basic ideas of Carr-Saunders and Wilson were also elaborated on by Goode⁴, when taking the functionalist approach he sees a "profession" largely as a relatively homogeneous community. The members share identity values, common definition of role and a number of shared interests and pursuits, which again the survey attempts to obtain information on. Gross⁵ expresses similar ideas of shared attitudes towards clients and society and the formation of informal and formal associations, but he went further when he maintained that these colleague relationships need to be fostered by common control of entry to the occupation and the development of a "unique" mission ideology among the practitioners. The last major study on professionalism which stresses the practitioner role can be seen in Greenwood's⁶ work especially where he lists the traits of a professional occupation.⁷ One of the most important of these is the degree to which an employer permits the practitioner professional autonomy in relation to training and practice. This relationship between educational selection criteria, "on the job training", and entry into professional group membership is a complex one. The questions in the survey relating to this issue and related ones, do attempt not only to

provide basic descriptive data, but also information on educational qualifications and career patterns in the occupation.⁸

Other sociological issues, that it is hoped this main survey would raise, are the points made at various times by Gross,⁹ Hall,¹⁰ and Johnson.¹¹ These are that as an occupation approaches professional status important changes occur in the relationships of the practitioners to society of large, i.e. obligations, group identity and an ethic of service to society. Also that the "professional occupation" has a system of formal and informal relationships which create its own sub cultures requiring adjustments to it as a pre-requisite for career success, and that these relationships will quickly disseminate any advances in theory or practice to colleagues. In marketing, examples of these relationships are possibly between holders and non-holders of the Diploma in Marketing, whether one has had direct sales experience or time spent in one function. There is also¹² the development described by Hall and White that as the occupation develops into a profession it becomes a "whole social environment", nurturing characteristic social and political attitudes. The professional internalizes these values and symbols if he is to succeed in his chosen career. Though the main object of this particular survey was not to obtain comprehensive material on these issues, nevertheless, it was hoped if such processes are occurring in marketing, it might be possible to detect their existence or commencement in some of the answers to the open ended questions in the survey.

Two other issues were to be examined as they related to marketing. These have also been analysed for other occupations by McCormack¹³ and Westby.¹⁴ In some occupations, for example pharmacy and opticians, there may be markedly conflicting values existing. These are between "money making" and "public service", which must be resolved during training and the socialization period the aspiring practitioners must pass through. This will then give a better psychological and social

commitment to a professional career. The desire to give a "public service" does exist in marketing and in the survey the practitioners demonstrate the existence of this aspiration. The other issue is possibly even more relevant to marketing namely that the career expectations of the individual practitioner can be undermined because others do not see the job as noteworthy or important in status terms. On this particular point it was hoped the survey would confirm or deny what the practitioners thought, especially in view of how the general public had perceived the occupation.

The last two issues on which it was hoped the survey would continue to provide data had been central to the survey of the general public in those of ethics and social class. The public did not consider marketing men in general were concerned about ethical practices. However, Wagner¹⁵ has suggested in his study of engineers that the real measure of progress in ethics for an occupation is not the number of cases that are detected and punished, but in the evolution of clear principles of conduct which are then accepted by a majority of the occupation as right and worthy of support. He is almost suggesting that an unwritten but adhered to code is sufficient in professional occupations, a type of Sumners¹⁶ "mores". It was hoped some direct questions on ethics would elaborate on this issue. The other subject of interest was social class, and though this was a secondary aim of the survey, the relationship of social class in the professionalization process has been accorded a determining factor by some sociologists. Kadusbin¹⁷ maintained that by being socially nearer to its prospective clientel a profession is more likely to be professionally consulted, and Stouffer¹⁸ among others has suggested that an individual's career is shaped by his social aspirations. Thus social class and social mobility, both intra and inter generational can be, if not determining factors in the professionalization process, at least influential catalysts in the individual's "career pattern".

In conclusion the basic object of the practitioner survey was to obtain data which would assist in helping us to gauge further the extent of

professionalization in the marketing occupation. A further objective was to obtain descriptive information about the composition of the occupational association's membership and members' work.

The Pilot Survey.

For purposes of piloting the survey of practitioners there were two options available. The total membership of the Institute was approximately 16,000. We could therefore either randomly select about 400 members on a national basis or alternatively select a "typical branch" and contact every member in that branch (to cover about 3% of our universe). The latter course was chosen for a number of reasons. If a branch were used the data could be added to the main survey, whereas with a random selection, a member might possibly receive two questionnaires and thus be less likely to complete the main one. Any branch selected also had current printed "mail out labels" which were available from the Institute. It was in addition, felt desirable that a local branch might be used, as proximity to the University might raise the response rate. Therefore, if members experienced any difficulties with the questionnaire contact with the University would be easy. The South Staffordshire Branch was eventually chosen. It was not only the correct size (349 members) but the region had no unusual features that might have biased the results. These would be such features as a predominance of rural industries (East Anglia Branch), too many specialized industries or services (Central London Branch) or contain too many specialized marketing practitioners (Overseas Branch). The description of the pilot survey which follows has been kept brief as many of the issues that are raised relating to professionalism are discussed in detail in the main survey, in the second half of this Chapter and in Chapter 10.

The questionnaire was compiled as detailed in Appendix 6 Item 1 and an explanatory letter was added to the first page of the questionnaire, outlining the aims and purposes of the survey. It was especially emphasised that our work had the support of the Institute and the Director General, and that we would be pleased to pass on the results to members when it was

finally published. The aim of the pilot and main survey of the practitioners was to provide data not only on the practitioners' notion of professionalism as they related the concept to their occupation, but also to obtain information on their attitudes to a range of issues related to professionalism such as education and the role marketing was seen to play in business and in the economy in general. In carrying out these aims it was also intended to gather a substantial amount of descriptive statistics on the membership composition. The following were the main issues to be investigated:-

1. The educational and social composition of members.
2. The basic characteristics of an individual's organization, what role he played in this, and the range of marketing functions he performed.
3. The members' views on a range of professionalization issues e.g.
 - (i) What was ~~their~~ considered prime requisite for membership of the Institute?
 - (ii) Did they perceive marketing as a professional occupation?
 - (iii) Did they think their colleagues perceived marketing as a professional occupation?
 - (iv) Did members have any reasons why marketing in their opinion was not an established profession?
4. The attitudes and opinions that members held about marketing education in the higher and further sectors of the educational system.
5. The role the Institute was seen to play in the occupational structure.
6. The obtaining of attitudes on a given range of attributes considered necessary for a successful career in marketing.
7. The importance attached to an established code of ethics.
8. The career aspirations of members.

9. The role marketing was seen to play in our present economy.
10. The opportunity for a member to express any opinions or comments on the survey or about marketing in general.

As can be seen the first page carried the emblems of both the University and the Institute to attract immediate attention. A short covering letter as shown in Appendix 6, Item 2, was also sent, which stressed the academic purpose of the work and that the respondent need not give his name. Also, if any difficulties arose over the purpose of the work or how to answer a question he could telephone myself at my home and I would be pleased to assist. The main purpose of this letter was to emphasize the non-commercial nature of the survey, for in recent months a number of companies had used the member lists for direct mail purposes. A prepaid addressed envelope was sent with each of the questionnaires.

One month before the pilot survey was mailed a pre-pilot survey was carried out by the writer amongst 30 marketing men and based on their responses, minor alterations were made in the layout of the questionnaire and in the wording of some of the questions. It was estimated that in the pilot survey approximately 350 forms reached their destinations. Eight were returned "not known" and two members said that they had moved to another sphere of management and declined to answer the questions. After 5 weeks a 32% response rate was achieved.

The result was 108 completed forms. No follow up letters or telephone calls were made. A further three came in after the analysis had been completed. The high percentage giving their names was surprising in view of the covering letter which stated that question 1. was optional in view of the academic nature of the survey. The 8.3% of the sample expressing the desire to know something further of the results was also felt to be encouraging. Though my home telephone number was given on the covering letter no one telephoned but on two questionnaires which were both from local men the invitation was given for me to telephone them if I desired to

ask any further questions.

The average age of the members in the pilot survey was 40.7 years, and the range extended from 23 years to 61 years which confirmed the stipulation for membership of the Institute that evidence must be produced of a minimum of three years practical experience in any of the specified functions of marketing including at least one year in a position of marketing management. The distribution of ages in the sample was as expressed in Table 1.

TABLE 1.

Age Distribution of Members in Pilot Survey

<u>AGE RANGE</u>	<u>NUMBERS</u>	<u>CUMULATIVE FREQUENCY</u>
21 - 25	4	4
26 - 30	15	19
31 - 35	17	36
36 - 40	13	49
41 - 45	14	63
46 - 50	23	86
51 - 55	7	93
56 - 60	7	100
61 - 65	3	103

The percentage rates of the survey for when members completed their full time education was as follows in Table 2.

TABLE 2.

Pilot Survey - Age at which members ceased full time education

<u>AGE OF CEASING FULL TIME EDUCATION</u>	<u>AS % OF SAMPLE</u>
YEARS	
14	12
15	14
16	21
17	19
18	15
20	4
21+	15
	<hr/> 100 <hr/>

This pattern was as expected from the data on the age patterns, reflecting on the large number of members over the age of 40 who would have left school at an earlier age. On educational qualifications and professional qualifications the sample was divided as in Table 3.

TABLE 3.

Pilot Survey: Educational and Professional Qualifications

Possessing 'O' Level or equivalent	-	72%
" 'A' Level or equivalent	-	34%
" O.N.C.	-	22%
" H.N.C. or Pass Degree	-	7%
" Higher Degree	-	3%
" A "Professional" Qualification	-	30%
" The Diploma in Marketing	-	39%

As expected the younger ages were better qualified both academically and professionally. It was surprising how many members (30%) were in possession of a "professional" qualification, other than the Diploma in Marketing, compared to those holding the Diploma (39%). These "professional qualifications" were usually membership of the British Institute of Management or various engineering institutions. The 61% who were not in possession of the Diploma in Marketing demonstrates the importance of "equivalent qualifications" in gaining membership of the Institute and the importance placed on practical experience in one of the functions of marketing.

Members were asked how long they had held their present position and there was a response rate of 76% to this question. The average time spent in their present position was $3\frac{1}{2}$ years approximately. The longest being 35, 22, 18, 17 and 15 years respectively. However, if these long services are excluded the average time spent by members in their present employment was $2\frac{1}{2}$ years. Only 5% of the previous appointments

held by members were not directly concerned with marketing. These figures support the view that marketing men are very mobile not only geographically, but job wise. However, the total number of years that each member had been engaged in one sphere or another of marketing showed far more consistency. The average time spent in marketing was 16.3 years. The distribution was as follows in Table 4.

TABLE 4.

Pilot Survey: Members' years spent in Marketing.

<u>YEARS SPENT IN MARKETING</u>	<u>NUMBERS OF MEMBERS</u>
2 - 5	9
6 - 10	30
11 - 15	23
16 - 20	20
21 - 25	13
26 - 30	2
31 - 35	1
36 - 40	6
41 - 45	4
	<hr/>
	108
	<hr/>

Of the areas of marketing for which members were personally responsible the following patterns emerged as Table 5 illustrates.

TABLE 5.

Areas for which members were personally responsible in the Pilot Survey.

Field Sales Force	38%	Product Planning	28%
Market Research	61%	New Products	33%
Distribution	19%	Packaging	15%
Sales Training	34%	Customer Service	51%
Publicity/Advertising	51%	Marketing/Planning	56%
Educational work	11%	Sales Promotion	60%

These figures are important from the viewpoint that one of the most frequent criticisms by members on why marketing was not seen as a profession by outsiders, was their inability to distinguish between selling and marketing. Field sales force activities was the direct concern of 38% only, yet market research, publicity, customer service, marketing planning and sales promotion were the concern of 61%, 51%, 51%, 56% and 60% respectively. Also 83% of the sample members were concerned with 6 or more of the listed marketing functions. The belief that a marketing man is solely a selling individual was not justified by these figures. Also the range of subordinates both direct and indirect to members supports this fact of the range of marketing activities and degree of expertise needed. The number of directly responsible employees ranged from 1 to nearly 400 with an average of 13 employees and indirectly responsible employees ranging up to 1,000 individuals with an average of 87 persons.

As noted the Institute requirements for membership requires both management experience in a marketing function and the stipulation of academic standards for younger aspirants, or a combination of both. It is interesting to note that when members in the survey were asked whether a paper qualification (i.e. Diploma in Marketing, appropriate, degree etc), or practical experience should be

the prime requisite for membership of the Institute, only 2% considered the paper qualification the most important factor. However, 16% considered practical experience only as the more important. The majority (82%) considered both were essential for membership. This issue is a very important one. It was also reflected in the answers to the question to members on whether they considered marketing to be a "profession" such as medicine, law, teaching and accountancy. To this question 22% considered marketing to be a fully established "profession", whilst only 7% considered it was not. The majority (71%) considered marketing to be in the process of developing into a profession. Members were also asked if in their experience "others" considered or regarded marketing as a profession. To this question 60% said that "others" regarded marketing as developing into a profession, 32% did not regard it as a profession and only 8% said in their experience "others" regarded it as a profession.

To analyse further the notion of professionalism, members were given a series of attributes for success in marketing and asked to rank these in order of importance. The results were as follows in Table 6.

TABLE 6.

Figures are percentages of members in the Survey.

	Extremely Important	quite Important	Of Some Importance	Not Very Important	Not at all Important
Practical experience in large company.	24%	34%	32%	8%	4%
Personal characteristics	52%	36%	11%	1%	0%
Work in Varied Marketing Departments in Companies.	19%	32%	42%	4%	3%
Lengthy period in Sales Representation	15%	30%	32%	18%	5%
Personal contacts in the industry.	17%	33%	22%	18%	10%
In-company sales courses.	6%	27%	42%	18%	7%
College based courses (E.G.D.M.S)	8%	34%	40%	16%	2%
Frequent job changes.	5%	8%	28%	42%	17%
Membership of the Institute.	14%	26%	34%	14%	12%
Possession of the Diploma in Marketing.	15%	23%	32%	21%	9%
A professional code of conduct.	42%	24%	23%	9%	2%
Employment in a growth industry.	17%	38%	28%	12%	5%

A majority felt that personality was a vital attribute in marketing, for 52% regarded it as extremely important and 36% felt it was quite important, only 1% of the sample thought that it was not very important. This was perhaps to be expected in an occupation where the practitioner must very often influence the course of events (based on his knowledge or experience) by his personality. This is particularly applicable if the practitioner is engaged in the selling, advertising or public relations functions. The "professional code of conduct attribute" ranked high in the responses with 66% of members considering it to be extremely or quite important, and only 11% felt it not very important.

As can be seen from Table 6 "in company" sales courses and "college based courses" did not obtain high scores in the ratings. Membership of the Institute and possession of the Diploma were felt to be at least of some importance by the majority of the sample but members degree of importance were evenly spread across the scale. Despite the data on job mobility given in Table 4, members did not attach too high a degree of importance to this factor for success in marketing. "Work in varied marketing departments" within the same company scored higher, such a move being interpreted as more beneficial within the company organization than moving about outside it from job to job. This would no doubt depend on the size of the company, but members did feel by a large majority that practical experience with a large company was important for success in marketing. However, as will be seen from the main survey a substantial minority did particularly mention the valuable experience to be gained from working in a "small company". The essence being on the "all round picture" of the management cycle that can be obtained from such companies. Other attributes such as personal contact in the industry or trade, lengthy period in sales representation and employment in a growth industry as can be seen from the table were fairly evenly distributed for each of the three on the degrees of importance. Further attributes mentioned by respondents themselves as being important for success in marketing were noted and used as a basis for extending this part of the

questionnaire for the main sample.

On the issue of if members considered marketing already to be an "established profession" 70% considered it not to be so and almost everyone of these gave reasons why they held these opinions. It is difficult to describe how members felt on this question but perhaps the impression that both other management disciplines and the public, did not fully understand what the functions of marketing were, and what the occupation is trying to achieve, could be the best way to summarise the situation. The basic criticisms were as follows:

1. That senior management did not fully appreciate or understand the principles and practice of marketing.
2. That to many people the name marketing can be applied to any one remotely concerned with selling.
3. As its members work in so many different areas its definition is vague.
4. It is associated in the public's mind with undesirable aspects of selling i.e. high pressure consumer selling, pyramid selling, door to door sales, American methods of selling etc.

Members were also asked if as marketing men they had ever experienced any serious ethical problems in the course of their work such as promoting a product or service they did not believe in, or even thought harmful. The overwhelming majority of 85% had not experienced any such problems, and of the 15% who had their various experiences are discussed later in this Chapter. Of this 15%, only 2 members declined to say what these ethical problems had been. Very few marketing men in the sample had experienced any ethical problems in the course of their work, or if they had would not mention them.

Following the pilot survey some extra questions were added to the questionnaire and some alterations made to others. The final questionnaire went out to members of the Institute in the form shown in Appendix 6, Item 3. The extra questions which were put into the final questionnaire were two concerning attitudes towards the Institute of

Marketing. Another asking what specific professional qualification a member was in possession of other than the Diploma in Marketing and also to name the title of their father's occupation. This last question acted as a check to the question which asked if their father's occupation was related in any way to marketing. In the final questionnaire extra attributes that were considered necessary for a successful career in marketing were added to the existing list. These additional attributes were understanding of customers' needs, entrepreneurial flair, loyalty to colleagues and practical experience in a small company.

Methodology of Main Survey.

The survey of the Institute of Marketing was carried out on a national basis in June and July 1974. The pilot survey having been carried out approximately one year before and analysed six months previously. As with the pilot survey it was hoped the data collected would give information on a number of professional and related issues besides providing descriptive material on the membership composition. The questionnaire which finally went out, again had an explanatory letter of the aims of the survey on the first page, the emblems of the University and the Institute, and special emphasis in the wording that the work had the support of the Institute and the Director General. It was also mentioned that the results would be forwarded to any member who might be interested.

The basic stages of the main survey were as follows:

1. Pilot Survey analysed and written 1973.
2. Amended questionnaire drawn up early 1974.
3. New questionnaire: pre-main survey tested on a small number of cases.
(thirty lecturers and practising marketing men).
4. Minor amendments made as a result of stage three.
5. An 8,000 random mail out i.e. to every other member of the Institute,
in June and July 1974.
6. Autumn 1974 coding and analysis commenced.
7. Spring 1975 coding and punching completed.

	<u>London Central</u>	<u>Royal Counties</u>	<u>Overseas</u>	<u>Manchester</u>	<u>Birmingham</u>
Response rates %	24.48	24.56	15.28	31.20	40.23
	<u>Croydon</u>	<u>Leeds</u>	<u>Bristol</u>	<u>London Airport</u>	<u>West London</u>
Response rates %	26.65	37.72	21.13	33.95	13.48
	<u>Beds, Herts, Cambs.</u>	<u>Essex</u>	<u>Glasgow</u>	<u>Merseyside</u>	<u>North London</u>
Response rates %	33.98	18.23	21.77	24.84	29.32
	<u>Nottingham</u>	<u>Kent</u>	<u>North East</u>	<u>Sheffield</u>	<u>Sussex</u>
Response rates %	32.36	40.90	25.55	36.71	30.04
	<u>Wessex</u>	<u>Leicester</u>	<u>Edinburgh</u>	<u>North Lancashire</u>	
Response rates %	24.38	40.59	40.99	31.67	
	<u>N. Staffordshire</u>	<u>East Anglia</u>	<u>S. Wales & Mon</u>	<u>Hull</u>	<u>Teesside</u>
Response rates %	21.24	21.84	41.95	44.05	29.04
	<u>Coventry</u>	<u>Northern Ireland</u>	<u>South Staffs.</u>		
Response rates %	47.20	63.06	32.95		

TABLE 7.
Response rates of Branches

8. June, July and August 1975 computer runs for statistical analysis.

9. Analysis and conclusions during Autumn 1975.

The response to the pilot survey had been 32.9%. It was hoped to obtain at least the same response rate with the main survey, as some publicity on the survey and the requesting of members' co-operation was carried out by means of the journal of the Institute "Marketing", one week before the questionnaires were despatched. The basic sampling problem encountered was that for internal technical reasons the Institute could not issue a complete list of members to any outside organization. It was only able to send out the forms on my behalf on any basis or number wanted. This meant that it would not be possible to send any follow up letters to non-respondents. The only way to secure adequate coverage was therefore to make the survey as large and random as possible. The total membership was approximately 16000 members, so it was decided to mail out the questionnaire to every other name on the Institute lists, enclosing as with the pilot survey a prepaid envelope. The forms and envelopes were prepared and sealed at the University and then taken to the Institute who subsequently sent out 8,000 to every other name on the current membership lists. The South Staffordshire branch was not mailed as it had been the subject of the pilot survey.

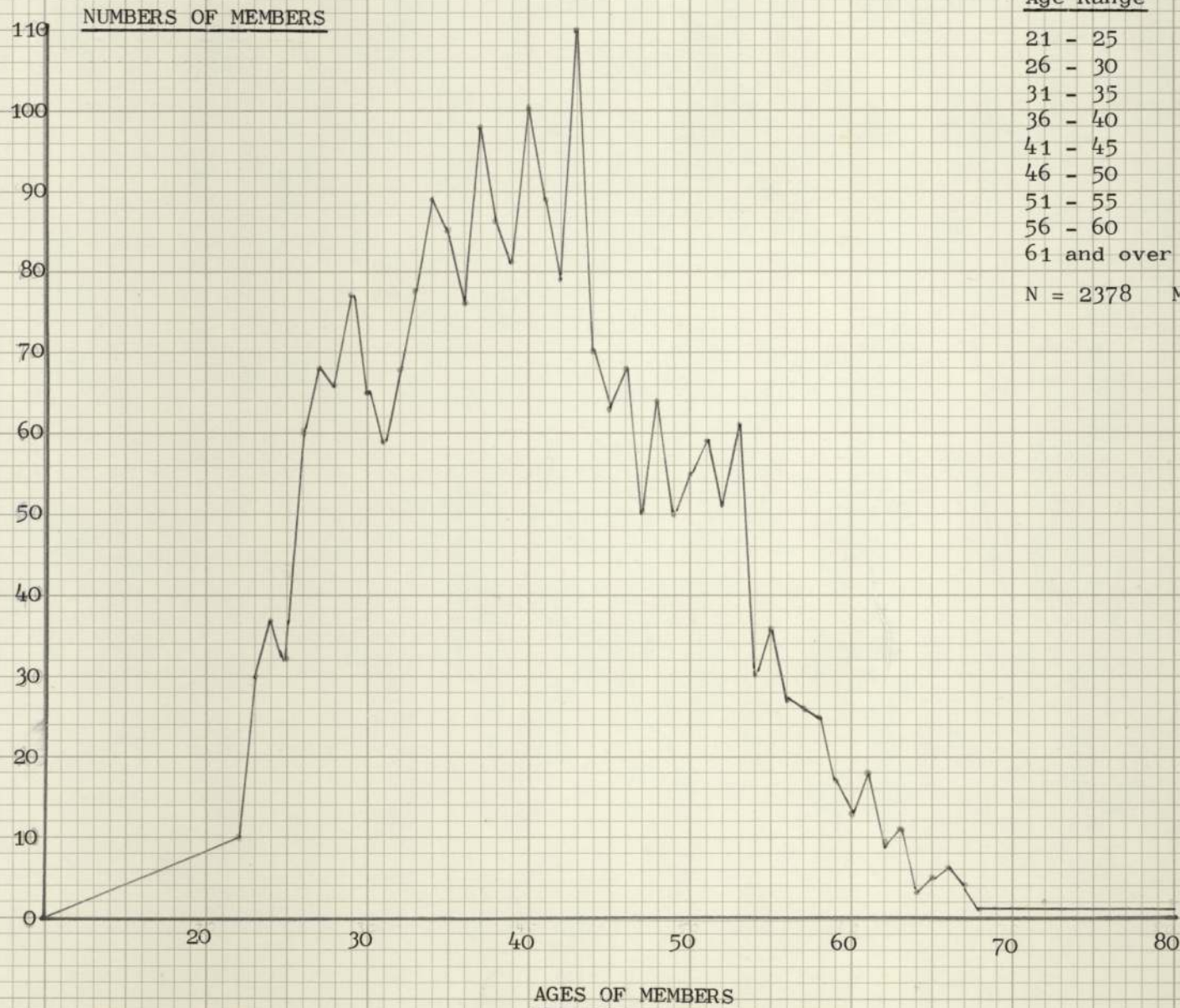
Analysis and Findings.

The final response rate after three months was 31.46%. For purposes of analysis, the pilot survey was included where questions were comparable. Where the pilot survey has not been included in a question it is noted in the relevant table. This gave a response rate of 31.52%. The distribution of responses on a national branch breakdown is given in Table 7.

Once the survey file had been created on computer storage, in view of the large number of punch cards (nearly 8,000) and despite the fact punching and coding had been checked twice, it was decided to run an initial programme through the computer to establish that all initial descriptive and therefore subsequent statistics would be correct, i.e.

that all variables given were in the correct parameters. This would ensue that certain variables would not contain any incorrect data i.e age would tally with time spent in marketing, or numbers in a company marketing department would be consistent with the total number of employees in that company. This programme also identified any punch cards that were out of sequence, for each case had three cards, and if one was not in correct order the data on that particular case would be incorrect, though not necessarily detectable from examination of the variables produced if they fell in the correct parameters. These initial runs identified a number of such errors which were corrected. The final corrected file was thus as near error free as could possibly be devised and checked.

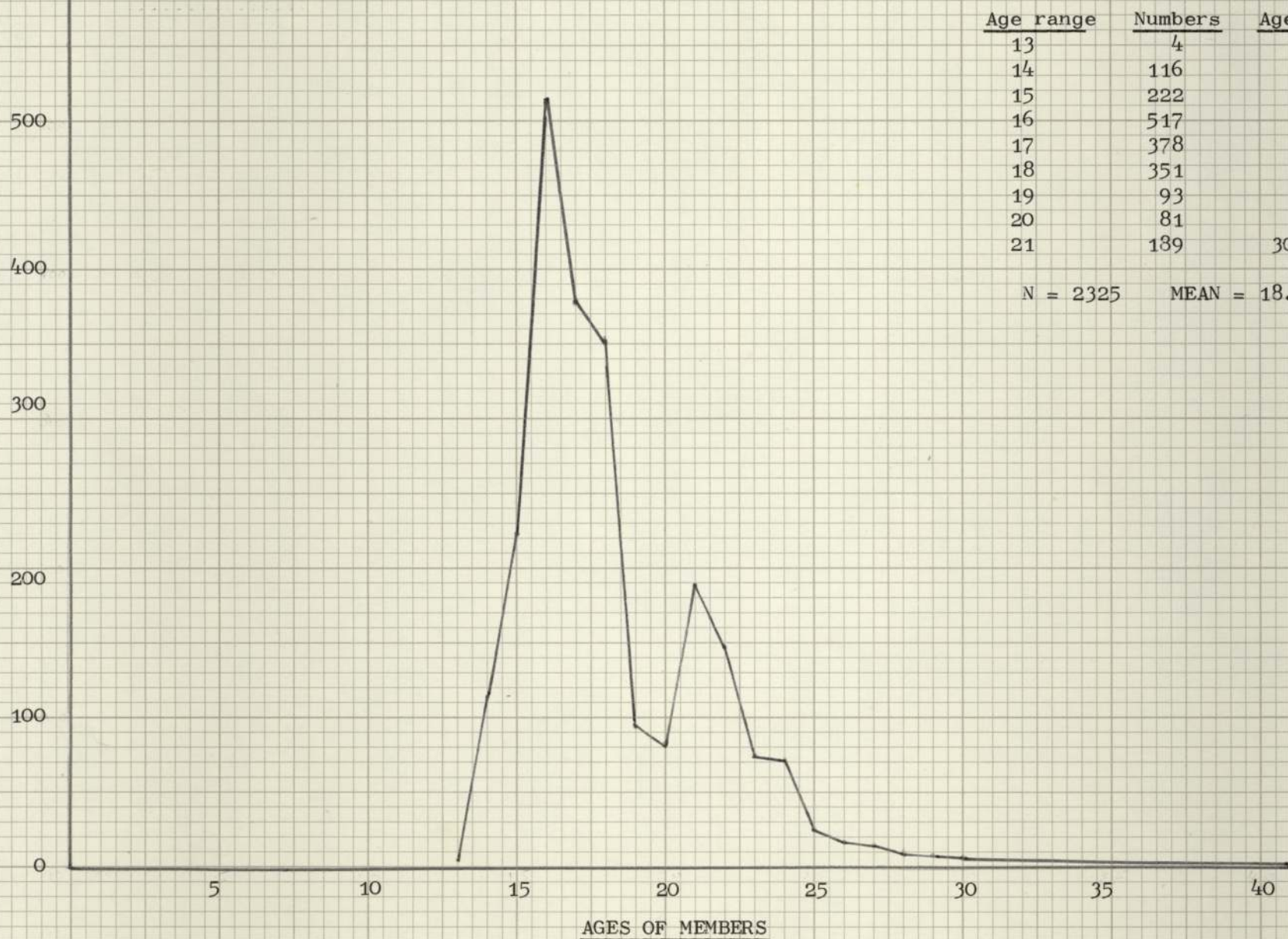
The average age of members (arithmetic mean) was 40.29 which approximated with the pilot survey where the average was 40.70 years. The distribution of these are detailed in Table/Graph 8. Table/Graph 9 shows the ages at which full time education ceased. Though the mean in Table/Graph 9 was 18.17 years, 63% of the sample ceased full time education between 15 years and 18 years which indicates an "average educational attainment" score of 3.95, as shown in Table 10. As with the members of the pilot survey much of this further education was gained via evening school and sandwich courses.



GRAPH AND RANGE OF MEMBERS' AGES

TABLE/GRAPH 8.

NUMBERS OF MEMBERS



Age range	Numbers	Age Range	Numbers
13	4	22	147
14	116	23	75
15	222	24	70
16	517	25	25
17	378	26	17
18	351	27	16
19	93	28	7
20	81	29	5
21	139	30 and over	12

N = 2325 MEAN = 18.17 years

GRAPH AND RANGE OF AGES WHEN MEMBERS CEASED FULL TIME EDUCATION

TABLE/GRAPH 9

TABLE 10

Educational Qualifications of Members

<u>Score</u>	<u>Qualifications</u>	<u>Number</u>	<u>Percent</u>	<u>Cum. Percent.</u>
1	No Qualifications	154	6.6	6.6
2	'O' Level (School Certificate only)	399	17.1	23.7
3	'A' Level/H.S.C/O.N.C/only	376	16.1	39.8
4	Pass degree/H.N.C.only	766	32.8	72.7
5	Pass degree/H.N.C. + a Professional qualification.	225	9.6	82.3
6	Honours Degree only	156	6.7	89.0
7	Honours Degree and Professional qualification	129	5.5	94.5
8	Higher Degree only	50	2.1	96.7
9	Higher Degree and Professional qualification	78	3.3	100.0

N = 2,333 Mean = 3.95 Standard deviation = 1.87

The mean score on the educational qualification scale approximates to pass degree/H.N.C. level. These distributions on school leaving age and educational attainments are relevant to one of the central issues on professionalism as a sociological process, for if it can be demonstrated that an occupation has in the past and still is self-recruited or recruited from a particular class or status group, it will be possible to show whether in any sense it is comprised of an elite group in society supported by a differential process of recruitment and selection. The wide educational experiences of the members suggest that no one class in society is providing recruits to the marketing occupation by means of exclusively educating them for that role, as the case has been in such professions as Law, Medicine, the Church and the Civil Service.¹⁹

Study of professional recruitment, socialisation, practice and organization can show how far the professionals constitute a distinct closed elite group sharing common beliefs about their situation on the basis of common experience. This wide base of educational background of the

marketing occupation rather than give doubt to the "social solidarity of professions" thesis put forward by many of the trait theorists previously discussed suggests that marketing is in this respect unlike the "established profession". This phenomena was further strengthened by the fact that for 64% of the sample marketing had not been their first choice of career, and for only 12% of the total sample had their fathers' occupation been directly concerned with marketing. The vast majority of members had fathers whose occupation was not related to marketing at all. Only 20% had fathers whose occupation was even indirectly connected with marketing.

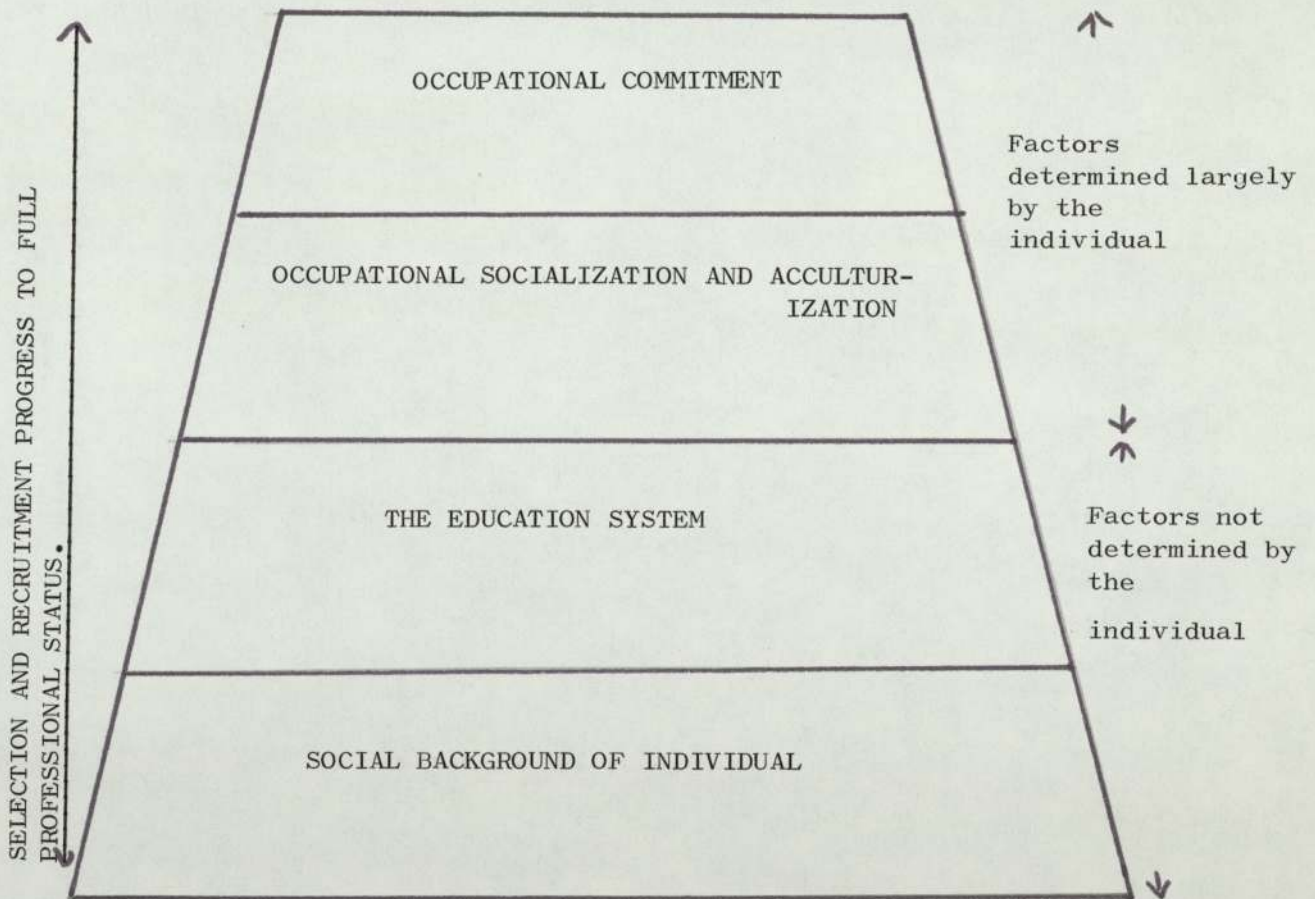
These trends were further confirmed when members were asked about the question of commitment to the occupation, respondents by a majority (50%) said they would like in the course of their career to move into other areas of management such as personnel, finance, training and general management. Only 22% said that they would never like to move, and 28% said they would not mind doing so on a short term basis, mainly to gain further management experience. The issues raised here of social background, education, commitment and ambition are central to the professionalization process in marketing, especially when related to the fact in the survey that the socio-economic backgrounds of over 60% of the sample (as detailed in Table 11) could be broadly described as "middle class".

TABLE 11.Socio-economic classification of the occupation of members' fathers.

<u>Classification</u>	<u>(2206 N)</u>	<u>% Relative Frequency</u>
Professional workers (self employed)	97	4.4
Professional workers (employed)	338	15.3
Employers and Managers (Large Organizations)	413	18.7
Employers and Managers (Small Organizations)	292	13.2
Intermediate, Junior, Non Manual Service	262	11.9
Foreman and Supervisors (Manual)	34	1.5
Skilled Manual	274	12.4
Semi Skilled Manual	75	3.4
Unskilled Manual	35	1.6
Own account other than professional	59	2.7
Armed Forces	156	7.1
Retired	102	4.6
Students	3	0.1
Others.	1	0.0

Though we can say there is no evidence of self-recruitment to marketing as with certain "established professions", members of the occupation are predominantly drawn from the professional, managerial and self employed sectors of society. This means that the model in Diagram 1 putting forward a framework of the main elements involved in professionalization will be useful in discussions to follow in Chapter 10.

One of the aims of the model is to suggest that while the educational system does play a central part in occupational recruitment, it is itself a heterogeneous system. While nearly all members of the marketing occupation will have passed through the "main line" academic institutions, these do not seem to have the important effect of encapsulating many

DIAGRAM 1PROFESSIONALIZATION FACTORS

of their recruits to take up careers in the marketing occupation, i.e. that knowledge of the marketing occupation is not given or known at secondary schools. In Chapter 5 we noted that the educational institutions played a role in the system of selection of candidates for the professions with the manifest function of testing and developing general ability. Education for the "occupational professions", on the other hand, was explicitly vocational, developing from such specific particularistic techniques as apprenticeship. In both cases a latent consequence seems to have been that status selection continued. In the first case this depended on restricted access to the educational institutions, in the second on an older tradition of patronage, sponsorship and cost of qualification. The philosophy of higher education is still dominant over further education and it would appear this has hindered the professionalization process of marketing in the manner that its practitioners have to "qualify" by the evening course/technical college route in the majority of cases.

The second of the "semi professional factors", social class and social selection somewhat checks our formulations to date that marketing from a status viewpoint does not rank high either in the public's view or with a large minority of the practitioners themselves. There can be little doubt either from, family socio-economic grouping, education qualifications, age of ceasing full time education, career aspirations and employers' perceptions of the occupation that marketing is a "middle class activity". It can therefore be accorded with a trait ranking of that nature. The model suggested in Diagram 1. shows the role of education as an intervening mechanism between status of origin and future occupational position. Although there are occupations which by-pass the institutions of the educational system by having their own autonomous qualifying methods, it might be that marketing is developing into one of these, not that this need hinder the professionalization process for marketing. We have noted how this occurred for accountancy, insurance, banking and even law to some extent.

In general the development of these intervening selection mechanisms might be expected to have reduced the rate of self-recruitment and status recruitment in the "professions".²⁰ Blau²¹ suggests there is a trend in industrial society to substitute universal for particularistic selection criteria and it might be that the marketing occupation is an example of this, but the situation is not quite clear, for in Britain there is the complication of the professionalizing processes by different sectors of the educational system, class and status groups. Studies of the Church, as we saw in Chapter 2 confirmed that self recruitment is declining and the social basis of recruitment widening. In medicine as we have seen, a profession which has maintained both its prestige and income level and is usually quoted as the ultimate example of a professional occupation, we find the rate of self recruitment appears to have only slightly increased since about 1900.²² The position with marketing could be that though its social basis of recruitment will widen, with increasing educational standards (assumed on past growth), the motivation of its students as shown by the "evening class route", it will continue to draw its recruits for the foreseeable future mainly from the professional, managerial and self employed groups in society. It might be that marketing is a "second choice career" for candidates whose educational qualifications do not allow them to embark immediately on a traditional vocationally based university course or enter into one of the occupations where strict academic qualifications are stipulated such as is the case with the "established professional occupations".

The last of the professionalization factors in Diagram 1, that of commitment, and the acculturation process demanded by an occupation assumes in marketing a degree of importance less than is possibly required in certain "professional occupations". In medicine, law, accountancy, architecture, and other "professions", commitment is absolute for if rules of conduct whether ethical or technical are broken or abused, expulsion by the profession is the ultimate sanction. With these

occupations training is a long process, not only in knowledge necessary to practice but also as a "socialization"²³ into the occupation. Thus if we can detect commitment based on any acceptable criteria in marketing it should be a step in the occupation's claim for professional status. Commitment could be in the form of adherence to a code of ethics, even though success in the occupation can be achieved without this. Possession of the Diploma which again has the same limitations could be another example. That the marketing man or any other of the management occupations we have examined do not have an "elimination code of ethics", does not mean such occupations do not fully appreciate the meaning of "accountability" (both to employers and society) as a substitute for the "professional ethic". Though his accountability is not codified in such a detailed way, just as important for him is the fact he may lose his job if his performance, or his organization is not acceptable, or can stand up to current economic and marketing conditions. Nevertheless "the code of conduct" and "loyalty to colleagues" aspects of professionalism rated highly with the sample as Table 12 indicates.

TABLE 12.

Members' evaluation of the attributes of a code of ethics and loyalty to colleagues, as factors for successful marketing practice (actual numbers).

	Extremely Important	Quite important	Of some importance	Not very important	Not at all important
Code of ethics	786	602	511	286	228
Loyalty to colleagues	648	628	665	219	138

The aspect of commitment to the occupation was evident in a number of other ways even though only one third of the sample were in possession of the

Diploma in Marketing, the recognized professional qualification of the occupation. Membership had been gained by a further 43% of the sample by a relevant professional or academic qualification. Another aspect of professional commitment was given by answers to the question if members were satisfied that enough was being done for marketing education in both the further and higher sectors of education, 57% and 53% respectively felt that not enough was being done. The members then put forward a number of ways in which they believed the situations could be improved. With further education the main reasons were that marketing was not being treated on a par with other business occupations and that marketing education should commence much earlier such as in the final year of secondary school. The high percentage of respondents giving these constructive suggestions is an implication that these problems had been considered. How members viewed the development of their occupation and what could be done to improve this by education, are the core dilemmas that we saw engineers and accountants had to contend with in the early stages of their own professional strivings. Again the same feeling of commitment to improve the existing status quo came in the responses to the question of further services members would like to see provided by the professional association. These centred around improved communications on marketing topics, statistics, research publications and new books. Also more effective publicity by the Institute of its aims to the public, especially the educational work carried out by the College of Marketing, for which there existed among the members a strong desire to see its activities expanded.

The commitment to the Marketing occupation by means of a code of conduct as a professional activity is an important trait of professionalism because of the limitations of any effective enforcement. The high regard members paid in attempting to adhere to some framework of conduct was further substantiated when members were asked if they personally had experienced any ethical problems which gave them concern. As with the pilot survey (85% to 15%) 80% had not experienced any ethical problem in the

TABLE 13.
Current Appointment of Members.

	Sales Office Manager	Sales Manager	Sales Director	Sales Executive	Sales Engineer
Frequency	15	388	134	170	17
Relative frequency %	0.6	16.5	5.7	7.2	0.7
	Salesman/ Representative	Account Executive	Marketing Manager	Export Manager	Product Manager
Frequency	63	27	237	41	51
Relative frequency %	2.7	1.1	10.1	1.7	2.2
	Product Planning Mgr.	Merchandise Manager	Tech. Service Manager	Service Manager	Tech. Service Manager.
Frequency	21	9	14	5	21
Relative frequency %	0.9	0.4	0.6	0.2	0.9
	Advertising Executive	New Product Manager	Mktg Research Manager	Public Rel. Manager	General Manager.
Frequency	29	18	27	19	189
Relative frequency %	1.2	0.8	1.1	0.8	8.0
	Director	Managing Director	Consultant	Training Manager.	Chairman
Frequency	178	292	48	23	33
Relative frequency %	7.6	12.4	2.0	1.0	1.4
	Own Business	Administrator	Commercial Manager	Vice President	Bank Manager
Frequency	57	19	17	4	2
Relative frequency %	2.4	0.8	0.7	0.2	0.1
	Lecturer	Accounts Works	Housing Officer	Student	Post Graduate
Frequency	60	12	5	6	2
Relative frequency %	2.5	0.5	0.2	0.3	0.1
	Accountant	Personnel Manager	Misc. Gen Mktg App's	Misc. Non Mktg.Apps.	
Frequency	2	4	54	44	
Relative frequency %	0.1	0.2	2.3	1.9	

KEY TO APPOINTMENTS

% 34 = Sales Orientated 36 = Specialist Marketing
 21 = General Mktg. Management Administration 4 = Not directly marketing
 5 = Miscellaneous Management.

TABLE 14.

Previous appointments of Members.

	Sales Office Manager	Sales Manager	Sales Director	Sales Executive	Sales Engineer
Frequency	32	515	80	145	30
Relative frequency %	1.4	21.9	3.4	6.2	1.3
	Salesman/ Representative	Account Executive	Marketing Manager	Export Manager	Product Manager
Frequency	160	36	224	48	80
Relative frequency %	6.8	1.5	9.5	2.0	3.4
	Product Planning Manager	Merchandise Manager	Tech. Service Manager	Service Manager	Tech Service Manager.
Frequency	24	10	21	9	22
Relative frequency %	1.0	0.4	0.9	0.4	0.9
	Advertising Executive	New Product Manager	Marketing Research Manager	Public Rel. Mgr.	General Manager
Frequency	32	11	36	11	221
Relative frequency %	1.4	0.5	1.5	0.5	9.4
	Director	Managing Director	Consultant	Training Manager	Chairman
Frequency	110	112	46	20	6
Relative frequency %	4.7	4.8	2.0	0.9	0.3
	Own Business	Administr- ator	Commercial Manager	Vice President	Bank Manager.
Frequency	13	20	18	3	1
Relative frequency %	0.6	0.9	0.8	0.1	0.0
	Lecturer	Accounts Work	Housing Officer	Student	Post Graduate
Frequency	30	21	3	35	3
Relative frequency %	1.3	0.9	0.1	1.5	0.1
	Accountant	Personnel	Misc. Gen Mktg. App's	Misc Non Mktg App's	
Frequency	3	2	79	75	
Relative frequency %	0.1	0.1	3.4	3.2	

KEY OF APPOINTMENTS

%	43	=	Sales Orientated	22	=	Specialist Marketing
	24	=	General Marketing Management, Administration			
	4	=	Not Directly Marketing	7	=	Miscellaneous Management

course of their careers to date. Despite the arguments that could be levelled against these figures, that this majority did not recognise an ethical problem when they came across one, did recognise them and ignored them or that these problems genuinely did not arise at all, could not be discounted without individual interviews with which to probe the experiences. However, in discussions with members at a number of local branches and at the Institute of Marketing it had become apparent that a member knew when he had an "ethical issue" to contend with. This was further confirmed by the comments of the 20% who said they had encountered ethical problems and defined them in the survey. All the basic reasons given were more directly related to company/corporate policy rather than individual ethical decisions. These were examples of extravagant advertising claims, misleading instructions on products and competing one product against another which the customer would not know was manufactured by the same company. Other reasons were products produced for manufacturers reasons (i.e. cheap cost runs) rather than on consumer demand and promoting inadequate goods or services which had no sufficient stock levels, which had been under-researched or over packaged in some respect. Of the minority who had experienced an ethical problem about one quarter said in the questionnaire they had resigned their appointment over the issue.

Though ethical conduct would seem to exist in marketing, it is a relative rather than an absolute standard. Expulsion can only be effective, where membership furnishes a necessary qualification for performing work under certain statutes, or where employers regard corporate membership as a qualification for membership. Despite this, the development in the occupation of the growing importance of ethics and

the recent codified set of rules by the occupational association should be regarded as important movements in the professionalizing process. That the code is not as elaborate or comprehensive as Wilensky put forward in the professionalizing stages should not detract from the development made so far. Another factor which again demonstrated some measure of identification with the occupation was the range of answers given to how members saw the role of marketing in the economy. This question drew responses from 40% of the sample and the classification of these replies is given in Appendix Six, Item 4.

Other data that was consistent with the pilot survey, was demonstrated in the range of marketing functions performed by members, these are expressed in Table 13, by the occupational titles and show a similar distribution of functions performed, and gave an average (mean) time spent in the current appointment of 3.75 years. The mean time of members occupied in some function of the marketing occupation was 14.75 years which approximated with the average age of respondents being 40.7 years. This indicates that marketing was very often not the first choice of career for respondents as the previous question on this issue had found. However, younger age groups were found to have stayed in one function of marketing all their working careers, especially if their education had been to HNC/pass degree level. The previous appointments of respondents are categorized in Table 14 and though the range of appointments is varied there is a tendency for members to move from sales orientated functions to specialist ones when they change job in the occupation. There was some evidence in the Employer Survey, that for some companies the normal progression for a career in marketing was to commence with a period in sales of some description before moving on to other functions such as market research, distribution or product planning.

Tables 13 and 14, and the pilot survey findings demonstrate, together with the personal responsibility areas expressed in Table 15, the range and number of functions that can be practised by an individual in marketing.

TABLE 15.

Functions members are responsible for in their current appointments

	%	(Pilot Survey)	Number
	Yes	Yes	
Field Sales Force	45	(38)	2413
Market Research	49	(61)	2413
Distribution	27	(19)	2413
Sales Training	38	(34)	2413
Publicity/Advertising	51	(51)	2413
Educational Work	20	(11)	2413
Product Planning	34	(20)	2413
New Products	40	(33)	2413
Packaging	20	(15)	2413
Customer Service	45	(51)	2413
Marketing Planning	57	(56)	2413
Sales Promotion	58	(60)	2413
Co-ordination of Marketing Division	30	(not asked)	2413

This has some relevance to the professional image and one that was found to exist with the general public i.e. lack of knowledge of the occupation. It is a fallacy that marketing is synonymous with "sales", for sales is only a part of the total marketing process, and it would appear until that fact can be firmly established especially with the public then the professionalization claims of the marketing occupation will suffer. This is basically because as we have seen, selling and sales have such poor images both with the public and to a lesser degree with employers. It came out quite clearly in the Employers' Survey, that even some employers were not fully conversant with the differences between marketing and selling. This confusion is in some part the fault of the Institute in the controversial dilemma that existed for so many

years, as we traced in Chapters 4 and 5 over the name and the retaining of a title that implied sales or sales management was the major purpose of the Institute.²⁴

Summary.

Up to this point, besides explaining the methodology employed in the pilot and main surveys of the practitioners of marketing we have attempted to provide some background data on membership of the Institute. Also in this Chapter we have discussed some of the "professionalization issues" concerning marketing. The professionalization issues that we have discussed in marketing demonstrate the nature of the mode of recruitment to the Institute, which is more heterogeneous than for the established professions. This is a theme which will be taken up later in our conclusions as it is an area where if some standardization can be established there will be advantages for the occupation in demonstrating a more unified image to both employers and to the public. The adherence to a code of ethics as we have examined does play some part in the practitioners perception of their roles and is an area which we will refer to a number of times in both Chapter 10 and in our final conclusions. We also have some indication from the responsibility areas of those surveyed that marketing is much more than just sales. The trends we traced in Chapter 4 and Chapter 5 of a change in members being solely concerned with sales management to more specialized areas of marketing, is a process which has continued.

The "professional criteria" we now proceed to examine are those which relate to marketing's current professional standing and the attitudes members hold on this. These will be by an analysis of what members considered the prime requisite for membership of the Institute, how they and their colleagues perceived the professional standing of the occupation and what reasons they might advance for improving the professional image

of the occupation. Also how members rated the various attributes necessary for a successful career in marketing. Once this analysis has been accomplished, we will be in a better position to locate marketing's place in the "profession to non-professional continuum" if a continuum can be said to exist and how if it does marketing differs from the "established professions" in its evolution. With the knowledge obtained so far of the membership of the Institute and some insight into the issues that raise professionalization problems for the occupation we attempt these objectives in Chapter 10.

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PART THREE

(The Current Situation)

CHAPTER TEN

Survey of the Practitioners: Part Two

- (i) Introduction.
- (ii) Analysis of Professionalization Issues.
- (iii) Summary.

Introduction

This Chapter develops the issues relating to professionalism which were raised in the preceeding Chapter. As in Chapter 9 this part of the study is devoted entirely to the perceptions of the practitioners of the occupation. Though the Chapter is divided into three sections the majority of the work is concerned with the analysis of "professional issues". The last section is a short concluding discussion. The final summary is brief, as the concluding Chapter which follows brings together the findings of the survey on the practitioners together with the conclusions developed from the other aspects of our methodology into a final analysis of the marketing occupation.

Analysis of Professionalization Issues.

In the questionnaire (Appendix 6 Item 3) there were a number of questions directly relating to the sociological implications of professionalism discussed in Chapter 2. The first of these asked if members considered a paper qualification, practical experience or possibly both to be the prime requisite for membership of the occupational association. This was considered relevant because of the uncertain basis of the membership qualification criteria which had been a controversial issue in the history of the Institute, and a dilemma employers frequently found when recruiting for qualified marketing personnel. The opinion of members is important for complete professionalism cannot be seen to exist, and even more vital to be effective, if members tend to look upon the occupational association solely as a means of qualification. There can be a danger of members becoming passive receptors, paying an annual subscription, and taking little notice of papers, journals and meetings. If such a situation is likely to develop then the emphasis placed on examinations and the power of an association to qualify is influential. This argument is further strengthened, as was seen in the professionalization history of the Institute, by the influence of ordinary members to press for changes whether they be over examinations, change of name, branch activities etc, though often slow to permeate official Institute policies and actions, did

eventually have an effect on influencing events. Table 1 shows how the total sample answered the question of priority for the criteria necessary for membership of the Institute.

TABLE 1.

Total sample responses to the question of priority of examinations and practical experience for membership of the Institute. (N=2389)

	Paper Qualification	Practical Experience Only	Both Necessary
Frequency	72	535	1782
Percentage	3	22.4	74.6

As was to be expected from the writer's discussions with a range of marketing personnel during the finalizing of the questionnaire the majority considered both examinations and paper qualifications were necessary. This too agreed with the views of many employers interviewed. These figures indicate the importance placed by practitioners of practical experience (approaching one quarter of the sample stated experience alone was sufficient) and again confirmed the view continually expressed by employers that if a marketing man was satisfactorily performing a job, lack of paper qualifications would be no bar to promotion. Though an examination can convey some meaning to the lay person, examinations in occupations such as marketing or personnel can have limitations in the judgement of professionalization given to that occupation, (as was demonstrated by the employer survey and to a lesser extent by the views of the general public to these two occupations). One gauge of professionalism must be the estimated standard and evaluation within the occupation, judged by practitioners and management disciplines in direct working contact. Either the public or employers trust an association to devise

and maintain a high standard, or they reject the possibility of qualification altogether. There seems no evidence for the latter course on data examined to date in our surveys. However, whereas the examination levels and the entrance requirements of many "business associations" we examined in Chapter 3 are regarded as reliable, some "qualifications" appear to give rise to doubt about their credibility. The "professional qualification" in marketing might possibly come in this category.

When the question of qualification for membership of the occupation for the sample was analysed the responses in TABLE 1. gave several significant Chi Square distributions. As was to be expected possession of the Diploma in Marketing demonstrated one of the most significant X^2 values, which are shown in TABLE 2.

TABLE 2.

Possession of Diploma in Marketing by members in relation to priority of method for gaining membership of Institute. (N=2387)

	Paper Qualification	Practical Exper. Only	Both Necessary	N
In Possession of Diploma.	44	63	707	814
(Per cent of sample)	(1.8)	(2.1)	(29.6)	33.5
Not in Possession of Diploma.	27	472	1074	1573
(Per cent of sample)	(1.2)	(19.9)	(45.4)	66
Totals:	71	535	1781	2387
	(3)	(22)	(75)	(100)

$$X^2 = 168.02.$$

$$df. = 2.$$

$$P < .001$$

The number of the sample (approximately two thirds) not in possession of the Diploma does emphasize the many avenues of entrance to the occupation, especially when related to the range of educational qualifications of the members. The differences in method of qualification for practitioners is very wide which does have repercussions for standardizing occupational training methods and also giving the impression of easy access for untrained/unqualified personnel, both of which it would seem at the present time are acting in a dysfunctional manner for the professionalization of marketing. Though the members of an occupational association may be relatively well educated unless there exists a common base of qualification or knowledge the association will tend to become more like a "prestige association", possibly a pressure group but not a "qualifying association" in Millerson's terminology.

The issue of a basic "professional qualification" does raise an important theoretical issue. In most of the literature and theories we have discussed there is agreement about the autonomy allowed to an individual in his professional working life, suggesting that he needs to learn the practical techniques and the normative requirements of professional practice before commencing work with individual clients or in an organization. Normative socialisation of the professional is particularly necessary, to protect the client from the misuse of professional authority.¹ It would appear however, that with marketing the normative socialisation is a "continual on going" process without which (practical experience) the practitioner is not accepted by employers or possibly his fellow practitioners. Both these issues of how the individual is inducted into the pattern and culture of the occupational group and socialised into the normative procedures of behaviour necessary for effective practice will be referred to later in this Chapter.

One of the most fundamental questions relating to professionalism put to members of the occupation was if they considered marketing to be a profession as medicine, law, teaching or accountancy. Whatever sociological

concept, whether it be of status, class, power or professionalism, in its "totality" of definition it must contain a "subjective" element. By subjective we mean the conscious state or attitude of mind or philosophy that an individual perceives about a concept, group or ideology. In this context the subjective opinion of the practitioner refers to their perceptions of the extent their occupation has progressed towards full professional status. A purely "subjective" concept of profession by the practitioners is as unsatisfactory as the objective or pseudo-trait ones which omit the "subjective" element altogether. The "subjective" element is vital in an occupation where its goal is professional status. This self-awareness of being or not being, of desiring or not desiring to be a professional occupation was continually causing difficulty for marketing as was demonstrated by the historical examination of the professionalization process in the occupation. The ability of the occupational association to generate and maintain the professional self-consciousness among its members was one of the more important factors in the development of the marketing occupation since 1945. Table 3 gives the responses of the sample to their evaluation of marketing being a professional occupation.

TABLE 3.

Total sample's evaluation of marketing as a professional occupation
(N = 2398)

	No it is not a Profession	Developing into a Profession	Yes it is a Profession
Frequency	531	1144	723
Per Cent	22.1	47.7	30.2

The present mood of opinion among Institute members reflects much of what could be ascertained and seems to have existed since about 1930 as our historical searches reveal. Despite the general views of some measures

of professionalism existing in the occupation either in total or part, there is a sizable core of almost a quarter who do not consider marketing to be a profession. As will be discussed later there are a number of reasons for this. Until this minority begin to change their opinions, the situation can be argued as a disadvantage to marketing's movement to full professional status. It can be seen that some 70% of the sample do not think marketing is a profession (only 30.2% answered "yes"). Among practitioners who are not members of the Institute of Marketing one would expect this percentage to be even higher. The central organization of the marketing occupation certainly lays great stress on the national role it plays, but there are grounds for considering that among the branch membership the issue of professionalism is considered a selected and possibly distorted version of reality which has been prepared for use to justify the occupation in a situation of possible conflict with outsiders. It is worth noting that almost half of the practitioners agreed with the survey of the general public that marketing was "developing into a professional occupation", yet the employers gave the marketing man a higher rating on this attribute than the rating they gave for a number of other occupations, though there was a tendency for employers to rate all the management occupations higher in regard to professionalism than did the general public.

The variables that emerged as predictors of variation in responses to this question of was marketing a professional occupation are expressed in TABLE 4.

TABLE 4.

Factors influencing the opinions of members on whether they considered marketing to be a professional occupation.

STATISTICAL FEATURES CHARACTER- ISTICS OF MEMBERS	N	CHI SQUARE (X ²)	df	LEVEL OF CONFIDENCE	DIRECTION OF RELATIONSHIPS
					MARKETING IS A PROFESSION. NO YES
Age of members	2363	16.189	6	98.0%	Age decreasing →
Educational qualifications	2320	48.812	16	99.9%	Higher qualifications →
Possession of the Diploma in Marketing	2396	13.674	2	99.5%	In possession of diploma →
Existence of an autonomous marketing department in the organization	2313	9.382	2	99.0%	An autonomous marketing department →

The trends expressed by the data in TABLE 4 indicate the younger age groups, especially under 40 years, to consider the occupation developing or to be an established profession, more so than with the older groups. With educational qualifications it followed the higher the educational qualification the more likely marketing was considered to be a profession. High numbers considering full professional status for the occupation were distinct among the pass degree/H.N.C/H.N.D educational levels of members. Most of these members had achieved their qualifications by the 'evening school route' and it can be assumed (especially from their comments to open-ended questions) that this particular class of member by their motivation would be more committed "professionally" to a career in marketing. As is to be expected and for the same reason the possession of the Diploma in Marketing gave proportionately larger groups advocating that marketing was at least developing towards professional status. Again the existence of the separate marketing department

in the members' organization strengthened views towards the professional state. The industrial classification and category of a members' organization also influenced the "professionalization" and "had achieved professional status" groups. The more competitive based industries such as food, drink, tobacco, chemical industries, distributive trades and professional and scientific services giving higher percentages than for members engaged in coal, metal goods, public administration, and textile industries. This was further supported by the less manufacturing carried out in the organization and the more distribution functions it performed giving the tendency for the member to consider the occupation is moving towards professional status. As we have discussed marketing like a number of the other management functions referred to is an "ascriptive occupation", and the influence of the organization would appear to play an important part in the formulation of "self-professional assessment". If we accept the premise that the employment of "professionals" in large scale organizations is the basis of certain dysfunctional consequences for professionalism, we should consider whether the strain which is similarly evident where the ascriptive professional is employed in a certain category of organization, is derived from a similar base. (The variables in Table 4 were also subjected to a series of analysis of variance tests. The significant F. values are expressed in Appendix 6 Table 1, and Tables 2 to 5 details these results)

The other "professionalization issue" which was examined with reference to practitioners' views was how they thought their contemporaries perceived the marketing occupation. It was scaled for the question dealing with their own views on the professionalization of the occupation and the responses of the sample to this question is given in Table 5.

TABLE 5

The evaluation of practitioners contemporaries of the marketing occupation as perceived by the members in the sample (N = 2384).

	Not a Professional Occupation	Developing into a Professional Occupation	Is a Professional Occupation
Frequency	1409	628	347
Per Cent	59.1	26.3	14.6

As in Chapter 2 when discussing trait and functionalist theories, the value placed upon an occupation by society was considered an important index of professionalism. The term "professionalism" taken in the broadest sociological context could be said to mean the total knowledge or theory, or ideology of occupations moving towards such a goal. This goal is relevant for the marketing occupation at four reference points in society (practitioners, employers, general consensus in society and in the occupational association) each of which our methodology has examined for its relevance to the total professionalization of the occupation. Some occupations have moved nearer to their goal of professional status than others, but in all cases the pursuit of this goal is a pursuit of occupational power and this cannot be expanded indefinitely. The role of society in future growth could well become the decisive factor. As certain occupations including marketing, have developed serving organizations, a guarantee of efficiency and competence has become less necessary for the client and more relevant to society as a whole. Society has an interest in controlling the ways in which such organizations achieve their ends. It has also developed an interest in the standard or service supplied to individual clients.

The opinions of the contemporaries, on how the occupation is perceived

form only a part of society and these views were as marketing men perceived them. The general consensus of opinion from our sample of the general public indicated that marketing was developing towards professional status when compared with both related and non-related occupations. Employers which again are only a segment of society allocated relatively high scores on the professionalization of marketing. It is somewhat detrimental for the professionalization of marketing that in members' opinions less than half of the "others" with whom practitioners come into contact considered marketing to be a professional occupation or developing towards one. If we accept that public recognition in its widest sense is a multi-facet phenomenon, there would seem on the evidence of our surveys much to be done in the way of "public relations", more information services and not least a more effective professional image by the marketing man in his inter-personal relationships and dealings.

To examine in greater depth the practitioner opinions on why or why not marketing was viewed as an established profession, members were asked if they considered marketing to be a professional occupation and if they did not consider it as such to state their reasons. This question it was felt would bring out appropriate reasons where in the views of the practitioners the occupation was failing in the "professionalization process". The total sample responses to the first part of the question are expressed in TABLE 6.

TABLE 6.

The responses of members to the question if there are any reasons why you consider marketing not to be an established profession. (N=2309)

	There are reasons why marketing is not an established profession	There are no reasons why marketing is not an established profession.
Frequency	1447	862
Relative Per Cent	62.7	37.3

The responses were subject to Chi Square tests for a number of characteristics of members² and significant levels were obtained for educational qualifications of members ($X^2 = 99.5$), possession of the Diploma in Marketing ($X^2 = 99.9$), current appointment of member ($X^2 = 98.0$) and category of organization ($X^2 = 99.9$). A clear trend was established that the higher the educational qualification of a member the more likely he was to say that there were reasons why the occupation could not be considered a profession and gave suggestions for improving the situation. This could be a case of the would-be professional being critical of what he sees as low standards of practice in the occupation. It is also paradoxical that those who place the highest value on an attribute are most critical of colleagues for not possessing it. This is understandable as often those nearest a desired point are more critical of others who are perceived to prevent its attainment. Possession of the Diploma made a member more likely to criticise his occupation than one who did not have this qualification. Those in specialist marketing appointments³ were more critical than members in sales orientated appointments. Members in general marketing/management appointments were about equally divided on if they had any specific reasons to offer. This means the movement which was previously noted that there was a tendency for members to move from sales orientated positions, to more specialist ones in the course of their

careers makes them more likely to be critical of the professionalization claims of the occupation.

The educational qualifications and category of appointment influencing a member to be more critical of the professionalization of his occupation may not be due to levels of intelligence alone. From the perspective of the "professional" starting on his marketing career some settings might appear more prestigious than others. Some may well offer different opportunities for the performance of different tasks with different types of organizations. As we know movement within the occupation (and inter-company) is possible, thus prestige career awarenesses are likely to develop. Those left in the least prestigious roles (possibly salesmen, customer service, distribution) will be those without the "professional" or status characteristics necessary to move. It is known that appointments in market research, new product planning and advertising command high salaries and prestige as was demonstrated by employer reactions and the advertisement searches described in Chapter 8. However, this is not to deny that in some cases a sense of "professional vocation" may be strong enough to keep a practitioner in a non-prestigious situation under the belief that in a small family business, expanding company, or company in difficulty the needs and the opportunities for promotion are greater.⁴ Nevertheless, the cumulative consequences of lack of prestige, unattractiveness to leaders in the allocation of resources may lead to a situation where the practice of the professional skills becomes difficult or impossible.⁵ Professional goals may be replaced by others better adapted to the immediate situation at hand. For the practising marketing man goals such as immediate customer satisfaction, cash flow problems etc. leave little room for the ideals of professional status, new product innovation, market research or educational work.

Though no significant Chi Square values were established, there was a trend for the younger age groups to be more critical of marketing as a professional occupation and the same tendency for members from larger organizations especially if it had in its structure a separate marketing department. Apart from the difficulty of classification of members which can occur in those instances where the organizational working group may be represented by more than one type of industrial category, the relative status and value to society of the organization may vary considerably (i.e. educational establishment to property development). The final analysis for the first part of this question if members did have reasons for not considering marketing to be an established profession was a series of analysis of variance tests. The significant t values are given in Appendix 6, Table 6, and Tables 7 to 10 in Appendix 6 detail the results.

As the question put to members asking for reasons why they did not consider marketing to be an established profession was so central to the concept of professionalism the second part asked the reason or reasons for their opinion. It was also put as an open ended question in order to obtain a more responsive and wide ranging spectrum of opinion than might have been obtained by a precoded or scaled question. The numerous answers to this question were analysed and the pattern of opinion established the categories given in TABLE 7.

TABLE 7.

Classification of reasons why members did not consider marketing to be an established profession.

FIRST REASON (N = 1424)					
Senior management, government and the public do not fully appreciate the functions of marketing		Marketing can be practised successfully without training and qualifications and entry to the Institute on vague attributes is too easy.	Because of its diverse functions its definition is vague and control by a single professional body is thus difficult.	It is associated by the public with many of the undesirable aspects of selling which outweigh ethical considerations.	Commerce and trade are seen as non-professional activities.
Frequency	559	311	310	183	60
Percent	39.2	21.9	21.8	12.9	4.2

SECOND REASON (N = 662)					
Marketing can be practised successfully without training and qualifications and entry to the Institute on vague attributes is too easy		It is associated by the public with many of the undesirable aspects of selling which outweigh ethical considerations.	Commerce and trade are seen as non-professional activities.	Because of its diverse functions its definition is vague and control by a single professional body is thus difficult.	Senior management, government and the public do not fully appreciate the functions of marketing.
Frequency	184	171	124	124	59
Per cent	27.8	25.9	18.7	18.7	8.9

Of the total sample 60% (1424 members) gave at least one reason or comment and 30% (622 members) gave a second reason. The distribution of these opinions were commonly held throughout the total sample. Factors such as age, educational qualifications, possession of the Diploma in Marketing, size or industrial classification of organization, or time engaged in the occupation did not show any significant differences or even general trends that could be followed. In view of this and because these were the same type of responses that came from the other surveys on this issue, especially of the employers, these facts could provide the guide lines for further progress in the professionalization of the occupation. The reasons are also related to two of Wilensky's criteria for the necessary stages in the professionalization process. These are that the occupation will have to secure and stabilize its position to society, (especially employers, for an ascriptive occupation as marketing) by the establishment of better training and selection procedures, and the occupation must agitate for more public recognition and possibly legal support for its control over entry and modes of practice. The traits to which the reasons in TABLE 7 relate are professional practice and professional conduct. If these could be better formulated in marketing each of the reasons advocated by members would not be such valid and damaging criticisms of its "professional status". Professional ethics are concerned with moral laws which guide the relationship between the professional and others, and marketing or any other management discipline can never be as rigid in its application of such laws as the "traditional professions".

It can be argued that the code of conduct recently established⁶ by the Institute is more akin to a set of rules or guide on occupational practice rather than a rigid code of conduct. The history of professional ethics has never been thoroughly investigated, but any code in the last resort can only be held to be effective if a breach of its rules results in the practitioner being unable to pursue his occupation. But as we ascertained from the public's view of "professional occupations" a code of conduct must be seen

to exist in some form if an occupation is to be given professional status. Whether implicit or explicit, this ethic is the product of groups, and membership of the group implies acceptance of the values or norms of that group. The principles of professional conduct (or practice) as devised by the group are relative rather than absolute. Generally, the public and employers did consider marketing men attempted to adhere to some rules of behaviour in their practice, though the breaches of this were always elaborated and possibly exaggerated. As we know the value of a code of conduct was placed in high esteem by the practitioners of marketing, but more important for the practice of marketing, ethics does not assume the degree of importance that sociological theory examined to date would appear to place on it. Of the total sample only 496 members (20%) had incurred in the course of their careers some ethical problem, or would admit to this. An examination of these problems answered on an open ended question revealed the basis of the difficulties were often associated with company policies. We can possibly assume that company "pressures" to perform a certain task or activity gave rise to many of these "ethical problems". Of the 496 members who had experienced these "ethical problems" 455 members elaborated on what these were and the categorization of their replies is given in TABLE 8.

TABLE 8

Classification of ethical problems encountered by members experiencing such difficulties. (N = 455)

	Lack of ethics in general i.e. extravagant advertising claims, canvassing of boards, misleading instructions, competing one product with another etc.	Promoting inadequate goods/services (no stock, inadequate trials, over packaging etc).	Products based on manufacturers wants, not consumer demand.	Promoting products clearly not satisfying customer needs.
Frequency	210	110	72	63
Per cent	46.2	24.2	15.8	13.8

There were no significant differences in age, education, size of company, professional qualifications and appointments of members who had detailed their difficulties in this area. It is interesting in view of the fact that because the "ascriptive occupation" has often been assumed to be less professionalized because of the constraints of the organization giving less need for a code of ethics that marketing men do appear to have some respect for a code of ethics. There appears to be a number of structural elements within the occupation of marketing that have, though the practitioners both in the past and at present appreciated its importance, made the implementation of a code of conduct slow to evolve. Firstly the majority of the practitioners work in institutional settings where (as discussed) the guidance of an ethical code will play a lesser part than in the situation where the practitioner works alone. Also most of the techniques practised in marketing are non-fiduciary and certain of them i.e. selling and advertising, could be described as "arts" rather than a "science". These demand less complex intellectual training, thus giving the practitioner less need to remind clients of a sense of duty to give the best possible service. Marketing personnel usually serve (for their organization) a number of clients, whereas a doctor or barrister serves a single client. With a single client, ethics and duty must be clearly defined by some code, but with multiple clients, especially where possibly not even an individual deals with the marketing man, there is more opportunity to hide any unethical practices. Often too when acting on behalf of a company the contact with the client is indirect and often impersonal. Also, often the practitioner can be dealing with another practitioner or at least someone in a management function who would have some knowledge of various marketing functions. Where the client cannot be expected to understand the professional work, a code is necessary

for protection of the client. This is usually not the case in the marketing situation.

The data obtained from the survey on educational qualifications, professional qualifications, possession of the Diploma, besides the variance with which employers based their recruiting standards for marketing personnel, demonstrated that there are many methods of entrance to the occupation. These together with (at least in the past) relatively easy access for unqualified personnel are factors which seem to have caused some lack of unity within the occupation, thereby reducing the possible enforcement area of an ethical code. The vast majority of members in the survey worked for a single employer, which also reduces the need for an ethical code. In addition such an employer can superimpose new rules or classifications, which may cover many unrelated occupations as a whole, all fitted together into an institutional hierarchy. The diverse functions within marketing together with the fact that membership of the occupational association remains optional makes the ultimate goal of complete control over the occupation little more than a hope.

Our analysis of marketing, has emphasized that the occupation has a number of images and that these exist at different levels. All these multi-facet images have direct consequences for the occupation in the formation of a code of ethics. To some extent the self image or combination of group images of the occupation creates a role expectation, predetermining and reinforcing the content and adherence to the code of conduct. Thus a client, who informs a professional of some personal detail, whether physical or financial expects the "professional man", to maintain complete secrecy. This is not quite the situation with marketing though "professional practices" can still apply. Thus in theory, and in practice to some extent the occupation has elaborated a code of ethics. This was the final step of Wilensky's stages in the professionalization process. However, there are a number of reasons

arising mainly from the organizational situation in which marketing is practised that the code of ethics it has, at least in its current form and in its method of application, will never be able to stand the ultimate test, which is prevention of practice to a member.

In order to ascertain what were the considered attributes of professionalism that the practitioners considered necessary for success and effective performance in marketing, a series of attributes were given to members to rate according to the degree of importance they attached to each. The list not only contained those that were considered relevant to marketing and management occupations generally but also those that trait theorists had in the past accorded priority. In addition to this exercise on this particular aspect of professionalism members were asked in an open ended question if they could specify any other factors they had found to be important in the course of their careers. The frequencies and percentages of members' responses are given in

TABLE 9.

The list of attributes contained not only elements, which were in accordance with the trait theories discussed in Chapter 2, of distinguishing marks of a profession, but also a number of "non professional dimensions such as personality, job changes and features relating to the employment situation. Some had also been added to the list after the pilot survey in response to what members in an open-ended question had considered to be important qualities or qualifications necessary for a successful career in marketing. This was felt to be an important question. Not only were opinions being sought on features that are common to the "traditional model" of a profession, but also the degree of importance given to the "non-professional factors" would be indicative if marketing is developing along an "atypical path of professionalization" i.e. though it is a professional occupation of some degree, its characteristics are not the same as those exhibited by medicine or law.

TABLE 9.
Members' evaluation of traits considered necessary for a successful career in marketing.

ATTRIBUTE		Not at all Important	Not very Important	Of some Importance	Quite Important	Extremely Important	
Understanding of customers needs	Frequency	4	2	25	135	2247	2413
	Percent	0.2	0.1	1.1	5.9	92.8	
In-company sales courses	Frequency	71	236	884	872	350	2413
	Percent	2.9	9.8	36.6	36.1	14.5	
College based course e.g. D.M.S.	Frequency	110.0	428	1099	641	135	2413
	Percent	4.6	17.7	45.5	26.6	5.6	
Entrepreneurial flair	Frequency	23	165	463	859	903	2413
	Percent	1.0	4.4	20.1	35.2	39.3	
Practical experience in a small company	Frequency	171	394	743	723	382	2413
	Percent	5.3	15	31.7	31.5	16.6	
Practical experience in a large company	Frequency	52	203	733	990	434	2413
	Percent	2.2	8.4	30.4	41	18	
Loyalty to colleagues	Frequency	189	269	680	628	648	2413
	Percent	6	9.5	28.9	27.3	28.2	
Personality characteristics	Frequency	22	86	355	913	1037	2413
	Percent	0.9	3.6	14.7	37.8	43	
Work in varied marketing departments	Frequency	61	236	723	949	444	2413
	Percent	2.5	9.8	30	39.3	18.4	
Lengthy period in sales representation	Frequency	195	549	831	592	246	2413
	Percent	8.1	22.8	34.4	24.5	10.2	
Personal contacts in industry	Frequency	185	403	734	660	431	2413
	Percent	7.7	16.7	30.4	27.4	17.9	
Frequent job changes	Frequency	595	864	684	221	49	2413
	Percent	24.7	35.8	28.3	9.2	2	
Membership of the Institute	Frequency	421	589	737	505	161	2413
	Percent	17.4	24.4	30.5	20.9	6.7	
Possession of the Diploma in Marketing	Frequency	425	583	760	480	165	2413
	Percent	17.6	24.2	31.5	19.9	6.8	
A professional code of conduct	Frequency	228	286	511	602	786	2413
	Percent	9.4	11.9	21.2	24.9	32.6	
Employment in a growth industry	Frequency	215	327	634	775	462	2413
	Percent	8.9	13.6	26.3	32.1	19.1	

This issue of marketing being atypical in its "professionalization route" will be referred to again once each of the attributes rated by members has been allocated a mean score. We will then be in a better position to ascertain how marketing compares with the traditional professions in this aspect. To the second part of the question where members were asked to name other attributes found to have helped their career in marketing 704 members (30%) gave further reasons which are classified into the four categories in TABLE 10.

TABLE 10.

Classification of additional attributes given by members for a successful career in marketing (N = 704)

Various personal- ity traits and the ability to cope with human relationships	Technical knowledge of company products.	Knowledge of other business functions (including management)	Knowledge of all marketing tech- niques and philosophies and their implic- ations.
Freq- uency 391	150	92	71
Per Cent 55.5	21.3	13.1	10.1

The importance of scores placed on the attributes listed in TABLE 9 are given in TABLE 11. As attitude scales can be used to compute scores this was done to give a ranking of importance as well as an estimate of variance in opinion.

TABLE 11

Importance of each attribute given to members to rate on a five point scale* of importance (N = 2413)

Attribute	Mean	Standard Deviation
Understanding of customers needs	4.9116	0.3511
Personality characteristics	4.1768	0.8801
Entrepreneurial flair	4.0758	0.9218
Practical experience in a large company	3.6443	0.9343
Loyalty to colleagues	3.6230	1.1611
Experience in varied marketing departments	3.6121	0.9805
A professional code of conduct	3.5777	1.3087
Effective in-company sales courses	3.5115	0.9509
Practical experience in a small company	3.3927	1.0892
Employment in a growth industry	3.3879	1.1998
Personal contacts in the industry	3.3139	1.1640
College based courses (e.g. D.M.S.)	3.1023	0.9113
Lengthy period in sales representation	3.0479	1.0950
Membership of the Institute	2.7357	1.1625
Possession of the Diploma in Marketing	2.7288	1.1616
Frequent job changes	2.2730	0.9978

* Method of scoring

- 5 = extremely important
- 4 = quite important
- 3 = of some importance
- 2 = not very important
- 1 = not at all important

As was to be expected "understanding of customer needs" took the foremost position with the least fluctuation in the range of opinions. This attribute we can assume to be the basis of all marketing functions and the prime priority if any goals at all are to be achieved in the occupation; as an aptitude for figures in accountancy, basic mechanics in engineering or sense of vocation in the church, would undoubtedly have headed the lists for their respective occupations. The attributes which clearly are held in highest regard for a successful career in marketing

are those related to experience and personality characteristics, attributes which employers invariably mentioned as necessary for marketing men in their organizations and factors which often had preferential treatment over formal qualifications both in recruitment and in promotion processes. Also in the second part of the question where members were asked if they considered any other attributes important in marketing, of those who put forward reasons (704 members) over half were attributes directly associated with personality or human relationships. If the emphasis on judging whether an occupation is a "profession" is based largely on examinations and formal qualification, as all trait theory does, then we could say that marketing performs poorly on this factor of measurement. Marketing practitioners attach low value to professionalism as a basis for successful performance. Also the role of the occupational association did not obtain a high score. Both these two issues of examination and occupational association, though from Wilensky's criteria of a "professional occupation" are present in the occupation and in many respects effective, their role is still weak. It might be considered that if at the present time, as happened in the past with the marketing occupation, too much emphasis on formal qualifications and control by the Institute could have dysfunctional consequences for the professionalization of the occupation.

The attributes given to members to rate were also correlated to examine whether there was any significant clustering of attributes and the results are given in TABLE 12. The pattern of scores reflects the distributions given in TABLE 11. Members who stress possession of the Diploma also emphasize membership of the Institute, and membership of the Institute is associated with a code of conduct. The last correlation does suggest that the occupational association is seen by some members as the guardian of standards in the occupation, which is essential if greater identification with the interests of society is to be made. It is a policy which must be pursued if further steps in

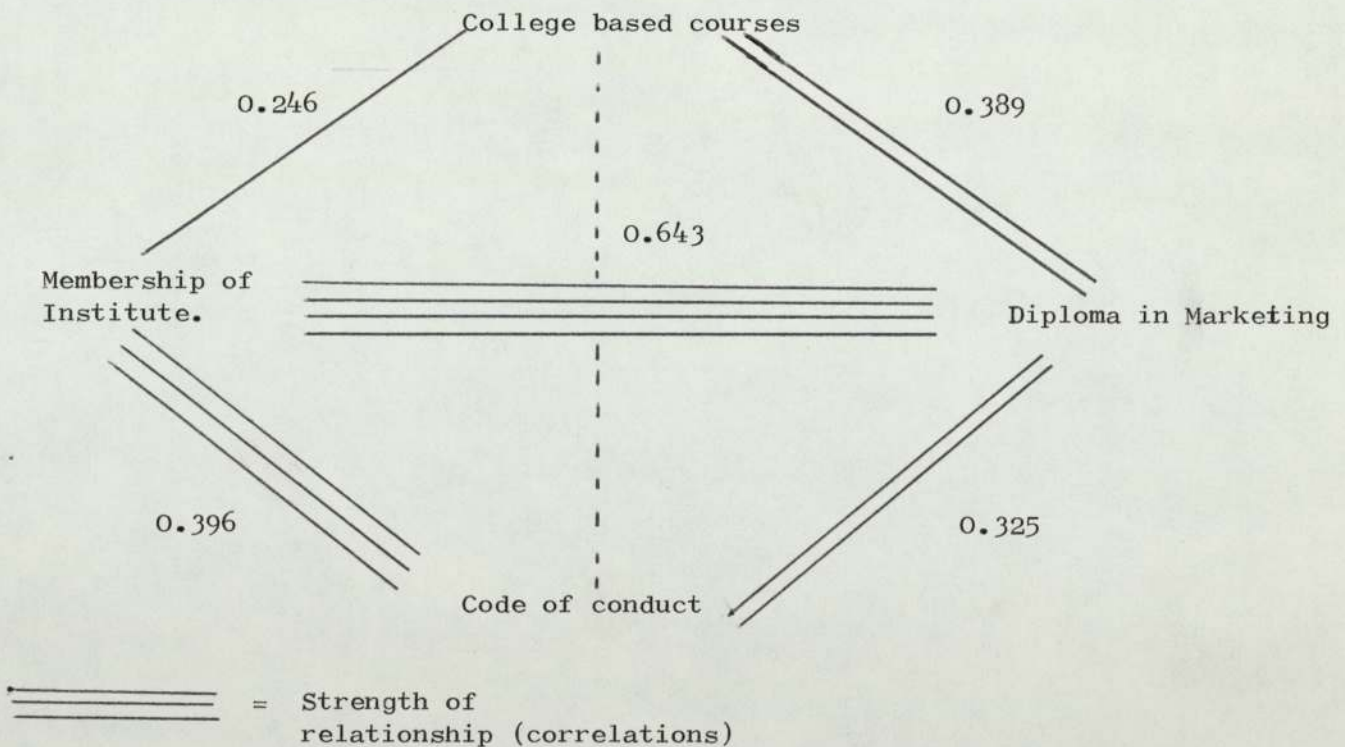
Significant correlation coefficients (95% level and above) of the attributes members rated for success in marketing (N = 2413)

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Understanding of customers needs	1																			
In-company sales courses		1																		
College based courses			1																	
Entrepreneurial flair				1																
Experience in a small company					1															
Experience in a large company						1														
Loyalty to colleagues							1													
Personality characteristics								1												
Work in varied marketing departments									1											
Lengthy period in sales representation										1										
Personal contacts											1									
Frequent job changes												1								
Membership of the Institute													1							
Diploma in marketing														1						
Code of conduct															1					
Employment in a growth industry.																1				

professionalization are to be made, as the general public survey concluded. Possession of the Diploma in Marketing also scored highly with a code of conduct which is also advantageous for professionalism if the Diploma is the "accepted" professional qualification, but we know only approximately one third of members hold this qualification, so by implication an increase in Diploma holders will be advantageous for the growth of a more effective code of conduct, and consequently for greater professionalization of the occupation.

The model in Diagram 1 attempts to put into perspective the patterns of the attributes we have discussed.

Diagram 1.

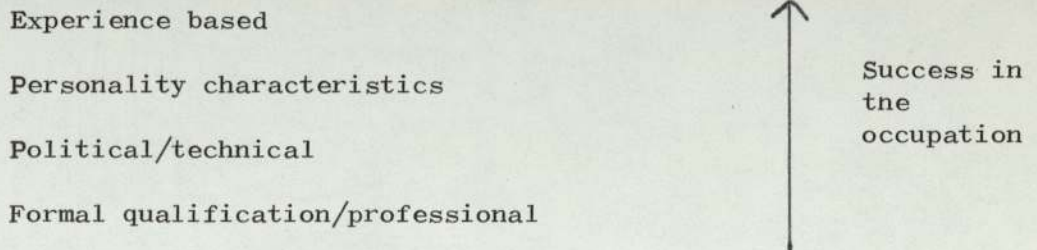


It would appear necessary that the model or pattern must be extended to a greater membership level for further steps in professionalization to take place, as these factors represent the "core traits" for the marketing

occupation at the present time. In groupings of the "professional" attributes, applicable to marketing a pattern does occur. The attributes can be grouped into four categories and these suggest an order of priority for a successful career in marketing given by the practitioners. These are illustrated by Diagram 2.

Diagram 2.

Group rankings of the attributes for a successful career in marketing, as seen by the practitioners.



As discussed previously these are in broad agreement with the perceptions of the employers of the occupation, and to some extent reflect the manner in which many members wished to view the occupation in some of its formative years (1920-1935), as the historical searches of the Institute indicated. But Diagram 2 is in direct contrast to the method of qualification and practice demonstrated by the "traditional professions". In medicine for example, first comes the formal training and professional education, next the ability to choose the correct path or career route i.e. general practice or specialism in which success must rely to a great extent on political/technical issues (the correct courses, study under the appropriate consultant, publication of papers etc) and personality characteristics would at this stage begin to play an increasingly important role. Finally experience alone is necessary for the top consultant positions or highest remuneration in general practice. If marketing is ever to be a "profession" it cannot be equated with the "traditional model", it must be a combination of the "ascriptive"⁷ and "impersonal service profession"⁸ models described in Chapters 1 and 2, possibly further evidence for "atypicality" to be discussed in Chapter 11.

When the "professional attributes" of marketing were analysed in a series of chi-square distributions for a number of characteristics applicable to members some very significant trends became apparent. The older the member the more importance was given to intangible attributes such as work in varied marketing departments, lengthy period in sales representation, personal contacts in the industry and frequent job changes. Also less importance was attached to formal educational qualifications, though the Diploma was evenly held in relatively low esteem by all age groups. If the younger age groups (up to 40 years) continue to have these differences with their elders then the process of professionalization or at least the desire for professionalism can only increase for the occupation. However, it was with differences in education that "professionalism attitudes" were even more distinct, with the higher the educational qualification of members the greater the value put on in-company courses, college based courses, loyalty to colleagues, membership of the Institute, possession of the Diploma in Marketing and a code of conduct. These are very central issues to professionalism and if the occupation can upgrade the educational qualifications of its members, then on these findings more positive attitudes to professionalism should emerge, though this would be on a medium to long term basis. The same trends applied to those in possession of the Diploma, so by increases in the number of members obtaining this qualification the same professionalization benefits should accrue. Education in its broadest sense would seem to be one of the major areas of importance for the occupation not only to improve the professional image to the public, but also to give employers some firmer basis on what constitutes the "qualified marketing man", and not least to give the practitioners more positive guidance on grades of membership. This would also reduce fears that have always persisted amongst members that entrance to the Institute by "unqualified" people is easy.

The four "professionalization variables" originally discussed in this Chapter i.e. criteria for membership, members evaluation of marketing, practitioners contemporaries evaluation of marketing, and the reasons held

by members that marketing was not an established profession were examined against the attributes for success in marketing in a series of analysis of variance tests. This indicated if views directly relating to professionalism affected the importance given to a particular attribute for success in marketing. The majority of attributes for whatever aspect of professionalism tested against it showed significant connections. As was to be expected members who considered the paper qualification the prime requisite for membership of the Institute placed higher values on attributes that could be associated with their contention, and the reverse applied to those who considered practical experience should be the essential qualification for membership. TABLE 13 shows mean scores and F values for the attributes against member evaluation of the occupation's professional standing. The scores in TABLE 13 suggest that those members who do not rate professionalism highly also believe that professionalism in marketing might be subject to intangible factors e.g. personality characteristics.

The means given to any attribute for the "developing into a profession" group always fell between the means for "marketing is a profession" group and "marketing is not a profession" group. Higher means were given by the "yes it is a profession" group on the attributes for membership of the Institute, possession of the Diploma and a code of conduct. These are the "core traits" previously discussed as necessary to be extended if professionalization as seen both internally and externally to the occupation is to make progress. The "yes it is a profession" group consistently gave higher scores than the others. They seem more inclined to believe that there are identifiable features associated with success in marketing. This could be a starting point for growth in professionalism with its foundation on relevant knowledge and training.

TABLE 14 give the analysis of variance scores between the attributes, and members divided between those who considered marketing "not to be an established profession" and then offered reasons for their views and those who considered it "to be an established profession". Again

TABLE 13

Total membership evaluation* of the professional status of marketing: Attributes (relevant to a member) giving significant analysis of variance levels for particular traits.

	Total Sample	Part of sample saying "Marketing not a Profession"	Part of sample saying "Develop- ing into Profession"	Part of sample saying "Marketing is a Profession"	F Score	Significance Level
	Mean	Mean	Mean	Mean		
In-company sales courses	3.496	3.313	3.476	3.664	21.477	99.9
College based courses (e.g.D.M.S.)	3.110	2.846	3.170	3.209	29.426	99.9
Practical experience in a large company	3.643	3.554	3.640	3.715	4.507	97.5
Loyalty to colleagues	3.622	3.446	3.629	3.738	9.345	99.0
Personality charact- eristics	4.186	4.100	4.210	4.213	3.344	95.0
Work in varied marketing departments	3.613	3.501	3.628	3.672	4.987	97.5
Lengthy period in sales representation	3.062	2.983	3.031	3.170	5.392	97.5
Frequent job changes	2.279	2.196	2.280	2.340	3.187	95.0
Membership of the Institute.	2.750	2.235	2.821	3.017	77.390	99.9
Possession of the Diploma in Marketing	2.742	2.288	2.833	2.931	55.901	99.9
Professional code of conduct.	3.594	3.132	3.649	3.845	49.752	99.9
Employment in a growth industry	3.390	3.156	3.412	3.528	15.362	99.9

* Method of scoring

5 = extremely important
 4 = quite important
 3 = of some importance
 2 = not very important
 1 = not at all important

TABLE 14

Analysis of variance between the attributes, and those members who considered marketing not to be an established profession (and went on to give reasons) and those who considered it to be an established profession.

Question: Are there any reasons why you consider marketing not to be an established profession? (Yes/No) and if you have reasons state these.

Attribute	Total Sample Mean	% Saying "Mark- eting is not a Profession" Mean	% Saying "Mark- eting is a Profession" Mean	t Score	t Score Significance
In-company sales courses.	3.493	3.433	3.595	3.958	99.9
Practical experience in a small company.	3.391	3.355	3.449	1.951	95.0
Practical experience in a large company.	3.644	3.609	3.704	2.330	99.0
Loyalty to colleagues	3.625	3.544	3.760	4.228	99.9
Lengthy period in sales representation	3.052	2.999	3.142	3.027	99.0
Personal contacts in the industry	3.317	3.267	3.403	2.706	99.5
Membership of the institute	2.752	2.610	2.990	7.651	99.9
Possession of the Diploma in Marketing	2.749	2.659	2.900	4.830	99.9
Professional code of conduct	3.592	3.481	3.778	5.326	99.9
Employment in a growth industry.	3.391	3.324	3.502	3.470	99.9

higher means especially in the "core traits" for those who considered the occupation to be an established profession reinforces the need to put these issues to all levels of membership if full professional status is ever to be gained. The prime instigator can only be the professional association. Members who do not consider marketing to be a profession appear more sceptical of any attribute that is seen as relevant for a successful career in marketing, than those members who consider marketing to be a professional occupation. These results possibly demonstrate the differences between sceptics and idealists (or optimists) in the occupation on this issue.

In the history of professionalism in the Institute there could be detected especially in the nineteen thirties a divergence of views on professional issues. The same potential schisms do not appear to be so apparent today. This increasing uniformity of opinion and action is vital if the relevant professional attributes and policies are to be acted upon. Though it is not true to say there is complete satisfaction among members with the policies and services provided by the Institute for its members. The general views of members demonstrate they see little radically wrong with their occupational association. In answer to the question if members would like to see any further services provided by the Institute two thirds said "no". Of the 28% of the sample who did offer suggestions for improved services, in an open ended question, the suggestions could be described more as general technical or administration difficulties rather than policy ones effecting professional issues to a marked degree.

In response to the question that did members consider the Institute to be the "effective voice" for the marketing occupation in Great Britain seventy per cent considered it was. The reasons given by 711 members that it was not, reflected again the responses that members gave for why marketing was not yet an established profession. These were lack of knowledge of its functions by senior management, control difficulty in an occupation with so many functions, poor public image and too easy entry to the Institute by unqualified personnel. We can conclude the occupational

association is performing the primary functions of an occupational association in basically organizing marketing, attempting to qualify all who wish to practice and pursuing standards of professional behaviour. It is with "secondary factors" that "professionalism progress" for the occupation would seem to be failing. These basically are on control of entry to the Institute, better "public relations" and more contact with the public, government and employers over its aims and policies. The "technical and administrative" difficulties no doubt have evolved from the organization adapting itself to the great increase in membership over the last few years and the move from London to a more institutional situation with its attendant staff and philosophy changes.

Summary.

The conclusions to be drawn from the practitioners of marketing will only be tentative here, for in the concluding Chapter on the final picture of professionalization exhibited by the occupation, the main findings of this survey will be compared with other aspects of the methodology adopted in this work. A brief review is only attempted at this point.

Marketing education and a code of ethics would seem to be the essential areas which will have to be expanded for greater professionalization, not only of the occupation but also the Institute. Though in defence of both they have had to concentrate on building educational standards and levels of competence, hindered by an inadequate underdeveloped state system of marketing education and training. In view of the Institute's self conscious concern with inter-association status, the late adoption of a code of ethics seems surprising. A complicated regulation of professional conduct remains the exception. Social

9 10 11

theorists such as Weber, Durkheim, and Tausch all assume that a "profession" is a closed institution. This may be true in some respects of the older traditional professions previously discussed, and even those established in the nineteenth century and later controlled by statute. But

with marketing and many of the management occupations discussed it is difficult to regard them as closed in terms of entrance, methods of qualification and training, and institutional regulations. Though the Institute of Marketing is appreciated by members as a possible means of qualification it has not yet achieved the complete position as the "guardian of occupation morals".

In general we can say professionalization often emerges when an occupation has an influence on the nature of the relationship between itself and its customers or clients. The conditions necessary for this phenomenon to occur usually are a highly integrated homogeneous and finely controlled occupational group serving a fragmented widely differing and unorganized clientele. Where a corporate body, which is more cohesive than the occupation, mediates between the occupation and clients, it tends to weaken the "professionalization stages". A further weakening of the professional attitude may be due to the itinerate nature of many appointments in marketing, especially in sales work. There is also an ethos of individualism shown by marketing practitioners whether it be for the individual or the company which employs him, for other marketing men in differing organizations are often not viewed as colleagues but as competitors. Though professionalism may develop faster in specialised marketing functions it seems doubtful if that can be the case with the selling function which is at the "forefront" of the profit making process and where the less efficient will not survive economically. It is not a simple matter of "losing his case" or not being able to "treat a particular disease", but with financial insolvency as the crucial task master. It should be stressed however, that individualistic attitudes and values themselves are by no means incompatible with the employment of forms of collective action in pursuit of material and symbolic gains. The standing and organization of the accountancy occupation bears witness to this. Perhaps one of the major reasons why marketing has been weak on "professionalization"

to date lies in the fact that often as we saw large numbers of members employed in extensive organizations gives a situation where the employer stands between them and their clients, thus precluding professional control of the producer consumer relationship. These issues together with a review and final analysis of the objectives of this work will be the subject of the closing Chapter which follows.

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 Time in current appointment.
 Previous appointment.
 Industrial classification of organization.
 Category of organization.
 Time engaged in marketing.
 Number of employees in company.
 Existence of a separate marketing department.
 Functions of the marketing department.
 Number of the outside sales force.
 Number in the marketing department.
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PART THREECHAPTER ELEVENConclusions

- (i) Review and main findings.
- (ii) The contribution of this study to the analysis of professions and professionalization.
- (iii) The future of professionalism in marketing and the possible development of further research.

Introduction

This Chapter is divided into three sections. The first reviews and draws conclusions from the empirical surveys and historical searches undertaken in this study. The second takes a critical look at the contribution of this study to sociological analysis on the professions and the professionalization process. The third section is concerned with a topical and controversial matter, namely in what practical ways can the professionalization of the occupation be furthered, and how future studies might develop from our findings.

Review of our findings.

As we indicated in Chapter 1 our approach to the study of the marketing occupation would have a dual purpose. It is hoped we have utilized facts at a sufficiently abstract level for purposes of general theorising on professionalism as a concept, yet at the same time providing a guide to operational definitions which are required for empirical analysis in any field of occupational study. The diffuse nature of the employment situation in marketing has not made it easy to achieve this dual purpose. The various types of organizational settings in which marketing men have to practice has the complication for the occupation of creating "non-authority"¹ career ladders. This situation has two implications for marketing. Firstly, the process of professionalization is inextricably linked with independent employing organizations. Secondly, many occupational decisions are a product not only of the practitioners' goal directed behaviour, but also of the organizational opportunities available. The analysis we have attempted has examined a number of features of the professionalization process and attempted to provide a coherent picture of the marketing role in work situations, with the background, experience and qualifications of practitioners filling such roles, the degree of commitment shown by marketing specialists to the marketing function, and to the occupational association. The evidence gained from the varied avenues of our methodology was to some extent complementary.

The extent to which the objectives in this study have been attained can now be assessed. To have attempted to proceed on the basis of the practitioners' opinions or employers' views alone would not have provided sufficient data for our purpose because the functional relevance to society of the occupation would have been neglected. Our concern, it will be recalled, is to ascertain whether marketing is progressing along the road to professionalism, and whether such progression has followed the steps described by Wilensky. The necessity of applying both trait and functional methodology to the subject of our study has not made the task of assessing the extent of the professionalization of marketing easy. It not only meant the examination of a number of criteria such as a code of ethics, altruistic service, occupational examination and service to the community, to ascertain their relevance for marketing, but it also necessitated asking what is the functional role in society performed by the occupation and what value is attached to that role. The sample of the general public and to a lesser degree that of employers provided some answers to the latter question. The reasons for applying both types of theories to marketing though producing additional empirical data, was justified, for in the final analysis many of the findings of our various surveys were complementary. In this Chapter the main conclusions of these will be reviewed.

The role of the occupational association ought to be stressed again at this point. This has played an influential part in the professionalization process for marketing, and a part we have attempted to gauge in all our surveys. In our study we have constantly referred to the employment situation of marketing practitioners, with the behaviour of the practitioner within that situation as our focus of attention. It is suggested here that it is desirable to have an understanding of the occupational behaviour of a practitioner in order to appreciate his motivations for joining his professional association. The degree of professional development exhibited by the occupational association i.e. the Institute of Marketing should also have an influence on this action, because of the mutual advantages for both

"profession" and association. The stages of professionalization outlined by Wilensky² and applied to the Institute of Marketing can be an indicator of some professionalization features for the occupation. These have been as was indicated in Chapters 4 and 5 in the "professionalization history" of the Institute, processes which have occurred in a number of ways. There was the early development of full time activities for practitioners together with the establishment of special causes to attain and the policy of seeking contact with the further and higher education institutions. There was also the accelerated development of decision making processes in the Association, i.e. the growth of officials, standing committees, research reports and an associated movement to divide the competent from the non-competent. We saw too the conflict between the "old guard" who had learned the "hard way" and the newcomers who had undergone the prescribed method of qualification; and finally the development of a formal code of ethics. Even at the present time the Institute is still increasing the amount of prescribed training for entry while allowing those members already in membership to have their experience equated with such educational standards. Such a restriction would agree fairly closely with Wilensky's view of the latter stages of the professionalization process an occupational association can exhibit.

From the evidence collected from the public we can suggest that the term professional leads to rather vague definitions. Many of the occupations given as examples of professions were occupations which most authorities would have classified at least as "semi-professions", "developing professions" or "quasi-professions" rather than established ones. "Professional occupations" were seen to have certain identifiable characteristics and the public did perceive some of these as more important than others in such occupations. In the range of occupations the public were given to assess some were perceived as more "professionalized" than others. These views held by the public were associated with such factors as social class, age and sex.

The same factors affected a respondent's views on the various management functions given to assess, and how a given range of occupations were assessed in their value to society.

The recognition of a professional occupation by the public can take a number of forms. These can be in the form of high status, the occupation being remunerated well, remunerated in a particular way (by salary or fee earning) and also that the occupation has advanced methods of practice and is in possession of a substantial body of knowledge. The public considered the traits of theoretical knowledge and practical ability would have to be achieved by extensive training and possession of a formal qualification. A class distinction was significant in the public's definition of a profession in that the higher socio-economic groups in the sample placed more emphasis on formal qualifications. Also implied in discussions with many members of the public sample was that a professional person delegated responsibility to others in subordinate positions. Thus a "professional occupation" to the public is not an "ordinary type of occupational activity", by the definitions given it was seen as non manual³ and in its practice there is seen to exist a body of knowledge and expertise in its application. There seems however, a variance of opinion amongst the public on whether this theory or body of knowledge can be acquired by experience or by the passing of an examination.

The factor of being organized together with no developed association does not seem to bar an occupation's acceptance as a profession. This was seen by the values which different age, sex and socio-economic groupings in the public sample placed on the support of a professional association to an occupation in gaining professional status. An organized occupation is not necessarily a profession. For the public a well defined body of knowledge or concern must exist and be applied to give a definite service. To give this service efficiently, knowledge and experience must be obtained by the practitioner. The term profession for the public does not appear to be the sole prerogative of a few occupations, it seems more a relative concept. This goes some way to substantiate our original contention that

there might exist a "professional continuum", with the old established occupations of medicine, law and the church at one end and disorganized, though perhaps unionized, occupations at the other end. This is not to say that "atypical developments" do not occur of which marketing might be an example.

As a generalization we can say that many members of the public did consider marketing to be "developing towards full professional status". It was together with social workers, the occupation that scored highly in this category regarding the extent of professionalization. However, it would seem that relatively few members of the public come into contact with marketing. It was thus more difficult for them to apprehend and assess its functions and make an assessment of its movement towards professional status. There seems little doubt that some basis of professional acceptance already exists for marketing especially among the higher socio-economic groups in society. Also that the marketing occupation is not unique in that its professional association could do more to improve its "professional image" and thus accelerate the professionalization process. An uninformed public cannot evaluate or utilize an occupation effectively. An association benefits itself and society by demonstrating alertness and an interest in public affairs. It is a mutual process.

It is noteworthy that the criterion of possessing a code of ethics rated highly in the public's assessment of marketing's claims to be a profession. However, marketing along with many occupations outside the registered professions does not have an association which can enforce the sanction of non-practice upon a practitioner who breaks the code. Therefore, the presence of a code of ethics need not signify professional status. Some occupations may require greater control over their members than others especially if their practitioners deal with physical, mental and legal areas where help may be needed at any time by any member of the public regardless of his or her social standing. Some occupations will thus need a severe comprehensive code of ethics, while others will not. The need for a code will depend on the occupational situation, and the situation with marketing would seem that a code is not always necessary or possible to

enforce fully. It is still necessary insofar as marketing practitioners come into contact with the public directly or via the advertising function.

On theoretical grounds, it is to be expected that different experiences will be associated with differences in beliefs and values. There is sufficient sociological evidence⁴ that occupational experiences have a significant influence on beliefs and behaviour. There is also evidence which demonstrates large differences in beliefs between aggregates of persons classified according to income, skill, whether business owners, workers or other variables. Such aggregates do not constitute "classes". What is more difficult to demonstrate is the existence of distinctive class sub-cultures in their attitudes to say occupational prestige and professions in general; held by those who are conscious of class identity. Differences in cultural orientations associated with differences in the distribution of rewards, prestige and power would first have to be examined in attempting to answer the more complex issue of how far such differences coalesce into distinctive class sub-cultures. The differential distribution of rewards cannot be assumed to give unitary groupings automatically, but evidence⁵ shows that classes do exist in the sense that individuals are conscious of their identity with those sharing a "common fate" and that such groupings are marked off from each other by differences in culture, style of life and attitudes on a variety of socio-economic issues. It is these factors which gave the public the different criteria by which they came to hold views on professionalism.

As was discussed in Part One of this study, the employment situation presents a problem for the professionalizing process in marketing. This too applies to other occupations practised in an organizational setting. The difficulties that arise are based on the occupation's dependence on employers' objectives and values. These may not be those associated with professionalism. Marketing is invariably practised in an organization so these problems have a particular significance for the occupation. With the increasing numbers of

"professionals" employed in large scale organizations it seems relevant to ask, can the "ideal type" fee earning practitioner performing this occupation in an entrepreneurial role, characterised by Lewis and Maude⁶ as the ultimate in the "professional man typology", ever be fully attainable? The professional person of the future could be a salaried employee, carrying out his activities within the framework of an organization hierarchy, in occupations as diverse as social work, management, teaching and medicine. The individual in such a bureaucracy, retains a recognizable frame of reference,⁷ so that as a professional person, he participates in the two distinct systems of his profession and the organization he serves. It would seem that the terms profession and professionalization which have been said to be exemplified so characteristically by the traditional models of the older established professions cannot be so readily applied to marketing and a number of other business orientated occupations. This is basically because the particular role of the work practitioner is the direct result of his active membership of, and allocated position in, a non professional organization.

One of the difficulties in evaluating the claims of marketing to be a professional occupation is that the practitioners have a dual orientation whereby in addition to their marketing qualifications (theoretical or experienced based), they possess a body of organizational knowledge and skill, and a second set of values which they have acquired through a socialization process often in their firm. The problems would seem to be whether they are considered "ascriptive professionals", that is members of the "marketing profession" (if it exists), or whether they should be judged in common with the larger and more widely orientated group of "semi-professions" or "quasi professions" employed in large scale organizations. The evidence from the employer sample indicated that marketing practitioners were seen as a distinct occupational group, though having certain claims to professional status their role was subordinate to the demands of the employment situation.

The employers interviewed generally regarded marketing as an occupation well advanced on the road to becoming a profession. Employers were found to rate occupations higher in their "professionalization scores" than did the general public sample. However, many could be simply interpreting professional to mean "technical or competent". On the basis of the employers' perceptions there seems little doubt of the validity of Wilensky's first stage in the professionalization process, namely that an occupational group has emerged engaged on full time work on a given set of problems. This is not a tautological statement which a first reading may imply. It is the process by which this came about that is significant for marketing. Marketing grew as an occupation because of functional specialisation made possible by institutional changes (which we traced in Chapter 8), rather than by a switch from an amateur to professional role as occurred in some of the occupations we have discussed.

There was an additional factor which has assisted marketing's "professionalization" claims, in the view of employers. It is a simple case of familiarity. Professional status seems more likely in cases where an occupation has some connection with an established professional occupation or discipline. This can come about either through the sub-division of an existing body of knowledge (accountancy, engineering) or through working closely with a professional occupation (research, consultancy, personnel). Marketing because of its business orientation has had advantages here with employer or organizational recognition and a high degree of acceptance of the occupation. Once marketing can secure and stabilize its position, as it appears to be doing with employers, and with society at large, by the establishment of better training and selection procedures the second and possibly the most important stage of Wilensky's sequences to professionalism will have been achieved.

The importance of employer's perceptions of marketing is linked closely to that of the practitioners by the degree of monopoly the occupation has over its various functions. For employers this poses the

question, does the occupation perform a range of duties which are seen as the sole prerogative of marketing? Is marketing seen as a specialist function which only members of the occupational group should be allowed to perform? The same argument applies to the practitioners' views of their occupational standing. This claim to practise a particular occupation is in a sense a "charter" in Malinowski's definition of the term. The charter of an occupation to be effectively stated, clearly requires organization, and its utility to members of the occupation not only depends on the degree of external recognition but how any individual who might pursue the occupation feels he ought to be associated or bound by the occupational "charter". The difficulty with marketing is that it is a competitive activity and may involve pejorative accusations of encroachment and charlatanry i.e. the emergence of counter claims to its "charter".⁸ For these reasons the views of the practitioners on professionalization issues are especially relevant, and how they relate to external sources of professional recognition.

As was seen in Chapters 4 and 5 the self awareness of being or not being, of desiring or not desiring to be a professional occupation has always caused some difficulty amongst membership of the Institute of Marketing. We saw also how the Institute was able to generate and maintain professional self-consciousness amongst its members and this was one of the more important factors in the development of the occupation since 1945. The practitioners own evaluation of their evolution as a professional body accorded closely with that of the public. The majority of the public viewed marketing as "developing into a professional occupation". The proportion of the practitioners who held the same view was half of the sample. This together with the employers' perceptions does enable us to put forward the proposition that marketing is progressing along the "professionalization continuum" discussed in Chapters 1 and 2. However, even among practitioners some have doubts on this matter. This was evident in the survey, for there

existed a large core of opinion (22%) who considered that marketing was not a professional occupation. Until this section of practitioners change their opinions on this issue, any claim that marketing is nearing full professional status must be severely qualified. This opinion is likely to be even more strongly held among practitioners who are not members of the Institute.

The reasons why a large majority of the practitioners did not consider that marketing has reached full professional status point to the difficulties that will have to be overcome to achieve the goal of complete professional status. These reasons were based on the view that marketing was not understood or appreciated not only by the public but also by employers and managers in general. These difficulties the practitioners raised were also reflected in the view taken by the public, namely that marketing is associated with many undesirable aspects of selling. It would seem unfortunate for the occupation that the one area in which it comes into most contact with external sources, is the one that appears to give it a poor image and reputation. The traits of the "ideal type" profession which were put forward earlier in the study cannot always be fully identified with marketing. Part of the solution could come about by better training and selection procedures within the occupation. There would also be the need to stimulate amongst the practitioners a movement for more public recognition and possibly legal support for control over entry and modes of practice. Associated with these movements are the issues of "professional practice" and occupational conduct. If these two areas could be better formulated and defined in marketing some of the "non professional status" criticisms levelled against it would not be so valid. However, lack of independence from employers remains one of the main barriers to full professional status.

That the occupation of marketing should become more professionalized besides being the goal of the occupational association was a view held by many of the practitioners and employers. This should enhance the quality

of service provided by the occupation. If its functions because of this become more widely understood and appreciated then this may possibly lead to greater utilization of marketing's specialisms by employers. This could create greater efficiency in their organizations for in the past and to a lesser extent today some of the functions of marketing were performed by "amateurs" or other management personnel.

The management function which comes nearest to marketing in its degree of professionalization appears to be personnel, though it had very different origins as it started in the field of industrial welfare work. The public and employer surveys as we saw confirmed this perceived similarity and also the developments of its occupational association closely resembles that of the Institute of Marketing. There are other similarities too. Both occupations encompass a wide range of functions, which are not very often understood or even known to exist. It too has experienced difficulties in laying down educational standards in an area which like marketing can be successfully practised on the basis of experience alone. Both are invariably practised in institutional settings and a code of conduct poses difficulties where its effect can only be relative.

This study has attempted to discuss various aspects of the process of professionalization. In this we have used the marketing occupation as a case study and the data examined has not only provided some evidence on which to gauge marketing's degree of professionalization but also suggested that the "ideal type" model of a professional occupation need not apply to marketing. This does not necessarily undermine the occupation's current professional standing as it is judged by external agencies. The occupation may be "atypical" from this historical process of professionalization which we briefly traced for medicine⁹ and law¹⁰ in Part One of this study.

Throughout this study we have frequently referred to Wilensky's stages in the professionalization process. While not assessing marketing purely on his criteria alone, Wilensky's theory has provided a valuable analytical

framework. We are now in a position to review marketing in the light of this framework as one contribution to the analysis of professionalism. There is little doubt that the first stage of professionalization put forward by Wilensky has been achieved. The occupation has emerged as a distinct function and is engaged on full time work on a particular set of problems. We have observed how that full time role came about. The second stage where the occupation attempts to secure and stabilize its position to the wider society, by the establishment of training and selection procedures appears to be giving some difficulty. We saw from the public's perceptions some of the areas of difficulty. Not only was contact with and knowledge of the occupation low but when compared against a number of other occupations marketing was not seen by many to possess "professional characteristics". Combined with an occupation's acceptance to society is the formation of the professional association, which for Wilensky is also part of an occupation's striving to achieve recognition. This action not only continues to establish and define the group, but the association will set standards and norms within the occupation and manage its relationships with competing groups and other occupational associations. Marketing as we traced in the Institute's history is making some progress in this respect. This has been particularly marked since about 1960. It is attempting to do this by increasing educational standards in the occupation through continually raising entrance requirements while at the same time promoting marketing education in the state system.

It is at the next stage of Wilensky's progression that further problems are being encountered. This is in the securing of public recognition, and obtaining legal support for its control over entry into the occupation and in its modes of practice. Though greater public recognition is an aim of the professional association and in time could come about, the legal support for its practices seems more doubtful.

The greatest obstacles to this last issue are that at present the occupation has no monopoly over those who wish to practice. This is also associated with the dilemma over somewhat elastic entry qualifications for gaining membership of the Institute. In effect one can be an efficient and respected practitioner of some aspect of marketing yet have no paper qualifications in the subject or have any regard for professional ideals, as was recognised by Institute members.

The final stage in the process for Wilensky is the elaboration by the occupation of a formal code of ethics. A code has been recently brought out by the Institute which we have discussed at some length, but at present it is a relatively weak set of rules which cannot deprive a person expelled from the Institute, the means to practice his occupation. It seems doubtful at this point in time that non accordance with the Code will ever lead to expulsion from the occupation. However, it was concluded in the earlier Chapters of this study that marketing was an occupation, which unlike some of the "established professions" did not require such a high degree of regulation because the "professional/client" relationship does not involve the confidentiality found in the "established professions". This could be one basis for "atypicality". Thus in theoretical terms as judged by Wilensky's stages the occupation is making some progress along all the stages and with two of them the position is well advanced. It is in the practical implications of stricter control over membership to the Institute, the degree of monopoly over marketing activities and the implication and enforcement of the code of ethics that the next professionalization advances could be made.

The contribution of this study to the analysis of professions and professionalization.

From our study of the general evolution of the older professional occupations namely medicine, law and the church, a "traditional image" of the professional practitioner can be noted. Today these patterns can very

often be detected for the same occupations. The practitioners ability is determined by examination and licence, and a strict ethical code is observed. Deprivation of practice is the usual consequence for non-observance of the code of ethics. In such occupations the training and educational procedures are institutionalized. The "ideal type" practitioner can often practice as an individual and the service is of a fiduciary nature. There are distinct historical events and movements which have brought about these characteristics for such occupations.

The position with marketing and other "business occupations" is that they are relatively young. Their process of evolution is not taking place in the same societal conditions which have provided the "traditional model". Their goals and structures differ too. However, we traced that for marketing there had been a pattern of events in the "professionalization history" of the occupation. Though there were set backs on the road to professional status such as a nucleus of members who did not wish to see themselves as professional men and controversy over the functions of the Institute, the position is now more secure than it was in 1960. The position then was more advanced than in 1937. It is difficult to predict future movements from historical events which have only been occurring for sixty years. Nevertheless there is no reason to assume that current trends which we described in Chapters 4 and 5 will not continue. The "traditional model" of professionalism still appears the ultimate goal and other "developing professional occupations" such as personnel have shown comparable histories in the same period of time. Our study has enabled us to review the present state of professionalism in a particular occupation at a fixed point in time.

We know that at the present time the career pattern for marketing does appear to be "atypical" from the traditional model. We saw from Chapters 3, 9 and 10 this conclusion is based not only on what happens in situations of marketing practice, but also on how the practitioners viewed their position and what attributes they considered necessary for an effective career in the occupation. Diagram 1 gives a contrast between the situation in marketing as we have found it to exist today and what we know occurs in

more professionally established occupations.

DIAGRAM 1.

Career Progression Stages

<u>MARKETING.</u>	<u>ESTABLISHED "PROFESSIONAL" OCCUPATION</u>
<u>Stage 1</u> Experience in the occupation.	Formal qualifications and training
<u>Stage 2</u> The influence of personality characteristics on success.	A career route chosen (possibly specialization).
<u>Stage 3</u> Political/technical events, factors i.e. industry, company, colleagues, job mobility,	Personality characteristics become more important.
<u>Stage 4</u> The optional obtaining (often to augment experience) of a paper qualification.	Relevant experience necessary for the highest positions in the occupation.

The stages are not meant to be fully comprehensive or intractable but the model does display a general review of the contemporary occupational situation for marketing contrasted with the older established occupations. These stages are linked to "career" and this latter notion is one that has been given attention both as a concept and in its implications for marketing. For the "traditional profession" career is an integral part of the ethos of professional life. This is not the case for all occupations. Management occupations because of organizational goals invariably have to co-operate and often become interchangeable. Movement between management functions and within internal specialisms of business occur. We saw from our practitioners survey that this very often was an ambition to "gain all round business experience". Such processes can only weaken the autonomy of an occupation. The result is that the ideals and philosophies of one occupation in an organization may influence another.

Professionalization for a management occupation (one that is practised in an institutional setting) might therefore depend on a number of

factors. Firstly, there is its own current situation e.g. the institutional features and the relevance of "theories on professionalization" for any claims to professional status. Secondly, there is the possible influence of a more professionally advanced occupation which the practitioners may come into contact with. The effects of this would be more specific and immediate than occurs for the process we discussed existing between the "personal service professions" and the "impersonal service professions" suggested by Halmos. The influence envisaged by Halmos was taking place in society as a whole and was a long term process. With a management occupation in an institutional setting the influence of a highly professionalized occupation such as accountancy might be occurring daily and possibly have to be adhered to if organizational goals are to be achieved. Thirdly, as we saw in Chapter 2 the process of professionalization in management occupations is related to the organizational goals of the working situation. Fourthly, the increasing complexity of industry creates new occupations. Such occupations as we have seen tend to model their development on the "traditional professions". This could lead to the situation foreseen by Durkheim as "the professionalization of everyone". We briefly traced how the traditional professions had evolved since medieval times. It would seem such a lengthy development is not occurring or even possible for many occupations. Even the stages described by Wilensky cannot be strictly applied to a number of occupations having professional aspirations. The common conclusion of all studies on professionalism is that it is a consequence of the point we discussed in Chapter 1, of an increasing division of labour in society.

Our study has emphasized one point in which functionalist and trait theories on professionalism converge. This is on the issue of service to society or the ideal of social responsibility. In a profession this ethos is operationalized by an enforceable code of ethics. However, social responsibility does not seem to commit the behaviour of an occupation to the rigorous rules of the "traditional professions". Social responsibility (as

our surveys demonstrated) does not necessarily have the connotations of social status which is often associated with the term profession. There is also the possibility that with management and business occupations social responsibility is a misnomer for use when their aims clash with other sectors of business and society. However, it hoped in this study to have illustrated that the notion of profession in so far as it implies a combination of expertise and service can apply in many respects to management and for marketing in particular.

As we suggested in Chapter 1 the term "profession" is often used as an "ideal type" concept. This approach has been adopted throughout this study. We have also accepted the older occupations of law, medicine and the church as "established professions". In Chapters 1 and 2, we also discussed the term "professional continuum" with these established professions at one end and "emerging professional" occupations positioned accordingly along this continuum. It would seem that the notion of linear development and "atypical" can both be applied to marketing to some degree. The less the extent of professionalism exhibited by an occupation the more difficult it is to plot any definite line of progressive professionalization. Marketing cannot be equated with the traditional model of professionalization. Other roads to professional status do seem to exist. These are not easily identifiable. Accountancy and architecture for example have not followed the traditional route yet their professional standing is accepted. Such occupations fall between the older occupations and managerial ones in the extent of the "free practitioner". In using the concept of the professional continuum as a guide in our study we can conclude that marketing as with other management occupations is an example of an "organizational profession". This is a different model from Halmos' in that whereas the "impersonal service professions" are often practised free of organizational constraints and involve very often a single professional/client relationship, neither of these two characteristics generally apply to marketing. The evolution of marketing as a profession, it would seem, might proceed on the model not of the

"established professions" but on that of the "recently established professions" such as accountancy and engineering. It is hoped this study had indicated where and how this might be occurring. In the "comprehensive approach" to the marketing occupation some contribution to the sociology of occupations might emerge. The number of reference points from which marketing was examined could provide a guide for empirical analysis in other occupations. Certainly in this work the methodology provided distinct fields of study from which to pursue our objectives.

The time may now be appropriate for new theoretical works on the professions. There have been no radical innovations for several years. Though functionalist and trait theories can be applied to many occupations these approaches will eventually become exhausted in the amount of knowledge obtainable for the "professionalization process". As we saw from Chapter 2 the field of occupational study is wide. The time for some consolidation in the field of professionalism may now be due. Such junctures do occur in certain fields of sociological study. Examples of such occurred with group behaviour studies following the Second World War, the family in the late nineteen fifties and bureaucracy in the early sixties. Further research would be valuable on the influence of the work situation for the professionalizing process. Also how the process evolves in differing societies and the responses of the occupations to contrasting external stimulus. There is still a difference of opinion in industrial societies on whether professions are entirely functional for society. Further research might indicate if such manifestations are justifiable. It would appear that as all societies become more specialized in the division of labour that the field of study for "professions" can only increase.

The future of professionalization in marketing and future studies.

If the stages in Diagram 1 for marketing were revised or altered would this mean that the occupation would automatically achieve full professional status? The answer can only be doubtful for two reasons. Firstly, as we have

emphasized in this study the occupation has no monopoly over those who wish to practice it, and a number of the features contained in the stages applicable to marketing which we might define as "technical" i.e. qualifications, entry to the occupational association, homogeneity in the occupation, external recognition are not yet sufficiently developed (professionally advanced). Secondly, there is also the difficulty (though it is not a complete barrier to full professional status) of the organizational location of the practice of the occupation which has been a continual point of reference in this study. We can thus identify a number of areas where marketing is failing in the professionalization process. There are also some factors which appear to be beyond the control of the occupation.

It seems doubtful that the occupational Association in the foreseeable future will be able to control the activities of all those who wish to pursue the practice. A monopoly situation as in medicine or law is not occurring. In many of the "professionally aspiring" occupations the appropriate occupational associations by no means have a monopoly of practitioners in the field. Attempts by such associations to bring about a closed entry situation are not uncommon, and the creation of prescribed and formally organized training is one of the main ways used to achieve this. Such processes do of course take time to establish themselves, but accepting the present status of the Institute there seems no reason why greater progress should not be made. Entry qualifications will have to be continually reviewed. There will possibly have to be greater demarcation between membership grades as Professor Carr-Saunders originally proposed in 1937.¹¹ This has always remained a controversial issue for the occupation and one that to date has not been finally resolved. The feelings of members on this subject have always been keenly voiced.

We saw from the main survey of the practitioners, and from the historical study of the Institute, that there appeared to be a close relationship between reasons of professional status and reasons related to expertise for joining

the Institute (reasons for promotion in an appointment or industry as opposed to gaining further technical knowledge). The former reason appeared to predominate. It would appear that for many practitioners the motives for joining are a balance between these factors. Analysis also showed differences between senior (older) and more junior members. They did seem to be status groupings in the Institute. This tended to manifest itself in the older, better established and more senior (in terms of both occupational and interest group association) positions to stress the importance of membership of an occupational association as an aid to their job performance. The more junior and younger members stress the obtaining of a recognized qualification as a major reason. The latter motivation should become the more common amongst members if long term professional attainment is the goal of the Institute, though we should not denigrate the reasons for joining the Institute as a means to obtaining occupational promotion. This is one of the functions of a qualifying association. The situation is possibly related to the fact that younger members in the Institute also perceived the occupation as being more professionalized than older members. Though the occupation may be developing professional characteristics recognized by many theories on what constitutes a professional occupation, the members must want to be seen as "professionals".

The educational background of members of an occupation with professional aspirations are thus an important determinant of that occupation's status. The fact that the Institute of Marketing has attempted, and is attempting, to improve its status through the emphasis on educational standards, improvements and controls (albeit vocational, and albeit in conjunction with experimental criteria) is important in this context. The setting up of such controls and standards is in line with the professionalization process described by Wilensky, and as such might have been predicted. What is, of course difficult to manage is the balance to be achieved between high formal educational standards and the largely experienced-based attributes of the earlier and usually powerholding members. The relatively recent

growth of the occupation and the lack of widespread higher and further educational opportunities for marketing provides the bulk of the explanation for this, but the outcome does present difficulties in matching two different sets of criteria. The secondary education of members of the institute in the practitioner survey gives some support for these comments, in the larger numbers of the sample who had left school at sixteen or earlier. Also in the traditional sense of the term, the vast majority had not been involved in the higher educational system. It is important to bear in mind the limited opportunities for higher education in the subject of their occupational field available to marketing personnel, but it does nonetheless draw attention to the situation between reward criteria in the occupation and education which are not always related.

In the period of an occupation's early development entry into the occupation will be loosely controlled, particularly given the need to build up the occupation and the range of tasks and functions, and the vocational base of the early occupational association. In these circumstances the prior occupational backgrounds of entrants, as well as their educational background will be varied. The relatively recent expansion of numbers employed in the function has meant a rapid rise in membership of the formal occupational association, as we saw in Chapter 3. This has meant the recruitment into the Institute of Marketing of numbers who had previously followed other occupational paths. Such heterogeneity can only dilute the unity of an occupation.

The educational background of members of any formal occupational association is to a large extent governed by such factors as the speed of growth and development of an occupation in demand terms and the link with labour supply, the perception by people entering the occupational area of the need for a formal identity, and particularly the amalgam of motives for

setting up and perpetuating an occupational association. Such motives might include the need for identity of status, the need for protection, and the need for improving standards in the area. All these factors would create demands for controls once an occupational group had reached a point where it became necessary for competence to be defined, and for functions to be ordered. It is important to distinguish between the control aspects of forming an occupational organization, and the mechanism to be used to reach such an end which is usually the achievement of formal professional status. Once marketing can come to terms more with this last goal the nearer it might move towards full professional status.

Again the implications of these movements are directly related to Wilensky's steps towards full professional status in that full recognition must be secured by the occupation in society at large. Our study has shown the existence of reference groups for this to occur amongst, not only the public and employers, but in other areas of management too. The solution to this can be resolved very largely in the educational system. There are strong feelings among practitioners and among employers to a lesser degree that marketing education could commence at secondary school level, or at least more time devoted to business studies in general. Marketing, as we saw in Chapter 5 was established in business schools and management departments, though the subject had not always made an impact compared to other management disciplines. Only by greater acceptance at all levels in the educational system will marketing be further assisted in its professionalization progress.

We have now completed our review of marketing as a case study in professionalization. The four avenues of approach in our methodology have been fully explored and a number of conclusions drawn from these. In this exercise while measuring the professionalizing steps of the occupation against the stages of professionalization as put forward by Wilensky we have attempted to position marketing in the "professional to non-professional continuum" discussed in the opening stages of this study. Though as we

have implied in the latter stage of this study a "continuum" is not fully applicable to marketing. The linear implication of such a theory does not totally allow for the organizational, business and societal conditions in which marketing functions at present. However, in our analysis it is also hoped that some contribution has been made to the understanding of the concept of "profession". Though we cannot conclude at the present time that marketing is a professional occupation in the full sense of the "older established professional" occupations, it certainly warrants the title of a "developing professional occupation". This research may challenge some assumptions which are not only held by the public and employers about the occupation, but also some of the attitudes and opinions which are held by the practitioners.

Our study may also lead to other areas where further research is desirable. In particular regarding marketing's aspiration to achieve professional status a number of avenues are possible which future studies could explore. There are the perceptions in which the field of business is held by school leavers and university graduates. Marketing is a central area in this. If marketing can be more fully understood and appreciated in these sectors of society, many of the barriers between marketing and society could be breached in the near future. To ascertain current perceptions should be the commencement of this exercise. Full professionalization as referred to in this work can only come about if marketing can resolve the issue of what is a qualified marketing man and what is not. To the furtherance of this aim research is required into the content and acceptability (to society, to employers and to practitioners) of current marketing and allied management qualifications. Thirdly, a more detailed study than was possible in this work is required, about the ways in which marketing practitioners would like to see professionalism develop in the occupation. Such a study would need to take a further reference group of the practitioners who are not occupationally committed (those who do not have such a strong occupational identification.) A fourth area of possible research was raised in Chapters 9

and 10. This was that the organizational features and functions (i.e. distribution as opposed to manufacturing) of a practitioner's working situation might effect his views on the professionalization of his occupation.

The fields of future research in other management occupations on professionalization might well follow the pattern adopted in this study. Though it is envisaged some historical approach will be essential, the number of reference groups consulted will not be the same. For example with occupations such as accountancy and chartered engineering where the individual professional/client relationship plays a more comprehensive role than is the case with marketing, an evaluation needs to be taken of the clients perception of the "professional". There would also seem to be an area of research which we discussed in Chapter 3 of the institutional and historical comparisons of the whole range of "management and business occupations". Further comparisons are needed in the management areas we have discussed of not only the roles of the occupationally committed but also on practitioners who effectively perform the duties of the occupation in "isolation". What is the number of such individuals and are they associated with particular types of industries or companies? They may in certain areas be more numerous than the "committed". It is suggested here that the sociology of the professions in future should redress the imbalance that has occurred in the past by emphasis on the "traditional professions". Management occupations would seem a rewarding area for such a process.

In conclusion it is hoped that in the long term the implications of this work will be of greater value to our knowledge of the professionalization of marketing than other surveys which have been carried out on various operational aspects of the occupation. Finally this work might provide a guideline for future studies in the professionalization of any management occupation.

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APPENDICES: ONE TO SIX.

APPENDIX ONE(Relating to Chapter Three)

- Item 1. Some Examples of Marketing Appointments.
- Item 2. Code of Professional Practice issued by the Institute of Marketing.

ITEM 1.Some Examples of Marketing Functions.APPOINTMENTMARKETING MANAGER

RESPONSIBLE TO:

Chief Executive

LOCATION:

Head Office.

SUBORDINATES:

Sales Manager.

Advertising and Public Relations Manager.

Products Manager.

Market Research Manager.

AIMS OF

APPOINTMENT:

To formulate marketing and profit objectives from company objectives and to develop and implement a marketing plan to reach these objectives.

RESPONSIBILITY:

1. To estimate the share of the market that can be achieved in terms of sales and profit forecasts and the cost of achieving these figures through the marketing plan, making the most effective use of market research, product development, distribution, advertising, selling, sales promotion and servicing.
2. To prepare strategic long and short term marketing plans based on realistic sales and gross profit targets.
3. To determine objectives of advertising, market research, product research and consumer research.
4. To determine product priority, range and presentation; anticipate market changes and evaluate alternative marketing techniques to achieve defined objectives.
5. To determine pricing policy and to keep price levels of company products under continuous review to ensure that they are profitable and competitive.
6. To define the jobs of his subordinates in such a

way that standards can be set and performance measured against these and training directed at systematically improving performance.

ASSESSMENT: Performance against these objectives, and specified targets, will be appraised at least twice per year and annual salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY:

1. Sales targets by volume, revenue and mix.
2. Profit targets by product and market share.
3. New product development programme.
4. Total marketing expenditure budget.

APPOINTMENT.SALES MANAGER.

RESPONSIBLE TO: Marketing Manager.

LOCATION: Head Office.

SUBORDINATES: Salesmen

Area Managers.

3 Sales Office Staff.

AIMS OF

APPOINTMENT:

To achieve the agreed sales and profit targets through the sales of the company's products.

RESPONSIBILITY:

1. To establish the product's sales potential and its characteristics and draw up sales forecasts based on these.
2. To prepare annual budget and control company's selling activities with the agreed sales budget.
3. To recruit, select, train, appraise and develop field sales and sales office staff.
4. To set targets, both financial and by products, for field staff to meet sales budget.
5. To determine salesmen's geographical territories and the number of calls per journey cycle, eliminating unprofitable calls.
6. To arrange and conduct field staff meetings, ensuring that staff are aware of company's sales policy, advertising and promotion activities.
Encouraging suggestions from salesmen and informing them of current sales situation.
7. To promote sales in conjunction with marketing and advertising managers, through exhibitions, advertising, display and general promotional activities.
8. To co-operate with marketing manager, deciding pricing strategy and to be responsible for issuing price lists and conditions of sale.

9. To be responsible for the administration of the sales office, ensuring acceptable cash flow from debtors.

10. To give immediate attention to any complaint and decide on action to be taken according to company policy.

ASSESSMENT: Performance against these objectives, and specified targets, will be appraised annually and promotion and salary increases given against these appraisals.

STANDARDS 1. Territory performance in terms of sales target.

ASCERTAINED BY: 2. Key account performance as percentage of territory target.

3. Development of sales staff.

APPOINTMENT.

RESPONSIBLE TO:

LOCATION:

AIMS OF

APPOINTMENT:

PRODUCT MANAGER.

Marketing Manager.

Head Office.

Under the general direction of the marketing manager to be responsible for providing overall guidance, co -ordination and direction in the marketing of the products in his product group, to achieve stated profit and marketing objectives, within the framework of the company marketing plan and budgets.

RESPONSIBILITY:

1. To develop and recommend to the marketing manager overall objectives and strategies for the marketing of his product group within the framework of the marketing plan.
2. To communicate to sales department the development of volume, share of marketing and profit objectives for his products together with marketing plans for the achievement of these objectives ensuring this is co-ordinated with the overall marketing plan.
3. To oversee the development of the most profitable line of products in his group through planned introduction of new varieties and regular review and suspension of unprofitable lines.
4. To collaborate with market research and advertising managers concerning his product group and develop advertising and promotion plans for his product group.
5. To ensure proper planning scheduling and co-ordination in the development testing and market introduction of new and unproved products

for his group.

6. To keep continuously ahead of industry and trade developments making periodical field sales and factory visits, analysing trends and recommending appropriate changes in production or distribution of his products and participating in demonstrations and exhibitions.

7. To assist sales manager in the training of salesmen with particular emphasis on his product group.

ASSESSMENT:

Performance against these objectives, and specified targets, will be appraised annually, and promotion and salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY;

1. Achievement of marketing objectives related to his product (s) in terms of sales, profit, market penetration.
2. Maintenance of product mix.
3. Satisfactory balance of new product vis-a-vis, phasing out of non-contributory products.
4. Satisfactory co-operation and communication with other marketing departments.

APPOINTMENT:MARKET RESEARCH MANAGER.

RESPONSIBLE TO:

Marketing Manager.

LOCATION:

Head Office.

SUBORDINATES:

Statistical Analyst.

Clerical Assistant.

AIMS OF

APPOINTMENT:

To collect, interpret and evaluate internal and external marketing information - to assist the marketing and sales departments in establishing objectives, choosing courses of action, and appraising and improving the effectiveness of the marketing plan.

RESPONSIBILITY:

1. To advise management to ensure that sales efforts are directed towards the geographical markets, product categories, and classes of trade worth the greatest volume and profit potential.
2. To direct the development with implementation of new and established methods for appraising sales performance through the use of internal and external resources.
3. To assist management in developing an effective marketing plan by providing and interpreting industry marketing data.
4. To assist advertising department in planning and evaluating advertising.
5. To develop, recommend, supervise and analyse marketing surveys ensuring that they are carried out with the lowest possible cost consistent with technical standards.

ASSESSMENT:

6. Keep abreast of industry market research methods. Performance against these objectives and specified targets will be appraised annually, and promotion and salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY:

1. Accuracy of assessment of market potential and trends.
2. Accuracy of forecasts based on marketing activity.

<u>APPOINTMENT.</u>	<u>ADVERTISING AND SALES PROMOTION MANAGER.</u>
RESPONSIBLE TO:	Marketing Manager.
LOCATION:	Head Office.
SUBORDINATES:	2 Advertising assistants.
AIMS OF APPOINTMENT:	In accordance with the marketing plan, and with company policy, to formulate and execute a policy plan and programme for company advertising and sales promotion, designed to increase the effectiveness of the Company's marketing effort.
RESPONSIBILITY:	<ol style="list-style-type: none"> 1. To establish the advertising and sales promotion requirements of the company's sales force and markets. 2. To formulate, recommend, direct and administer advertising and sales promotion programmes to meet these requirements. 3. To develop and maintain the knowledge and skill to buy and/or supervise outside services effectively. 4. To liaise with research department/product management and sales departments, on the preparation of all advertising and sales promotion material and to keep all company staff informed of current and forthcoming campaigns. 5. To monitor the effectiveness of advertising and sales promotion through research, sales and competition comparisons. 6. To be responsible for the inventory and distribution of all advertising material as well as the preparation and control of the advertising budget. 7. To be responsible for the appearance of all

the company's packaging and labels.

8. To define the jobs of each member of his staff in such a way that standards can be set, performance measured against these standards and training directed at systematically improving performance.

ASSESSMENT:

Performance against these objectives, and specified targets, will be appraised annually and promotion and salary increases given against these appraisals.

STANDARDS

ASSESSED BY:

1. Success in developing appropriate advertising campaigns and strategies.
2. Volume of increased sales as a result of each campaign compared with advertising appropriations.
3. Effectiveness of disseminating advertising informing and material throughout organization.
4. Impact of company vehicles, packaging and stationery on customers and public.

APPOINTMENT:INDUSTRIAL SALESMAN.

RESPONSIBLE TO:

Sales Manager.

LOCATION:

Territory No. 1. - London.

AIMS OF

To sell profitably, retaining existing customers

APPOINTMENT:

and securing new customers. Reaching his sales objectives and targets.

RESPONSIBILITY:

1. To sell profitably the company's products to industry as directed by the sales manager and in accordance with sales objectives and targets.
2. To give technical advice to customers when requested to do so on problems associated with the product.
3. To call on customers according to the call plan agreed by his manager, and plan and control his journey cycle.
4. To plan sales presentation in order to show the benefits of the company's products and arrange trials or technical tests where appropriate.
5. To maintain and upgrade customer relationships.
6. To keep up to date on the technical background of the product.
7. To keep customer record cards updated and process orders promptly.
8. To submit weekly reports to include comments on competitor activity.
9. To abide by the company policy on cars, expenses, appearance etc.

ASSESSMENT:

Performance against these objectives, and specified targets, will be appraised annually, and promotion and salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY:

1. Profitable sales.
2. Skill in communicating technical advice acceptable to customers.
3. Skill in making effective sales presentations.

APPOINTMENT.

RESPONSIBLE TO:

LOCATION:

AIMS OF

APPOINTMENT:

RESPONSIBILITY:

CONSUMER/RETAIL SALESMAN.

Sales Manager.

Territory No. 1. London.

To sell profitably, retaining existing customers and securing new customers, reaching his sales objectives and targets.

1. To sell profitably the company's products to the retailer in accordance with sales objectives and targets.
2. To call on customers according to the call plan agreed by his manager and plan control his journey cycle.
3. To plan sales presentation in order to show the benefits of the product, always carrying a full range of samples.
4. To maintain and upgrade customer relationships.
5. To negotiate display space, distribute point of sale material and sales literature.
6. To collect overdue accounts as advised by credit department.
7. To keep customer record cards up to date and process order promptly.
8. To submit weekly reports, including comments on competitor activity.
9. To abide by the company policy on cars, expenses, appearance etc.

ASSESSMENT:

Performance against these objectives, and specified targets will be appraised annually, and promotion and salary increases given against these appraisals.

STANDARDS

ASCERTAINED BY:

1. Profitable sales.
2. Achievement of sales targets, particularly promotional lines.

3. Economic journey planning.
4. Skill in presentation of sales story.
5. Ability to merchandise at retail stores economically and effectively.

ITEM 2.PROFESSIONAL CODE OF PRACTICE OF INSTITUTE OF MARKETING.

In October 1973 the Institute introduced the following Code of Practice for all members.

Marketing's Professional Responsibility.

The professional marketing executive has responsibilities to his employer, to customers - both ultimate and intermediate - to his colleagues and to the public. The Institute requires its members, as a condition of membership, to recognize these responsibilities in the conduct of their business, and to adhere to the following Code of Practice. All members shall be answerable to the Council of the Institute for any conduct which in the opinion of the Council is a breach of this Code and the Council may take disciplinary action against any member found to be in breach thereof.

Professional Conduct.

GENERAL. A member shall at all times conduct himself as a person of integrity another shall observe the principles of this Code in such a way that his reputation, that of the Institute and that of marketing shall be enhanced.

INSTRUCTION OF OTHERS. A member who knowingly causes or permits another person or organization to act in a manner inconsistent with this Code or is part to such action himself be deemed to be in breach of it.

INJURY TO OTHER MEMBERS. A member shall not knowingly, recklessly or maliciously injure the professional reputation or practice of another member.

HONESTY. A member shall at all times act honestly and in such manner that customers - both ultimate and intermediate - are not caused to be misled. Nor shall he in the course of his professional activities knowingly or recklessly disseminate false or misleading information. It is also his responsibility to ensure that his subordinates conform with these requirements.

PROFESSIONAL COMPETENCE. It is expected that, in the exercise of a member's profession as a marketing executive, he shall seek at all times to ensure that he attains and retains the appropriate levels of competence necessary for the efficient conduct of such tasks as are entrusted to him by his employers. He shall seek to ensure that all who work with him or for him have the appropriate levels of competence for the effective discharge of the marketing tasks entrusted to them and where any shortcomings might exist he will seek to ensure that they are made good as speedily as possible.

CONFLICT OF INTEREST.

- (a) A member shall use his utmost endeavour to ensure that the provisions of this Code and the interests of his customers are adequately and fairly reported to his Company in any circumstances where a conflict of interests may arise.
- (b) A member holding an influential personal interest in any business which is in competition with his own employer, shall disclose that interest to his employer.
- (c) A member having an influential personal interest in the purchase or sale of goods or services as between his own company and another organization shall give his company prior information as to that interest.

CONFIDENTIALITY OF INFORMATION.

- (a) A member shall not disclose, or permit the disclosure to any other person, firm or company, any confidential information concerning a customer's business, without the written consent of the customer except where required by status.
- (b) A member shall not disclose, or permit the disclosure to any other person, firm or company or use to his own advantage, any confidential information concerning his employer's business without the written consent of his employer except where required by statute.

SECURING AND DEVELOPING BUSINESS. No member may seek to obtain or obtain business in a manner which, in the opinion of the Council of the Institute,

is unprofessional. In determining whether or not any behaviour is unprofessional, the Council will be guided, inter alia, by this Code and by any professional Codes of Practice in effect at the time the behaviour occurs. The Council of the Institute will always, unless it has determined to the contrary and so informed members, accept such other Codes of Practice as a minimum level to be expected of members of the Institute.

OTHER RELEVANT CODES OF PRACTICE. Members should be aware of other relevant Codes of Practice. The most important amongst these are:-

(a) ADVERTISING.

British Code of Advertising Practice (Advertising Standards Authority)
International Code of Advertising Practice (International Chamber of Commerce)

(b) SALES PROMOTION.

International Code of Sales Promotion Practice (International Chamber of Commerce)

(c) MARKET RESEARCH.

Code of Conduct (Market Research Society/Industrial Marketing Research Association).

(d) PUBLIC RELATIONS.

Code of Professional Conduct (Institute of Public Relations).

The Council of the Institute also issues from time to time Schedules for the Guidance of Members on facets of the marketing process to supplement such Codes of Practice. These Schedules for the Guidance of Members are statements of minimal expected practice and do not preclude the Council from concluding that behaviour in such schedules is, in fact, unprofessional.

ENFORCEMENT OF THE CODE.

ROLE OF THE INDIVIDUAL MEMBER. It is the duty of all members to assist the Institute in implementing this Code and the Institute will support any

member so doing.

MISUSE OF THE CODE. Unfair, reckless or malicious use of this Code by members or others to damage the reputation and/or professional practice of a member and/or his organization shall be deemed a breach of this Code.

PROCEDURES FOR HANDLING COMPLAINTS. The Council of the Institute may nominate, at its discretion, a person or persons whose task will be to decide if there is a prima facie case to answer. If there is such a case, the Council shall initiate the necessary procedure for its investigation.

SANCTIONS FOR BREACH OF THIS CODE. If the Council of the Institute, having duly and properly examined alleged breach of this Code by a member, finds that member in breach of the code, it shall be empowered to take such disciplinary action as it shall deem appropriate. If the Council decides to expel a member from the Institute it shall act in strict accordance with the provisions of the Articles of Association of the Institute, of which Article 19 is set out below:

"Any member of any class who shall fail in observance of any of the regulations or bye-laws of the Institute or whom the Council in their absolute discretion deem an unfit or unsuitable person to be a member of the Institute may be expelled from the Institute by the Council. Such Member shall have seven clear days notice sent to him of the meeting of the Council at which the proposal for his expulsion is to be considered and he may attend and speak at the meeting, but shall not be present at the voting upon such proposal nor (except as aforesaid) take part in the proceedings otherwise and as the Council allows. A member so expelled shall forfeit all claims to the monies paid by him to the Institute, whether upon admission or for fees or subscriptions or otherwise and shall cease to be a member of the Institute".

APPENDIX TWO(Relating to Chapter Six)

- Item 1. Sample Survey of the General Public,
Interview Schedule and Explanatory Letter.



THE UNIVERSITY OF ASTON MANAGEMENT CENTRE

Research Unit

11 Coleshill Street, Birmingham B4
Tel: 021.359 3611 Ex 483/6268

APPENDIX TWO
ITEM ONE

April, 1974.

Dear Sir / Madam,

This is to confirm that this survey is an officially authorised research project, being conducted at the Management Centre of the University of Aston, Birmingham, on business occupations.

Should you have any questions on this work, please let the interviewer know, or telephone me at the Management Centre.

Thank you for your co-operation.

Yours sincerely,

D.S.Walker. B.Sc., A.M.B.I.M., M.Inst.M.

STRATIFIED GENERAL POPULATION SURVEY 1974

1. What do you understand by the term "Professional Occupation"?
Give two examples.

2. How vital do you consider the following attributes to be in a professional occupation?

Attribute	Extremely Important	Quite Important	Of some importance	Not very important	Not at all important
A code of ethics					
A minimum of 3 years training					
Service to the community					
Competence tested by examination					
Backed by an Association					

3. How would you classify the following occupations? (Tick)

	An old established professional occupation	A new professional occupation	Developing into a professional occupation	Not a professional occupation at present	Unlikely to become a professional occupation
Accountant					
Chartered Engineer					
Actor					
Architect					
Company Secretary					
School Teacher					
Solicitor					
Marketing Executive					
Journalist					
University Lecturer					
Army Officer					
Bank Clerk					
Police Officer					
Dentist					
Estate Agent					
Social Worker					
Optician					

4. Place the following management functions in order of importance you consider their value (Tick).

	Vital	Very important	Of some Importance	Marginal value	Of no importance
Accountancy					
Personnel					
Production					
Marketing					
Research					

5. Rate the following occupations in order of your considered value they contribute to society.

	Vital	Very Important	Of some importance	Marginal value	Of no importance
Estate Agent					
Doctor					
School Teacher					
Marketing Executive					
Bank Manager,					
Librarian					

6. Can you name some of the functions/jobs carried out by Marketing men.

7. What are your views on the claims of marketing to be a professional occupation?

8. What experience or dealings have you had with marketing personnel, and any comments you care to make on these?

9. Have you heard of the Institute of Marketing? Yes/No delete.

10. Do you consider Marketing men practice a code of ethics or conduct in their work? Have you any comments to make on this?
11. Do you think more attention needs to be paid to marketing in order that our economic position will improve?
12.
 - i. What is your own occupation or previous occupation if retired?
 - ii. Age.
 - iii. Sex.
13. If housewife - What is your husband's occupation?
14. Previous occupation if retired.
15. Any further comments you care to make on this survey.
16. Stratification category (for official use only)

APPENDIX THREE(Relating to Chapter Six)

Table 1. Professionalization Scale Scores adapted from the Hickson and Thomas Survey. (Chapter 6 Reference 21.)

Table 2. Analysis of Elements included in various definitions of a professional occupation.

Table 3. Importance Ratings given to "professional traits" in the survey analysed by: Social class.

Table 4. Importance Ratings given to "professional traits" in the survey analysed by: Sex.

Table 5. Importance Ratings given to "professional traits" in the survey analysed by: Housewives and "all others".

Table 6 - 8 The scores of importance of each management function, as given by the total sample, on a five point scale, and their standard deviations, as rated by the following categories in the sample:

Table 6. Registrar General Classes.

Table 7. Sex.

Table 8. Housewives and "all others".

Table 9. - 10: Value to society ratings on a five point scale of importance, and standard deviations, for a given range of occupations broken down by:

Table 9. Registrar General Classes.

Table 10. Housewives and "all others".

TABLE 1.
PROFESSIONALIZATION SCALE SCORES FROM THE HICKSON AND THOMAS SURVEY AS
REFERENCED

Qualifying Association (n = 43)	Prof.* Scale Score	Age as at 1967	No. of members (in hundreds)
Royal College of Obstetricians & Gynaecologists	13	38	13
Royal College of Physicians of London	13	449	52
Royal College of Surgeons of England	13	222	135
College of General Practitioners	11	15	67
Institute of Civil Engineers	11	149	303
Law Society	11	142	182
Royal Institute of British Architects	11	133	204
Institution of Electrical Engineers	10	96	512
Town Planning Institute	9	53	45
Inns of Court	9	667	20
Institution of Mechanical Engineers	8	120	580
Institute of Chartered Accountants	8	87	365
Chartered Institute of Secretaries	8	76	287
Royal Aeronautical Society.	7	101	112
Institute of Marine Engineers	7	68	155
Institute of Physics & the Physical Society.	7	49	83
Chartered Society of Physiotherapists.	7	73	172
Chartered Auctioneers and Estate Agents Institute.	7	81	104
Royal Institute of Chartered Surveyors	7	99	262
Institute of Quantity Surveyors	7	29	43
Institution of Production Engineers	6	46	135
Institution of Metallurgists.	6	22	62
Pharmaceutical Society	6	126	288
Association of Certified & Corporate Accountants	6	63	111
Textile Institute	5	57	74
Institute of Medical Social Work	5	64	18
Society of Chiropodists	5	22	37
Royal Institute of Chemistry	5	90	160
Institute of Transport	4	48	108
Institute of Biology	3	17	32
Institute of Bankers	3	88	604
Library Association	2	90	119
Institute of Welding	2	44	51
Royal Institute of Naval Architects.	2	107	47
Society of Radiographers	2	47	52
Chartered Insurance Institute	2	70	493
Corporation of Secretaries	2	43	102
Advertising Association	2	41	5
Institution of Railway Signal Engineers	1	55	15
Institute of Marketing and Sales Management	1	56	101
Institution of Works Managers	0	36	51
British Institute of Management	0	20	158
Institute of Company Accountants	0	39	51
Range	0 - 13	15 - 667	5 - 604
Mean	5.9	94	153
Standard Deviation	3.72	113	153

* Computed by scoring one for each scale item possessed.

TABLE 2.

ANALYSIS OF ELEMENTS INCLUDED IN VARIOUS DEFINITIONS OF PROFESSIONS.

[illegible]

TABLE 3

Importance ratings given to Professional "Traits" by Registrar General Classes. (*Five Point Scale)

Category in Sample	Trait	Code of Ethics	3 Years Training	Community Service	Examination	Association	
Professional and Intermediate N = 57		4.193 0.611	4.537 0.724	3.684 0.689	4.267 0.746	2.665 0.804	Mean Standard Deviation
Skilled N = 57		3.351 0.896	4.018 0.767	3.747 0.758	3.351 1.142	2.491 0.966	Mean Standard Deviation
Semi Skilled and Unskilled N = 74		2.928 0.987	3.474 1.005	3.502 0.754	2.688 0.876	1.912 0.848	Mean Standard Deviation
F Value		14.565	6.4284	3.7366	7.1774	4.0288	

F Value significance levels

- * 1 = Not at all important
 2 = Not very important
 3 = Of some importance
 4 = Quite important
 5 = Extremely important

95.00	=	3.00
97.50	=	3.69
99.00	=	4.61
99.99	=	6.91

Table 4.

Importance Ratings Given to Professional Traits by Sex.
(Five Point Scale*)

Trait Category in Sample	Code of Ethics	3 Years Training	Community Service	Examination	Association	
Male N = 100	3.600 0.985	3.980 0.841	3.530 0.893	3.420 1.103	2.410 0.911	Mean Standard Deviation
Female N = 100	3.310 1.012	4.030 0.948	3.590 0.726	3.350 1.306	2.460 1.039	Mean Standard Deviation
t. Value	2.0538	0.3947	0.5214	0.4096	0.3618	

t. Value significance levels

* 1 = Not at all important	95.00	=	1.645
2 = Not very important	97.50	=	1.960
3 = Of some importance	99.00	=	2.326
4 = Quite important	99.50	=	2.576
5 = Extremely important	99.99	=	3.090

TABLE 5.

IMPORTANCE RATINGS GIVEN TO PROFESSIONAL TRAITS BY: HOUSEWIVES AND "ALL OTHERS"

(*Five Point Scale)

Trait Category in Sample	Code of Ethics	Training	Community Service	Examination	Association	
Housewives N = 53	3.057 0.908	3.887 1.013	3.528 0.668	3.151 1.336	2.472 0.932	Mean Standard Deviation
All others N = 147	3.632 1.002	4.088 0.839	3.581 0.865	3.500 1.142	2.434 0.994	Mean Standard Deviation
t. Value	3.6398	1.3971	0.3982	1.7980	0.2393	

t. Value significance levels

* 1 = Not at all important	95.00	=	1.645
2 = Not very important	97.50	=	1.960
3 = Of some importance	99.00	=	2.326
4 = Quite important	99.50	=	2.576
5 = Extremely important.	99.99	=	3.090

TABLE 6.

REGISTRAR GENERAL RATES OF IMPORTANCE ON VARIOUS MANAGEMENT FUNCTIONS.

(*Five Point Scale)

Management Function Category in Sample	Accountancy	Personnel	Production	Marketing	Research	
Professional and Intermediate N = 57	4.423 0.549	3.643 0.622	4.627 0.550	3.120 0.746	3.684 0.776	Mean Standard Deviation
Skilled N = 57	4.456 0.657	3.772 0.708	4.754 0.474	2.877 0.803	3.579 0.963	Mean Standard Deviation
Semi Skilled and Unskilled N = 74	4.513 0.708	3.772 0.736	4.340 0.663	2.673 0.635	3.065 0.862	Mean Standard Deviation
F Value	0.7102	2.1575	2.4771	2.9363	3.2344	

F Significance Levels

- * 1 = Of no importance.
 2 = Marginal value
 3 = Of some importance
 4 = Very important
 5 = Vital

95.00	=	3.00
97.50	=	3.69
99.00	=	4.61
99.99	=	6.91

TABLE 7.

Sex Score Rates of Importance on Various Management Functions.
 (*Five Point Scale)

Management Function Category in Sample	Accountancy	Personnel	Production	Marketing	Research	
Male N = 100	4.630 0.544	3.900 0.689	4.550 0.592	3.140 0.766	3.580 0.987	Mean Standard Deviation.
Female N = 100	4.380 0.722	3.640 0.798	4.600 0.620	2.780 0.848	3.720 1.006	Mean Standard Deviation.
t Value	2.7661	2.4661	0.5833	3.1513	0.9937	

t. Significance Levels.

- * 1 = Of no importance
 2 = Marginal value
 3 = Of some importance
 4 = Very important
 5 = Vital

95.00	=	1.645
97.50	=	1.960
99.00	=	2.326
99.50	=	2.576
99.99	=	3.090

TABLE 8

HOUSEWIVES AND "ALL OTHERS" - SCORES ON IMPORTANCE OF VARIOUS MANAGEMENT FUNCTIONS. (*Five Point Scale)

Management Function Category in Sample	Accountancy	Personnel	Production	Marketing	Research	
Housewives N = 53	4.434 0.721	3.623 0.814	4.660 0.586	2.717 0.818	3.642 0.922	Mean Standard
All others N = 136	4.500 0.632	3.816 0.752	4.529 0.620	3.037 0.829	3.625 1.039	Mean Standard Deviation
t Value	0.6196	1.5523	1.3241	2.3910	0.1011	

t. Significance Levels.

*1 = Of no importance
2 = Marginal value
3 = Of some importance
4 = Very important
5 = Vital

95.00 = 1.645
97.50 = 1.960
99.00 = 2.326
99.50 = 2.576
99.99 = 3.090

TABLE 9.

REGISTRAR GENERAL CLASSES SCORES: ON VALUE TO SOCIETY OF A GIVEN
RANGE OF OCCUPATIONS. (*Five point scale)

Question: Rate the following occupations in order of your considered
value they contribute to society.

Occupation Category in Sample	Estate Agent	Doctor	School Teacher	Marketing Executive	Bank Manager	Librarian	
Professional and Intermediate N = 37	1.854 0.646	4.898 0.309	4.221 0.496	2.564 0.687	3.220 0.380	1.987 0.779	Mean Standard Deviation
Skilled N = 57	2.175 0.826	4.877 0.331	4.228 0.567	2.386 0.675	2.842 0.841	1.842 0.841	Mean Standard Deviation
Semi Skilled and Unskilled N = 74	1.958 0.884	4.422 0.419	3.561 0.576	2.216 0.617	2.145 1.475	1.535 0.808	Mean Standard Deviation
F Value	2.0619	9.2846	8.1298	2.3310	12.3657	4.6804	

F. Significance Levels

- *1 = Of no importance
 2 = Marginal value.
 3 = Of some importance
 4 = Very important
 5 = Vital

95.00	=	3.00
97.50	=	3.69
99.00	=	4.61
99.99	=	6.91

TABLE 10.

HOUSEWIVES AND "ALL OTHERS" SCORES ON VALUE TO SOCIETY FOR A GIVEN RANGE OF OCCUPATIONS. (*Five Point Scale)

Question: Rate the following occupations in order of your considered value they contribute to society.

Occupation Category in Sample	Estate Agent	Doctor	School Teacher	Marketing Executive	Bank Manager	Librarian	
Housewives N = 53	2.710 0.778	4.811 0.395	4.094 0.658	2.283 0.632	2.717 1.045	1.792 0.927	Mean Standard Deviation
All others N = 136	2.132 0.842	4.816 0.407	4.059 0.675	2.559 0.768	2.860 0.936	1.956 0.842	Mean Standard Deviation
t. Value	0.2806	0.0742	0.3271	2.3259	0.9146	1.1646	

t. Significance Levels.

- * 1 = Of no importance
 2 = Marginal value
 3 = Of some importance
 4 = Very important.
 5 = Vital

95.00	=	1.645
97.50	=	1.960
99.00	=	2.326
99.50	=	2.576
99.99	=	3.090

APPENDIX FOUR
(Relating to Chapter Seven)

Tables: 1 - 4: Total Sample's responses, when asked to name a number of
marketing functions, classed according to:

Table 1. Registrar General Classification 1 - 3.

Table 2. Sex.

Table 3. Age.

Table 4. Housewives and "all others".

Tables 5 - 9: Total Sample's responses when asked about their experiences/
dealings with marketing men, analysed by:

Table 5. Registrar General Classification 1 - 3

Table 6. Sex.

Table 7. Age.

Table 8. Housewives, retired and "all others".

Table 9. Housewives and "all others".

Table 10. Total Sample's comments on their experiences with marketing men.

Tables 11 - 15: Total Sample's responses to the question if they considered
marketing men practiced a code of ethics in their work,
analysed by:

Table 11. Registrar General Classification 1 - 3.

Table 12. Sex.

Table 13. Age.

Table 14. Housewives, retired and "all others".

Table 15. Housewives and "all others".

TABLE 1.

SAMPLE ASKED TO NAME VARIOUS FUNCTIONS OF MARKETING CATEGORIZED BY REGISTRAR
GENERAL CLASSES.

	Professional and Intermediate	Skilled	Semi - Skilled and Unskilled.	
Could name no functions	3	13	22	38
One function	26	26	40	92
Two functions	17	16	12	45
Three functions	10	2	0	12
Four functions	1	0	0	1

Column 57 57 74 199
 Total

$\chi^2 = 26.125$ $df. = 8$ $P = < .001.$

	Professional and Intermediate	Skilled	Semi - Skilled and Unskilled	Registrar General Class
Number of functions of Marketing Identified	1.64	1.12	0.86	Mean
	1.03	1.06	1.68	Standard Deviation

TABLE 2.

NUMBER OF MARKETING FUNCTIONS NAMED BY SAMPLE DIVIDED
BY SEX.

	MEN	WOMEN	%
No functions named	14	26	20
One	44	52	48
Two	32	15	23.5
Three	10	4	7
Four	0	3	1.5
	100	100	100

$\chi^2 = 14.860$ $df. = 4$ $P = < .005$

Number of functions of marketing identified	MEN	WOMEN		t Value = 0.46	t Value Significance Levels 95 % = 1.645 97.5 % = 1.960 99.0 % = 2.326 99.9 % = 3.090
	1.38	1.06	Mean		
	1.77	2.01	Standard Deviation		

TABLE 3.

NUMBER OF MARKETING FUNCTIONS NAMED IN AN AGE BREAKDOWN OF THE SAMPLE

	20 - 30	31 - 40	41 - 50	51 - 70	
No functions	4	13	10	13	40
One	17	28	29	22	96
Two	11	14	13	9	47
Three	4	6	3	1	14
Four	2	1	0	0	3

Column
Total

38

62

55

45

200

$$\chi^2 = 32.909$$

$$df. = 12$$

$$P = < .001$$

Number of Function- ions of Market- ing Ident- ified	20 - 30	31 - 40	41 - 50	51 - 70	AGE	F Value = 5.533	F Value Significance Levels 95.0% = 2.60 97.5% = 3.12 99.0% = 3.78 99.9% = 5.42
	1.55	1.25	1.16	0.95	Mean		
	0.626	0.102	1.133	0.908	Standard Deviation		

TABLE 4.

NUMBER OF VARIOUS MARKETING FUNCTIONS NAMED BY HOUSEWIVES, AND
"ALL OTHERS" IN SURVEY.

	HOUSEWIVES	ALL OTHERS	
NONE	19	16	35
ONE FUNCTION	24	67	91
TWO FUNCTIONS	8	38	46
THREE FUNCTIONS	1	13	14
FOUR FUNCTIONS	1	2	3
Column	53	136	189
Total			

$$\chi^2 = 14.860$$

$$df. = 4$$

$$P = < .005$$

Number of Functions of Marketing Identi- fied.	HOUSEWIVES	ALL OTHERS		t Value = 0.666	t Value Significance Level. 95% = 1.645
	0.88	1.39	Mean		
	1.050	2.580	Standard Deviation.		

TABLE 5.WHAT EXPERIENCES OR DEALINGS HAVE YOU HAD WITH MARKETING MEN:SAMPLE ANALYSED BY REGISTRAR GENERAL CLASSES.

	Professional and Intermediate	Skilled	Semi - Skilled and Unskilled	
Some	30	11	8	49
None	27	46	66	139

Column	57	57	74	188
Total				

$$X^2 = 13.815$$

$$df. = 2$$

$$P = < .001$$

TABLE 6.

WHAT EXPERIENCES OR DEALINGS HAVE YOU HAD WITH MARKETING PERSONNEL:
DIVIDED BY SEX.

	MEN	WOMEN	%
Some dealings/contact	31	21	26
No dealings/contact	69	79	74
	100	100	100

TABLE 7.

WHAT EXPERIENCES OR DEALINGS HAVE YOU HAD WITH MARKETING MEN
ANALYSED BY AGES IN SAMPLE.

	21 - 30	31 - 40	41 - 50	51 - 70	
Yes (Some dealings)	12	17	12	11	52
No (No dealings)	26	45	43	34	148
Column Total.	38	62	55	45	200

$$\chi^2 = 7.815$$

$$df. = 3$$

$$P = < .05$$

TABLE 8.

SAMPLE DIVIDED INTO HOUSEWIVES, RETIRED AND "ALL OTHERS" ON THEIR
EXPERIENCES OR DEALINGS WITH MARKETING MEN.

	HOUSEWIVES	RETIRED	ALL OTHERS	
Yes (Some dealings)	12	1	39	52
No (No dealings)	41	10	97	148
Column Total	53	11	136	200

$$\chi^2 = 5.991$$

$$df. = 2$$

$$P = < .05$$

TABLE 9

SAMPLE DIVIDED BETWEEN HOUSEWIVES AND "ALL OTHERS" ON THEIR EXPERIENCES
OR DEALINGS WITH MARKETING MEN.

	HOUSEWIVES	ALL OTHERS	
Yes (Some dealings)	12	39	51
No (No dealings)	41	97	138

Column

53

136

189

Total

TABLE 10SAMPLES COMMENTS ON THEIR EXPERIENCES WITH MARKETING MEN

(N = 50)

	The need to consider the customer/ general public more.	Concerned only with their own products	They could reduce prices by spending less on advertising and packaging.	They vary in their actions	They serve very little purpose.	No definite purpose at all is served by them.
Frequency	15	14	10	7	3	1
Relative frequency (Per Cent)	(30.0)	(28.0)	(20.0)	(14.0)	(6.0)	(2.0)

TABLE 11.

DO YOU CONSIDER MARKETING MEN PRACTICE A CODE OF ETHICS OR CONDUCT
IN THEIR WORK, ANALYSED BY REGISTRAR GENERAL CLASSES.

	Professional and Intermediate	Skilled	Semi-Skilled and Unskilled.	
Yes	31	19	33	83
No	21	22	19	62
Don't Know	5	16	22	43
Column	57	57	74	188
Total				

(No linear trend)

TABLE 12.

SEX DIVISION: ON VIEWS IF MARKETING MEN PRACTICED A CODE OF ETHICS
IN THEIR WORK

	MEN	WOMEN	%
Yes they do	41	47	44
No they do not	40	26	33
Don't know	19	27	23
	100	100	100

$$\chi^2 = 5.991$$

$$df. = 2$$

$$P = < .05$$

TABLE 13.

DO MARKETING MEN PRACTICE A CODE OF ETHICS OR CONDUCT IN
THEIR WORK, ANALYSED BY AGES IN SAMPLE.

AGE	20 - 30	31 - 40	41 - 50	51 - 70	
Yes	15	29	25	19	88
No	15	20	17	14	66
Don't Know	8	13	13	12	46
Column Total	38	62	55	45	200

$$\chi^2 = 12.592$$

$$df. = 6$$

$$P = < .05$$

TABLE 14.

SAMPLE DIVIDED INTO HOUSEWIVES, RETIRED AND "ALL OTHERS" ON RESPONSES
TO BEING ASKED IF THEY CONSIDERED MARKETING MEN PRACTICED A CODE OF
ETHICS IN THEIR WORK.

	Housewives	Retired	All others	
Yes	22	3	63	88
No	14	4	48	66
Don't Know	17	4	25	46
Column	53	11	136	200

$$\chi^2 = 9.488$$

$$df. = 4$$

$$P = < .05$$

TABLE 15.

QUESTION: DO YOU CONSIDER MARKETING MEN PRACTICE A CODE OF ETHICS OR
CONDUCT IN THEIR WORK. (SAMPLE DIVIDED BETWEEN HOUSEWIVES
AND "ALL OTHERS")

	Housewives	"All Others"	
Yes	22	63	85
No	14	48	62
Don't Know	17	25	42
Column	53	136	189
Total			

$$\chi^2 = 5.991$$

$$df. = 2$$

$$P = < .05$$

APPENDIX FIVE

(Relating to Chapter Eight)

Item 1. Sample Frame for employer interviews.

Item 2. Employer interview schedule.

ITEM 1SAMPLE FRAME FOR EMPLOYER EXTENDED INTERVIEWS.

CLASSIFICATION OF ORGANIZATION *	Under 250 Employees	Over 250 Employees
SELF EMPLOYED / PROFESSIONAL / MISC.	1	1
RECRUITMENT / EMPLOYMENT AGENCY	1	1
MANAGEMENT SERVICES / EDUCATION / TRAINING	1	1
RETAIL / WHOLESALE	1	1
DISTRIBUTION / SERVICE	1	1
MANUFACTURING	1	111
MANUFACTURING / RETAIL / WHOLESALE	11	1111

* (BASIC OR MAIN INDUSTRIAL / ECONOMIC ACTIVITY)

ITEM 2

EMPLOYER INTERVIEW SCHEDULE TO ASCERTAIN
PERCEPTIONS OF THE MARKETING OCCUPATION

The University of Aston Management Centre
Research Unit
11 Coleshill Street,
BIRMINGHAM. B4.

EMPLOYER INTERVIEW SCHEDULE TO ASCERTAIN PERCEPTIONS OF
THE MARKETING OCCUPATION

1. Name of Company: _____

2. Position in Company: _____

3. Address: _____

Telephone Number: _____

4. Industrial classification: _____

5. Type of organization: _____

6. Total number of employees: _____

7. How vital do you consider the following attributes to be in a professional occupation?

Attribute:	Extremely important	Quite important	Of some importance	Not very important	Not at all important
A code of ethics					
A minimum of three years training					
Service to the community					
Competence tested by examination					
Backed by an association					

8. How would you classify the following occupations? (Tick)

	An old established professional occupation	A new professional occupation	Developing into a professional occupation	Not a professional occupation at present	Unlikely to become a professional occupation
Accountant					
Chartered Engineer					
Actor					
Architect					
Company Secretary					
School Teacher					
Solicitor					
Marketing Executive					
Journalist					
University Lecturer					
Army Officer					
Bank Clerk					
Police Officer					
Dentist					
Estate Agent					
Social Worker					
Optician					

9. In your experience with various management occupations, how much have you found that their members have adhered to the following attributes of a profession?

- 1 = accountancy
- 2 = personnel
- 3 = production
- 4 = marketing
- 5 = research

	Present or practised to a very high degree					Present or practised to a high degree					Present or practised to some extent					Present or practised to a low degree					Hardly ever practised or demonstrated				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Following a code of ethics																									
Insistence on a minimum of three years training																									
Consciousness of community service present																									
Insistence on competence tested by examination																									
Support from an effective professional association.																									
Prime loyalty to colleagues in same occupation																									
Existence of altruistic service																									
Expertise based on practical experience																									
Best impartial service always to client/customer.																									

Any further comments you wish to make on this subject:

10. When you recruit for marketing appointments (either directly or indirectly) which of the following qualifications/attributes do you always insist on?

No specific educational qualifications - but extensive experience in your industry or the function of marketing in which the vacancy occurs.	
The Diploma in Marketing.	
The candidate should be a member of the Institute of Marketing.	
Any professional qualification - and experience in marketing.	
Educational qualification to first degree level or equivalent.	
A postgraduate qualification, i.e. DMS, Master's Degree.	
Higher degree in Business Studies	
A qualification or attribute not mentioned above.	

Any further comments on this subject:

11. When you need to recruit for managerial appointments in general do you normally go to an agency or undertake the task yourself/ personnel department or perhaps use other methods:

Use an agency

Recruit yourself

Use other known contacts

Reasons for using your particular method:

-
12. When you need to recruit for marketing management positions do you normally go to an agency or undertake the task yourself/ personnel department or perhaps use other methods:

Use an agency

Recruit yourself

Use other known contacts

Reasons for using your particular method:

13. Do you have any marketing men as members of your board or as partners in your organization?

Yes _____

No _____

Don't
Know _____

14. Do you as an employer tend to remunerate marketing appointments higher than other management areas, i.e. accountancy, personnel?

More highly paid _____

paid about the same _____

lower paid _____

15. What is your opinion of the Institute of Marketing as the professional association for marketing personnel, and what do you know of its activities and aims?

-
16. How do you as an employer regard the claims of marketing to be a professional occupation?

17. Can you name any of the marketing associations/societies in Britain, and any comments you care to make on them:

-
18. What is your opinion of the Diploma in Marketing both as a professional qualification and as a basic training module for your particular industry/service:

-
19. In your experience, have your business/professional associates regarded marketing as a professional occupation?

-
20. Does the term "professional marketing man" mean anything to yourself as an employer/manager?

21. How do you see the relationship between the aims of marketing and business in general (i.e. values, ethics, prime loyalties, responsibility to community, company loyalty, professional loyalty)
-
22. What do you know about marketing education in Great Britain, and what, if any, are your opinions/views on this?
-
23. With marketing do you consider practical experience or educational qualifications more relevant to effective job performance, than in the other management areas we have discussed?
-
24. Of the management functions we have discussed including marketing, which one is most critical for the effective functioning of your own particular organization: ie. the one management area where you have to be that much more efficient than your competitors in order to survive?

25. Basic company organization structure:

26. What functions of marketing does your organization practise/
utilize in its operations?

-
27. Basic marketing organizational structure in your company.

-
28. Any further comments you wish to make on this survey or in
general about marketing as a managerial occupation:

Appendix Six.Relating to Chapters 9 and 10

- Item 1. Pilot Survey questionnaire.
- Item 2. Covering letter sent with Pilot Survey.
- Item 3. Final questionnaire sent to members of the Institute of Marketing
- Item 4. Classification of comments on the role of marketing in our existing economy given by members in the Institute of Marketing survey.
-
- Table 1. Views of practitioners on whether marketing is a profession:
Factors giving significant F values in analysis of variance tests.
- Table 2. Analysis of variance of members' opinions if marketing is a professional occupation with the ages members ceased full time education.
- Table 3. Analysis of variance table for educational qualifications of members with their view of marketing being a professional occupation.
- Table 4. Analysis of variance table for members being in possession of the Diploma in Marketing with their views of marketing being a professional occupation.
- Table 5. Analysis of variance table for the existence of a separate marketing department in a members' organization with their view of marketing being a professional occupation.
- Table 6. Views of practitioners if they had any reasons why marketing could not be considered an established profession. Factors giving significant t values on analysis of variance tests.
- Table 7. Analysis of variance table for ages of ceasing full time education of members with the reasons that exist why marketing is a professional occupation.

Table 8. Analysis of variance table for educational qualifications of members with the reasons that exist why marketing is a professional occupation.

Table 9. Analysis of variance table for possession by members of the Diploma in Marketing with the reasons that exist why marketing is a professional occupation.

Table 10 Analysis of variance table for time spent in current appointment of a member with reasons that exist why marketing is a professional occupation.



THE UNIVERSITY OF ASTON IN BIRMINGHAM

THE MANAGEMENT CENTRE



Institute of Marketing

Patron HRH The Prince Philip Duke of Edinburgh KG KT

Moor Hall · Cookham · Berkshire · SL6 9QH

Telephone Bourne End (062 85) 24922 Telex: IM Cookham

Dear Fellow Member,

I am engaged on a research project at the Management Centre of the University of Aston on the growth of Marketing as a Profession. I am examining the whole question of how Marketing as a profession has evolved, its relationship with other business professions, qualifications and experiences of its members etc. It is a field in which little research to date has been carried out and as a marketing man I have both an academic and practical interest in our conclusions.

This research has the full co-operation of the Institute and the Director-General has expressed his personal interest in its findings. We have tried to make the questionnaire as attractive as possible and to avoid putting you to any unnecessary trouble.

Your co-operation will be invaluable in ensuring the reliability of the results of this work. Irrespective of any delay your reply will still be of great help. You can be assured that the answers you are good enough to give will only be used in anonymous statistical form in which no individual can be identified. If you yourself would like to know something of the results that finally emerge, please let us know.

Very many thanks for your help,

Yours sincerely,

D. S. Walker

D.S. Walker, B.Sc., M.Inst.M., A.M.B.I.M. University of Aston.

1	SURNAME AND FIRST NAMES.		2	AGE
3	AGE OF CEASING FULL TIME EDUCATION			
4	EDUCATIONAL QUALIFICATIONS			
	a. G.C.E. 'O' LEVEL	<input checked="" type="checkbox"/>	f. HIGHER DEGREE	<input checked="" type="checkbox"/>
	b. G.C.E. 'A' LEVEL	<input type="checkbox"/>	g. PROFESSIONAL QUALIFICATION OTHER THAN	
	c. O.N.C.	<input type="checkbox"/>	THE DIPLOMA IN MARKETING i.e. D.M.S.,	
	d. H.N.C. OR PASS DEGREE	<input type="checkbox"/>	A.M.B.I.M., M.I.P.M., etc.	<input type="checkbox"/>
	e. HONOURS DEGREE	<input type="checkbox"/>	h. DIPLOMA IN MARKETING	<input type="checkbox"/>
5	POSITION AND DATE OF APPOINTMENT			
6	APPOINTMENT PRIOR TO THIS			
7	PRESENT ORGANISATION / COMPANY AND ITS INDUSTRIAL CLASSIFICATION. (SEE BACK PAGE)			
8	TYPE OF ORGANISATION / COMPANY			
	a. WHOLESALE	<input checked="" type="checkbox"/>	e. DISTRIBUTION	<input checked="" type="checkbox"/>
	b. CONSUMER	<input type="checkbox"/>	f. MANUFACTURING	<input type="checkbox"/>
	c. MARKETING/MANAGEMENT SERVICES	<input type="checkbox"/>	g. EDUCATIONAL	<input type="checkbox"/>
	d. RETAIL	<input type="checkbox"/>	h. OTHER - PLEASE SPECIFY	<input type="checkbox"/>

9. HOW MANY YEARS HAVE YOU BEEN ENGAGED IN ONE SPHERE OR ANOTHER OF MARKETING

10 TOTAL NUMBER OF EMPLOYEES IN YOUR COMPANY

11 DOES YOUR COMPANY/ORGANIZATION HAVE A SEPARATE MARKETING DEPARTMENT

a. YES ☐ b. NO ☐

IF YES - WHAT BRIEFLY ARE THE MAIN FUNCTIONS/ACTIVITIES OF MARKETING IT CARRIES OUT.

12 TOTAL NUMBER OF OUTSIDE SALES FORCE (IF APPLICABLE)

13 TOTAL NUMBER OF MARKETING DEPARTMENT (IF APPLICABLE)

14 AREAS FOR WHICH YOU ARE PERSONNALLY RESPONSIBLE.

a. FIELD SALES FORCE	<input checked="" type="checkbox"/>	g. PRODUCT PLANNING	<input checked="" type="checkbox"/>
b. MARKETING RESEARCH	<input type="checkbox"/>	h. NEW PRODUCTS	<input type="checkbox"/>
c. DISTRIBUTION	<input type="checkbox"/>	i. PACKAGING	<input type="checkbox"/>
d. SALES TRAINING	<input type="checkbox"/>	j. CONSUMER SERVICE	<input type="checkbox"/>
e. PUBLICITY/ADVERTISING	<input type="checkbox"/>	k. MARKETING PLANNING	<input type="checkbox"/>
f. EDUCATIONAL WORK	<input type="checkbox"/>	l. SALES PROMOTION	<input type="checkbox"/>

15 DO YOU CONSIDER A PAPER QUALIFICATION (i.e. DIP in M., APPROPRIATE DEGREE ETC.,) OR PRACTICAL EXPERIENCE THE PRIME REQUISITE FOR MEMBERSHIP OF THE INSTITUTE.

a. PAPER QUALIFICATION ☐ b. PRACTICAL EXP. ONLY ☐

c. BOTH NECESSARY ☐

16 NUMBER OF EMPLOYEES RESPONSIBLE TO YOU. a DIRECTLY ☐

b. INDIRECTLY ☐

17 DO YOU CONSIDER MARKETING TO BE A "PROFESSION" AS MEDICINE, LAW, TEACHING, ACCOUNTANT ETC.

a. YES ☐ b. NO ☐ c. DEVELOPING INTO A PROFESSION ☐

18 DO YOU CONSIDER ENOUGH IS BEING DONE FOR MARKETING BY LOCAL AUTHORITIES IN COLLEGES AND POLYTECHNICS.

a. NOT ENOUGH ☐ b. ADEQUATE PROVISION ☐

ANY SUGGESTIONS FOR IMPROVEMENTS IF YOUR ANSWER IS NOT ENOUGH.

19 DO YOU CONSIDER ENOUGH IS BEING DONE FOR MARKETING IN UNIVERSITIES

a. NOT ENOUGH ☐

b. ADEQUATE PROVISION ☐

ANY SUGGESTIONS FOR IMPROVEMENTS IF YOUR ANSWER IS NOT ENOUGH

20 IN YOUR EXPERIENCE HAVE COMPANIES YOU HAVE WORKED FOR PROVIDED SATISFACTORY IN-COMPANY MARKETING COURSES.

a. NOT ENOUGH ☐

b. SATISFACTORY ☐

c. ON PAR WITH OTHER BUSINESS SUBJECTS ☐

21 IN YOUR EXPERIENCE HAVE OTHERS REGARDED MARKETING AS A "PROFESSION"

a. YES ☐

b. NO ☐

c. DEVELOPING INTO A PROFESSION ☐

22 TICK THE APPROPRIATE BOX ON THE RIGHT FOR EACH ONE OF THE FOLLOWING ATTRIBUTES TO SHOW THE DEGREE OF IMPORTANCE WHICH YOU HAVE FOUND IN YOUR OWN EXPERIENCE TO BE IMPORTANT FOR SUCCESS IN MARKETING.

ATTRIBUTE	EXTREMELY IMPORTANT	QUITE IMPORTANT	OF SOME IMPORTANCE	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT
PRACTICAL EXPERIENCE IN A LARGE COMPANY					
PERSONALITY CHARACTER- ISTICS					
WORK IN VARIED MARKETING DEPARTMENTS					
LENGTHY PERIOD IN SALES REPRESENTATION					
PERSONAL CONTACTS IN THE INDUSTRY					
IN-COMPANY SALES COURSES					
COLLEGE BASED COURSES (E.G. D.M.S.)					
FREQUENT JOB CHANGES					
MEMBERSHIP OF THE INSTITUTE					
POSSESSION OF THE DIPLOMA IN MARKETING					
A PROFESSIONAL CODE OF CONDUCT					
EMPLOYMENT IN A GROWTH INDUSTRY					

ANY OTHER YOU CONSIDER IMPORTANT PLEASE SPECIFY

23 ARE THERE ANY REASONS WHY YOU PERSONALLY CONSIDER MARKETING NOT TO BE AN ESTABLISHED PROFESSION YES/NO IF THERE ARE BRIEFLY STATE WHY.

24 WAS MARKETING YOUR FIRST CHOICE OF CAREER

a. YES ☐

b. NO ☐

25 WOULD YOU LIKE IN THE COURSE OF YOUR CAREER TO MOVE INTO OTHER AREAS OF MANAGEMENT e.g. PERSONNEL, FINANCE, TRAINING, GENERAL MANAGEMENT.

a. YES ☐

b. NO ☐

c. ONLY SHORT TERM TO GAIN EXPERIENCE ☐

26 HAVE YOU AS A MARKETING MAN EVER EXPERIENCED ANY SERIOUS ETHICAL PROBLEMS IN THE COURSE OF YOUR WORK. E.g. (PROMOTING A PRODUCT OR SERVICE YOU DO NOT BELIEVE IN OR THOUGHT HARMFUL)

a. YES ☐

b. NO ☐

IF YES, STATE BRIEFLY WHAT THESE PROBLEMS WERE.

27 WAS YOUR FATHER'S OCCUPATION: a. DIRECTLY CONCERNED WITH MARKETING ☐

b. INDIRECTLY CONCERNED WITH MARKETING ☐

c. NOT RELATED TO MARKETING AT ALL ☐

28 ANY FURTHER COMMENTS YOU CARE TO MAKE ON THE ROLE OF MARKETING IN OUR PRESENT ECONOMY.

INDUSTRIAL CLASSIFICATION FOR QUESTION 7

- | | |
|--------------------------------------|--|
| a. AGRICULTURE, FORESTRY AND FISHING | n. TEXTILES |
| b. MINING AND QUARRYING | o. BRICKS, POTTERY, GLASS ETC. |
| c. FOOD, DRINK AND TOBACCO | p. TIMBER - FURNITURE. |
| d. COAL AND PETROLEUM PRODUCTS | q. PRINTING |
| e. CHEMICAL AND ALLIED INDUSTRIES | r. CONSTRUCTION |
| f. METAL MANUFACTURE | s. GAS, ELECTRICITY, WATER |
| g. MECHANICAL ENGINEERING | t. TRANSPORT AND COMMUNICATION |
| h. INSTRUMENT ENGINEERING | u. DISTRIBUTIVE TRADES |
| i. ELECTRICAL ENGINEERING | v. INSURANCE, BANKING AND BUSINESS STUDIES |
| j. SHIP BUILDING | w. PROFESSIONAL & SCIENTIFIC SERVICES |
| k. VEHICLES | x. EDUCATIONAL WORK |
| l. METAL GOODS | y. PUBLIC ADMINISTRATION AND DEFENCE |
| m. LEATHER AND FUR GOODS | z. MISCELLANEOUS SERVICES. |

PLEASE FORWARD YOUR COMPLETED QUESTIONNAIRE IN THE ENCLOSED PREPAID ENVELOPE.



THE UNIVERSITY OF ASTON MANAGEMENT CENTRE

Research Unit

11 Coleshill Street, Birmingham B4
Tel: 021.359 3611 Ex 483/6268

APPENDIX 6

ITEM 2

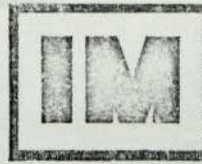
IMPORTANT

- We do stress the completely non - commercial nature
 - of the research and the strict academic purpose of the
 - work for the benefit of the occupation. The questionnaire
 - is completely confidential and should you wish to do so,
 - please treat question One as optional.
- CONFIDENTIAL
- If you have any queries on this, or any of the questions,
 - please telephone Kingswinford 5659, (Staffs), and I will
 - be pleased to help personally.

D. S. Walker.



ITEM 3.



THE UNIVERSITY OF ASTON IN BIRMINGHAM

THE MANAGEMENT CENTRE

Institute of Marketing

Patron HRH The Prince Philip Duke of Edinburgh KG KT

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Very many thanks for your help,

Yours sincerely,

D.S. Walker, B.Sc., M.Inst.M., A.M.B.I.M. University of Aston.

1	SURNAME AND FIRST NAMES.	2	AGE
3	AGE OF CEASING FULL TIME EDUCATION		
4	EDUCATIONAL QUALIFICATIONS		
	a. G.C.E. 'O' LEVEL <input checked="" type="checkbox"/>	f. HIGHER DEGREE <input checked="" type="checkbox"/>	
	b. G.C.E. 'A' LEVEL <input type="checkbox"/>	g. PROFESSIONAL QUALIFICATION OTHER	
	c. O.N.C. <input type="checkbox"/>	THE DIPLOMA IN MARKETING i.e. D.M.S.,	
	d. H.N.C. OR PASS DEGREE <input type="checkbox"/>	A.M.B.I.M., M.I.P.M., etc. <input type="checkbox"/>	
	e. HONOURS DEGREE <input type="checkbox"/>	h. DIPLOMA IN MARKETING <input type="checkbox"/>	
5	IF YOU HOLD A PROFESSIONAL QUALIFICATION OTHER THAN THE DIPLOMA IN MARKETING PLEASE STATE WHAT THIS IS:		
6	POSITION AND DATE OF APPOINTMENT		
7	APPOINTMENT PRIOR TO THIS		
8	PRESENT ORGANISATION / COMPANY AND ITS INDUSTRIAL CLASSIFICATION. (SEE BACK PAGE)		
9	TYPE OF ORGANISATION / COMPANY		
	a. WHOLESALE <input checked="" type="checkbox"/>	e. DISTRIBUTION <input checked="" type="checkbox"/>	
	b. CONSUMER <input type="checkbox"/>	f. MANUFACTURING <input type="checkbox"/>	
	c. MARKETING/MANAGEMENT SERVICES <input type="checkbox"/>	g. EDUCATIONAL <input type="checkbox"/>	
	d. RETAIL <input type="checkbox"/>	h. OTHER - PLEASE SPECIFY <input type="checkbox"/>	

10 HOW MANY YEARS HAVE YOU BEEN ENGAGED IN ONE SPHERE OR ANOTHER OF MARKETING.

11 TOTAL NUMBER OF EMPLOYEES IN YOUR COMPANY

12 DOES YOUR COMPANY/ORGANIZATION HAVE A SEPARATE MARKETING DEPARTMENT THAT CARRIES OUT ONE OR MORE OF THE FUNCTIONS IN QUESTION 15?

a. YES ☐ b. NO ☐

IF YES - WHAT BRIEFLY ARE THE MAIN FUNCTIONS/ACTIVITIES OF MARKETING IT CARRIED OUT.?

13 TOTAL NUMBER OF OUTSIDE SALES FORCE (IF APPLICABLE)

14 TOTAL NUMBER OF MARKETING DEPARTMENT (IF APPLICABLE)

15 AREAS FOR WHICH YOU ARE PERSONALLY RESPONSIBLE

a. FIELD SALES FORCE	<input type="checkbox"/>	f. EDUCATIONAL WORK	<input type="checkbox"/>
b. MARKETING RESEARCH	<input type="checkbox"/>	g. PRODUCT PLANNING	<input type="checkbox"/>
c. DISTRIBUTION	<input type="checkbox"/>	h. NEW PRODUCTS	<input type="checkbox"/>
d. SALES TRAINING	<input type="checkbox"/>	i. PACKAGING	<input type="checkbox"/>
e. PUBLICITY/ ADVERTISING	<input type="checkbox"/>	j. CUSTOMER SERVICE	<input type="checkbox"/>
		k. MARKETING	<input type="checkbox"/>

l. SALES PROMOTION ☐

16 DO YOU CONSIDER A PAPER QUALIFICATION (i.e. DIP in M. APPROPRIATE DEGREE ETC) OR PRACTICAL EXPERIENCE THE PRIME REQUISITE FOR MEMBERSHIP OF THE INSTITUTE.

a. PAPER QUALIFICATION ☐ b. PRACTICAL EXPERIENCE ONLY ☐
c. BOTH NECESSARY ☐

17 NUMBER OF EMPLOYEES RESPONSIBLE TO YOU.

a. DIRECTLY ☐ b. INDIRECTLY ☐

18 DO YOU CONSIDER MARKETING TO BE A "PROFESSION" AS MEDICINE, LAW TEACHING, ACCOUNTANCY ETC.

a. YES ☐ b. NO ☐ c. DEVELOPING INTO A PROFESSION ☐

19 DO YOU CONSIDER ENOUGH IS BEING DONE FOR MARKETING BY LOCAL AUTHORITIES IN COLLEGES AND POLYTECHNICS.

a. NOT ENOUGH ☐

b. ADEQUATE PROVISION ☐

ANY SUGGESTIONS FOR IMPROVEMENTS IF YOUR ANSWER IS NOT ENOUGH.

20 DO YOU CONSIDER ENOUGH IS BEING DONE FOR MARKETING IN UNIVERSITIES.

a. NOT ENOUGH ☐

b. ADEQUATE PROVISION ☐

ANY SUGGESTIONS FOR IMPROVEMENTS IF YOUR ANSWER IS NOT ENOUGH.

21 ARE THERE ANY FURTHER SERVICES YOU WOULD LIKE TO SEE INTRODUCED BY THE INSTITUTE FOR MEMBERS?

a. YES ☐

b. NO ☐

IF YES STATE BRIEFLY WHAT THESE ARE:

22 IN YOUR EXPERIENCE HAVE COMPANIES YOU HAVE WORKED FOR PROVIDED SATISFACTORY IN-COMPANY MARKETING COURSES.

a. YES ☐

b. NO ☐

IF YES STATE BRIEFLY WHAT THESE ARE:

23 IN YOUR EXPERIENCE HAVE OTHERS REGARDED MARKETING AS A "PROFESSION"

a. YES ☐

b. NO ☐

c. DEVELOPING INTO A PROFESSION ☐

24 TICK THE APPROPRIATE BOX ON THE RIGHT FOR EACH ONE OF THE FOLLOWING ATTRIBUTES TO SHOW THE DEGREE OF IMPORTANCE WHICH YOU HAVE FOUND IN YOUR OWN EXPERIENCE TO BE IMPORTANT FOR SUCCESS IN MARKETING.

ATTRIBUTE	EXTREMELY IMPORTANT	QUITE IMPORTANT	OF SOME IMPORTANCE	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT
UNDERSTANDING OF CUSTOMERS NEEDS					
IN-COMPANY SALES COURSES					
COLLEGE BASED COURSES (E.G.D.M.S.)					
ENTREPRENEURIAL FLAIR					
PRACTICAL EXPERIENCE IN A SMALL COMPANY					
PRACTICAL EXPERIENCE IN A LARGE COMPANY					
LOYALTY TO COLLEAGUES					
PERSONALITY CHARACTER- ISTICS					
WORK IN VARIED MARKETING DEPTS					
LENGTHY PERIOD IN SALES REPRESENTATION					
PERSONAL CONTACTS IN THE INDUSTRY					
FREQUENT JOB CHANGES					
MEMBERSHIP OF THE INSTITUTE					
POSSESSION OF THE DIPLOMA IN MARKETING					
A PROFESSIONAL CODE OF CONDUCT					
EMPLOYMENT IN A GROWTH INDUSTRY					

ANY OTHER YOU CONSIDER PLEASE SPECIFY

- 25 ARE THERE ANY REASONS WHY YOU PERSONALLY CONSIDER MARKETING NOT TO BE AN ESTABLISHED PROFESSION? YES/NO IF THERE ARE BRIEFLY STATE WHY

26 WAS MARKETING YOUR FIRST CHOICE OF CAREER.

- a. YES ☐ b. NO ☐

27 WOULD YOU LIKE IN THE COURSE OF YOUR CAREER TO MOVE INTO OTHER AREAS OF MANAGEMENT e.g. PERSONNEL, FINANCE, TRAINING, GENERAL MANAGEMENT.

- a. YES ☐ b. NO ☐ c. ONLY SHORT TERM TO GAIN EXPERIENCE ☐

28 HAVE YOU AS A MARKETING MAN EVER EXPERIENCED ANY SERIOUS ETHICAL PROBLEMS IN THE COURSE OF YOUR WORK e.g. (PROMOTING A PRODUCT OR SERVICE YOU DO NOT BELIEVE IN OR THOUGHT HARMFUL)

- a. YES ☐ b. NO ☐

IF YES, STATE BRIEFLY WHAT THESE PROBLEMS ARE.

29 WAS YOUR FATHER'S OCCUPATION. a. DIRECTLY CONCERNED WITH MARKETING ☐

b. INDIRECTLY CONCERNED WITH MARKETING ☐

c. NOT RELATED TO MARKETING AT ALL ☐

30 WHAT WAS YOUR FATHER'S OCCUPATION?

31 ANY FURTHER COMMENTS YOU CARE TO MAKE ON THE ROLE OF MARKETING IN OUR PRESENT ECONOMY.

32 DO YOU CONSIDER THE INSTITUTE TO BE THE EFFECTIVE VOICE OF MARKETING IN GREAT BRITAIN?

- a. YES ☐ b. No ☐

IF NOT STATE BRIEFLY WHY.

Please state I.M. branch.

INDUSTRIAL CLASSIFICATION FOR QUESTION 8

- | | |
|--------------------------------------|--|
| a. AGRICULTURE, FORESTRY AND FISHING | n. TEXTILES |
| b. MINING AND QUARRYING | o. BRICKS, POTTERY, GLASS ETC. |
| c. FOOD, DRINK AND TOBACCO | p. TIMBER - FURNITURE |
| d. COAL AND PETROLEUM PRODUCTS | q. PRINTING |
| e. CHEMICAL AND ALLIED INDUSTRIES | r. CONSTRUCTION |
| f. METAL MANUFACTURE | s. GAS, ELECTRICITY, WATER |
| g. MECHANICAL ENGINEERING | t. TRANSPORT AND COMMUNICATION |
| h. INSTRUMENT ENGINEERING | u. DISTRIBUTIVE TRADES |
| i. ELECTRICAL ENGINEERING | v. INSURANCE, BANKING AND BUSINESS STUDIES |
| j. SHIP BUILDING | w. PROFESSIONAL & SCIENTIFIC SERVICES |
| k. VEHICLES | X. EDUCATIONAL WORK |
| l. METAL GOODS | y. PUBLIC ADMINISTRATION AND DEFENCE |
| m. LEATHER AND FUR GOODS | z. MISCELLANEOUS SERVICES. |

Item 4.Classification of comments on the role of marketing in our existing economy given by members.

1. Vital because of European Economic Community and our current economic position (exports, balance of payments etc).
2. Too much emphasis in marketing on fast moving consumer goods and not enough on industrial marketing.
3. For many firms the marketing capability is not geared to national needs.
4. The principles/philosophy of marketing needs greater appreciation by the public, industry and government bodies.
5. More emphasis is necessary on sales and research development, and less on theory and jargon.
6. Greater emphasis is needed on exports especially in researching what customers abroad really want.
7. Marketing should be more concerned with the need to allocate scarce resources.
8. Too many companies are only concerned with short term profit or even survival for lack of an effective marketing strategy.

TABLE 1.Views of practitioners on whether marketing is a profession:Factor giving significant F values on analysis of variance tests.

FACTOR	F SCORE	SIGNIFICANCE LEVELS	Direction of Relationships	
			Marketing is a Profession NO	YES
Age ceasing full time education	3.550	.05	Age increasing	→
Educational qualifications	10.386	.001	Higher	→
Possession of the Diploma in Marketing	6.867	.01	In possession	→
Separate marketing department in member's organization	4.704	.01	An autonomous	→
			Marketing Dept.	

TABLE 2.

Analysis of variance of members' opinions if marketing is a professional occupation with the ages members ceased full time education.

<u>Scale Score</u>		<u>Mean (age)</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	No it is not a Profession	18.491	3.266	5460.211	(513)
2	It is developing into a profession	18.053	3.129	10801.847	(1104)
3	Yes it is a Profession	18.120	3.035	6375.059	(693)
TOTAL		18.1706	3.1359	22637.1166	(2310)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degrees of Freedom</u>	<u>Mean Square</u>
Between Groups	69.6817	(2)	34.8408
Within Groups	22637.1166	(2307)	9.8124
TOTAL	22706.7983	(2309)	

F = 3.5507

P < .05

Table 3.

Analysis of variance table for educational qualifications of members with their view of marketing being a professional occupation

<u>Score</u> <u>Scale</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	No it is not a Profession	4.278	1.964	1962.463	(510)
2	It is developing into a Profession	3.861	1.842	3735.758	(1102)
3	Yes it is a Profession	3.846	1.788	2260.219	(708)
TOTAL		3.9483	1.8608	7958.4394	(2320)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degrees of Freedom</u>	<u>Mean Square</u>
Between Groups	71.3537	(2)	35.6769
Within Groups	7958.4394	(2317)	3.4348
TOTAL	8029.7931	(2319)	

F = 10.3869 P < .001

Qualification Scale.

1. No qualification
2. 'O' Level/School Certificate only.
3. 'A' Level/H.S.C/O.N.C. only.
4. Pass Degree/H.N.C. only, or Professional qualification only
5. Pass Degree/H.N.C. + Professional qualification
6. Honours Degree only
7. Honours Degree + Professional qualification
8. Higher Degree only
9. Higher degree + Professional qualification.

TABLE 4.

Analysis of variance table for members in possession of the
Diploma in Marketing with their views of marketing being a
professional occupation.

<u>Scale</u> <u>Score</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	No it is not a Profession	1.728	0.445	104.875	(530)
2	It is developing into a Profession	1.640	0.480	263.493	(1143)
3	Yes it is a Profession	1.647	0.478	165.062	(723)
TOTAL		1.6615	0.4733	533.4303	(2396)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degress of</u> <u>Freedom</u>	<u>Mean Square</u>
Between Groups	3.0618	(2)	1.5309
Within Groups	533.4303	(2393)	0.2229
TOTAL	536.4921	(2395)	

$$F = 6.8677$$

$$P < .01$$

Scale Score

1 = In Possession of the Diploma

2 = Not in possession of the Diploma

Table 5.

Analysis of variance table for the existence of a separate marketing department in a member's organization with their view of marketing being a professional occupation.

<u>Scale Score</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	No it is not a Profession	1.437	0.497	123.777	(503)
2	It is developing into a Profession	1.395	0.489	262.455	(1098)
3	Yes it is a Profession	1.351	0.478	162.219	(712)
TOTAL		1.3908	0.4880	548.4518	(2313)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degress of Freedom</u>	<u>Mean Square.</u>
Between Groups	2.2339	(2)	1.1169
Within Groups	548.4518	(2310)	0.2374
TOTAL	550.6857	(2312)	

$$F = 4.7044$$

$$P < .01$$

* Scale Score

1 = Yes (Has a Marketing Dept)

2 = No (Marketing Dept)

Table 6.

Views of practitioners if they had any reasons why marketing could not be considered an established profession. Factors giving significant t values on analysis of variance tests.

FACTORS RELEVANT to MEMBER.	t SCORE	SIGNIFICANCE LEVEL	DIRECTION OF RELATIONSHIP
			FREQUENCY OF RESPONSES LOW HIGH
Age ceasing full time education	2.001	.025	Age increasing —————→
Educational Qualifications	4.315	.001	Higher qualifications —————→
Possession of the Diploma in Marketing	3.295	.001	In possession of —————→ the Diploma
Time spent in current appointment	2.092	.025	Longer period in —————→ current appointment

Table 7.

Analysis of variance table for ages of ceasing full time education of members with the reasons that exist why marketing is a professional occupation.

<u>Scale</u> <u>Score</u>		<u>Mean (Age)</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1.	There are reasons why marketing is not an established profession.	18.284	3.120	13651.528	(1403)
2	There are no reasons why marketing is not an established profession.	18.008	3.183	8356.941	(826)
TOTAL		18.1821	3.1458	22008.4688	(2229)

A N O V A T A B L E

	<u>Sum of Sq.</u>	<u>Degrees of Freedom</u>	<u>Mean Square</u>
Between Groups	39.5805	(1)	39.5805
Within Groups	22008.4688	(2227)	9.8826
TOTAL	22048.0494	(2228)	

$$t = 2.0013 \quad P < .025$$

Table 8.

Analysis of variance table for educational qualifications of members with the reasons that exist why marketing is a professional occupation

<u>Scale Score</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	There are reasons why marketing is not an established profession.	4.083	1.888	5009.264	(1406)
2	There are no reasons why marketing is not an established profession	3.733	1.802	2690.622	(830)
TOTAL		3.9530	1.8638	7699.8856	(2236)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degrees of Freedom</u>	<u>Mean Square.</u>
Between Groups	64.1838	(1)	64.1838
Within Groups	7699.8856	(2234)	3.4467
TOTAL	7764.0693	(2235)	

$$t = 4.3153 \quad P < .001$$

*Scale Score

- 1 = No qualifications
- 2 = 'O' Level/School Certificate only
- 3 = 'A' Level/H.S.C/O.N.C only
- 4 = Pass Degree/H.N.C. only or professional qualification only.
- 5 = Pass Degree/H.N.C. + Professional qualification.
- 6 = Honours Degree only
- 7 = Honours Degree + Professional qualification.
- 8 = Higher Degree only
- 9 = Higher Degree + Professional qualification.

Table 9.

Analysis of variance table for possession by members of the Diploma in Marketing with the reasons that exist why marketing is a professional occupation.

<u>Scale</u> <u>Score</u>		<u>Mean*</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	There are reasons why marketing is not an established profession	1.631	0.483	336.399	(1445)
2	There are no reasons why marketing is not an established profession.	1.698	0.459	181.578	(862)
TOTAL		1.6563	0.4751	517.9763	(2307)

A N O V AT A B L E

	<u>Sum of Sq.</u>	<u>Degrees of Freedom</u>	<u>Mean Square</u>
Between Groups	2.4406	(1)	2.4406
Within Groups	517.9763	(2305)	0.2247
TOTAL	520.4170	(2306)	

$$t = 3.2956 \quad P < .001$$

Scale
*Score

1 = In possession of the Diploma.

2 = Not in possession of the Diploma.

Table 10

Analysis of variance table for time spent in current appointment
of a member with reasons that exist why marketing is a professional
occupation

<u>Scale</u> <u>Score</u>		<u>Mean (Years)</u>	<u>Std. Dev.</u>	<u>Sum of Sq.</u>	<u>N</u>
1	There are reasons why marketing is not an established profession	3.608	3.958	20227.830	(1292)
2	There are no reasons why marketing is not an established profession	4.018	4.792	17407.742	(759)
TOTAL		3.7601	4.2893	37635.5715	(2051)

A N O V A T A B L E

	<u>Sum of Squares</u>	<u>Degrees of Freedom</u>	<u>Mean Square.</u>
Between Groups	80.4061	(1)	80.4061
Within Groups	37635.5715	(2049)	18.3678
TOTAL	37715.9776	(2050)	

$$t = 2.0923.$$

$$P < .025$$