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A systemic characterization of organizational marketing

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Abstract

The great diversity of marketing definitions and characterizations is not favorable to the theory and practice of the 21st century management, being, generally, the consequence of a non-systemic approach and analysis of organization/ company functions. The present work aims to contribute to the increase of management and marketing rigor in order to achieve lasting/ sustainable progress in all areas. The methodology of systemic approach and analysis is applied at the level of organization/ company functions, while deepening the "marketing" mixed complex function. Starting from an original model "7 Environments - 7 Resources/ Products", a systemic model with 11 functions of the organization/ company is being developed, the holistic (systemic) marketing and the related 9P marketing mix are being defined and characterized in a systemic manner, the stages of the lasting/ sustainable competitiveness cycle of holistic marketing is being described. The in-depth study of the content of self-contained cycles for the lasting/ sustainable competitiveness of organizations/ enterprises is the topics of future research. Applying the results in practice facilitates the organization's orientation towards lasting/ sustainable progress.

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1. Introduction

Composed of jobs/ workplaces, organizations/ companies are complex and very complex systems that aim at achieving temporary/ lasting/ sustainable competitiveness in their external environments. Their scientific knowledge (aim and mission, resources, functions, programs, structures, processes, products, performances etc.) has gradually progressed after 1900 (Drucker, 1973, 2008; DuBrin, 2010; Certo & Certo, 2012; Griffin, 2016; Pater & Cristea,

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2017), and after 1950, the systemic approach of organizations/ companies and their components has been evident, through concision and precision.

Within this framework, in the literature after 1900, two categories of approaches and definitions of marketing concept have developed:

(1) many functional definitions, correlated with the views of the authors during the period of their definition (Clark, 1922; Hotchkiss, 1938; Maynard & Beckman, 1939; Bartels, 1962, 1976; Baker, 2003; Blythe, 2005; Kotler & Keller, 2006; Kotler & Caslione, 2009; Dann, 2010; Cohen, 2011; Gamble, 2011; Keelson, 2012; AMA, 2017) and periodically improved (Murphy et al, 2005; Izvercian, 2006; Keller & Kotler, 2006; Grundey & Zaharia, 2008; Kotler, Kartajaya & Setiawan, 2009; Kotler, Kartajaya & Setiawan, 2010; Mitchell, Wooliscroft & Higham, 2010; Gordon, Carrigan & Hastings, 2011; Arseculeratne & Yazdanifard, 2014; Rakic & Rakic, 2015; Sheth & Sisodia, 2015; Garg & Sharma, 2017),

(2) some definitions oriented towards the systemic approach (Lazer & Kelley, 1962; Ottman, 1993; Bannon, 2002; Grant, 2007; Polese, 2011), with different points of view, but without being based on a system of concepts about systems (Wilson, 1990; Popa, 2003; Pater & Cristea, 2017).

In today English, but also in other languages, more than 100 definitions of marketing have been proposed (Cohen, 2011; Gamble et al, 2011; Keelson, 2012; Sheth & Sisodia, 2015; AMA, 2017), in accordance with the periods of world economic and managerial development: production orientation/ product orientation/ sales orientation/ marketing orientation/ holistic (systemic) marketing orientation. This wide variety of marketing definitions and characterizations is not favorable to theory and practice, being generally the consequence of non-systemic approach and analysis of the functions of the organizations. The current challenge is the same as in the early 20th century: how can management and marketing become more rigorous, increase their contribution to lasting/ sustainable progress in all areas.

The present paper aims to contributing to the progress of systemic approach and analysis of marketing as complex function of organization/ company, starting from the following aspects:

- orientation towards sustainable development/ sustainable progress as a priority of Mankind (Kotler, Kartajaya & Setiawan, 2010; UN, 2015; UN, 2016), also carried out at the level of organizations through integrated functional {f}, behavioral {b}, generational {g} cycles,
- advanced/ correlated segmentation, oriented towards sustainability, of external environments and resources/ products categories of organizations/ companies (Pater & Cristea, 2016),
- methodology of systemic approach and analysis (Jenkins, 1972; Wilson, 1990; Miser, 1995; Jackson, 2003; Popa, 2003; Jackson, 2009; Jackson 2010; Arnold & Wade, 2015), applied at the level of organization functions and marketing, while going through the already classical stages: 1) defining the problem; 2) identifying the problem-related systems and models; 3) developing and analyzing new alternative solutions to solve the problem; 4) selection of optimal/ suboptimal solution and applying recommendations.

2. Environments, resources/ products and organization functions

2.1 A matrix model "7 Environments - 7 Resources/ Products"

Traditionally, the external environments of organizations, localities, regions, countries/ federations of countries are studied and analyzed in management and strategic management (Popa, 2002; White, 2004; Pearce & Robinson, 2009; David, 2011; Hill & Gareth, 2012; Griffin, 2016) with PEST method (Political, Economic, Social, Technological), further extended to PESTLE method (Political, Economic, Social, Technological, Legal, Environmental), sometimes in combination with other methods (SWOT, Balanced scorecard etc.). In all current methods of managerial/ strategic analysis there is no direct correlation environments - resources/ products implicitly, correlation that primarily determines the progress of economies and organizations in any area.

A systemic approach of environments and resources/ products/ organizations (Pater & Cristea, 2016) considers the matrix model "7 Environments - 7 Resources/ Products" (Fig. 1), with 7 categories of external environments and 7 categories of resources/ products of organizations, defined as national/ regional/ local/ organizational identity factors and lasting (very long term)/ sustainable progress (indefinite term):

- **7 environment categories** (M_{nat} - abiotic and biotic natural environment; Anthropogenic environments $\{M_{ant}\}$):

M_{dpl} - demo-psycho-linguistic environment, M_{scu} - socio-cultural environment, M_{pja} - political-judicial-administrative environment; M_{afa} business environment; M_{ino} - innovation environment; M_{sec} - security environment) and

● **7 resources/ products categories** (integrated natural resources: space-time st ; R_{nat} natural resources of substance, energy, information, field, combinations both abiotic and biotic types; Six categories of resources/ anthropogenic products $\{R_{ant}\}$: human resources R_{umn} as individuals with knowledge, skills, abilities, attitudes and behaviors specific for achieving competitiveness of organizations; social resources R_{soc} - skills, attitudes and behaviors of people to efficiently work in groups, teams/ organizations/ networks of organizations/ clusters, based on sharing the same norms and values of competitive, moral sustainable development; resources/ artificial material products R_{mar} as a continuously developing and improving assembly of everything that used to produce/ produce/ will produce human civilization: materials, energy, tools, equipments, machines, apparatuses, constructions, installations, infrastructures etc; resources/ informational products R_{inf} of knowledge (data, intelligent information, knowledge stored on different supports), creativity, technological and managerial knowledge/ skills, specific human creations etc. types; resources/ financial products R_{fin} as "intermediate artificial products", mainly informational: money, bank deposits, financial assets – stocks, shares, bonds, income securities which bring income - and the capital needed for the transfer, transformation, consumption of natural, material and human resources. Resources/ products can be processed (transformed) or can provide processing conditions to new products and services that are both necessary

[● Nature] Categories of economic agents in the market:
 ● Householders ● Public territorial administrations ● Companies ● Institutions

Environments $M(st,f,c,g)$	natural	Anthropogenic / artificial* environments, created by human society during the 50,000 years on the planet Earth / to follow unlimited in the Universe / Multiverse					
	M_{nat}	M_{dpl}	M_{scu}	M_{pja}	M_{afa}	M_{ino}	M_{sec}
Resources $R(st,f,c,g)$	st - universal irreversible resource						
space-time st	<i>natural sustainability</i> $T_{nat}(st,f,c,g)$						
natural (substance, energy, information, field) R_{nat} K_{Rnat}	[via abiotic and biotic "natural products" ensures on unlimited time normal conditions for resources and life of biosphere on planet Earth, the Solar System / Milky Way galaxy in other galaxy / Universe / Multiverse]						
human R_{umn} K_{Rumn}	<i>social-human sustainability</i> $T_{sum}(st,f,c,g)$						
social ** R_{soc} K_{Rsoc}	[via anthropogenic products called "human communities" ensures on unlimited time the demographic, educational, psychological and cultural normal conditions for existence and evolution of Humanity / Homo Sapiens Sapiens]						
artificial material R_{mar} K_{Rmar}	<i>human civilization sustainability</i> $T_{civ}(st,f,c,g)$						
informational R_{inf} K_{Rinf}	[via "products of human communities" ensures on unlimited time the existence and progress of human society in areas D_{strp} (st, f, c, g) of the planet Earth and the Universe / Multiverse] integrated accomplished through:						
financial R_{fin} K_{Rfin}	● cultural, moral, political-administrative-legislative, and security sustainability $T_{mpls}(st, f, c, g)$ ● managerial, ecological, technological, and economic sustainability $T_{mete}(st, f, c, g)$						
Products $P(st,f,c,g)$ Innovation $I(st,f,c,g)$ Competitiveness $K(st,f,c,g)$ and Finality $F(st,g)$	natural P_{nat} I_{nat} K_{nat} F_{nat}	demo-socio-cultural P_{dsc} I_{dsc} K_{dsc} F_{dsc}	political-judicial-administrative P_{pja} , I_{pja} , K_{pja} F_{pja}	technologic-managerial (for market) P_{tmp} , I_{tmp} , K_{tmp} F_{tmp}	technologic-military (for security) P_{tms} , I_{tms} , K_{tms} F_{tms}	in: competitiveness culture, governance, management, technology, products integrated at micro, mezo and macro levels	

* Artificial (anthropogenic) environments: M_{dpl} - demo-psycho-linguistic; M_{scu} - socio-cultural; M_{pja} - political-judicial-administrative; M_{afa} - business / technological-managerial; M_{ino} - innovative; M_{sec} - security

** Social resources – people’s ability to work in competitive teams, groups / organizations / organization networks / clusters, based on sharing the same norms and values of moral, competitive sustainable development.

Fig. 1. Categories of environments $M(st,f,c,g)$, resources $R(st,f,c,g)$, products $P(st,f,c,g)$, innovations $I(st,f,c,g)$, competitiveness $K(st,f,c,g)$ and sustainability $T_s(st,f,c,g)$ specific for Humanity; Source (Pater & Cristea, 2016)-

to meet the unlimited needs of people and human communities of all categories, as well as to preserve/ ensure the requirements of the natural environment and biodiversity.

The model "7 Environments - 7 Resources/ Products" allows:

- (a) highlighting the correlation between M_{nat} natural environment and $\{M_{ant}\}$ anthropogenic environments which, at the same time, can damage and protect/ preserve it, primarily by means of resources/ products specific to M_{ino} innovation environment, M_{afa} business environment, M_{pia} political-juridical-administrative environment, M_{sec} security environment,
- (b) a clearer definition of the concepts sustainability, durability, temporality, transience, longevity, lasting/ sustainable products (Pater & Cristea, 2016), necessary to characterize holistic marketing,
- (c) a more rigorous definition of the functions and performances of organizations/ companies, included marketing, within the evolutions of Mankind in the 21st century, evolutions that impose that all functions, and primarily marketing, should consider as integrated target all the 7 categories of external environments of organizations/ companies, all related resources/ products, in order to achieve lasting/ sustainable progress.

2.2 A systemic definition of organization/ company functions

In general, the **organization** is a social entity (group of natural and/ or legal bodies) that has a common goal of members within its internal and external environment/ environments. The enterprise is a company-type organization or a network of companies (at least one supplier of resources and one buyer of assortment offered) of production, service and/ or commercialize. The variety of organizations active in the economy is very large, and today the effects of organization's operation are geared towards sustainable development/ progress.

The functions of organizations/ companies are defined differently, both in a rational-analytical way (Drucker, 1973, 2008; DuBrin, 2010; Certo & Certo, 2012; Hitt, 2012; Griffin, 2016), and with systemic orientations (Jackson, 2003, 2010; Mihaș, 2003, Popa, 2003). It is remarkable, however, due to its accuracy, the definition of management functions by Fayol, although the author did not know the systemic approach, developed worldwide after 1950 (Fayol, 2016): Prevision/ to forecast and to plan (prévoyance), Organization (organisation), Command (commandement), Coordination (coordination), Control (contrôle). This definition of management functions correctly predicts both (a) negative and positive reverse connections/ feed back through the Control and Coordination/ Regulation functions, (b) prospective connection/ feed before through Prevision function, and (c) the Decision/ Command function as essence of management.

Regardless of how it is defined, in theory and in practice a distinction is made between managerial (self-construct) functions and identity (executive) functions of organizations/ companies, and managerial functions are to be found, in a specific way, at any of the organization's hierarchical levels.

Issues left unresolved in the rigorous defining of organization/ company functions are:

- The Decision, as central function of organization management, is not explicitly and distinctly defined, or is mistakenly attached to the Planning function,
- The correlation between managerial and execution functions is insufficiently explicit, while the unitary modeling of $\{f\}$ general and particular functional cycles of organizations/ companies is being neglected,
- Marketing, as a complex function of organizations, is not properly defined, in correlation with managerial functions, being considered as an executive function, along with the sales sub-function.

A first simplified organization/ company model detailing systemically approached managerial functions and their functional cycles $\{f\}$ is outlined in Figure 2. For an autonomous organization/ company sufficiently large, the systemically defined functions are of two distinct, closely related categories: managerial functions $\{F_{man}\}$ (self-construct/ self-governance) and identity functions $\{F_{exe}\}$ (execution). The principle general functional cycle (self-construct) always begins and ends with the managerial functions, having Decision as central function, regardless of the hierarchical level considered within the organization/ company (from the overall level to the workplace). The identity (mission) of the organization/ company is however given by execution functions $\{F_{exe}\}$ that directly process/ transform the multitude of resources $\{R_U\}$ into the multitude of products $\{P_Y\}$ desired/ requested, respectively into the multitude of unwanted products/ wastes $\{D_Y\}$, and transfers them to the external environments $\{M_{ext}\}$. The seven external environments (Figure 1) focus on the target market with its specific customers and consumers. In practice, the organization/ company external environments $\{M_{ext}\}$ are at the same time: (a) components of the

organization/ enterprise space-time-resources-processes-products Domain of existence $D_{strpp}(st, f, c, g)$; (b) direct and indirect resource providers $\{R_U\}$ of all categories required to fulfill the organization/ company mission; (c) generators of restrictions, laws, regulations, opportunities, threats etc. for the organization/ company; (d) direct and indirect users/ consumers of desired/ required products $\{P_Y\}$, unwanted/ wastes $\{D_Y\}$ produced by the organization/ company.

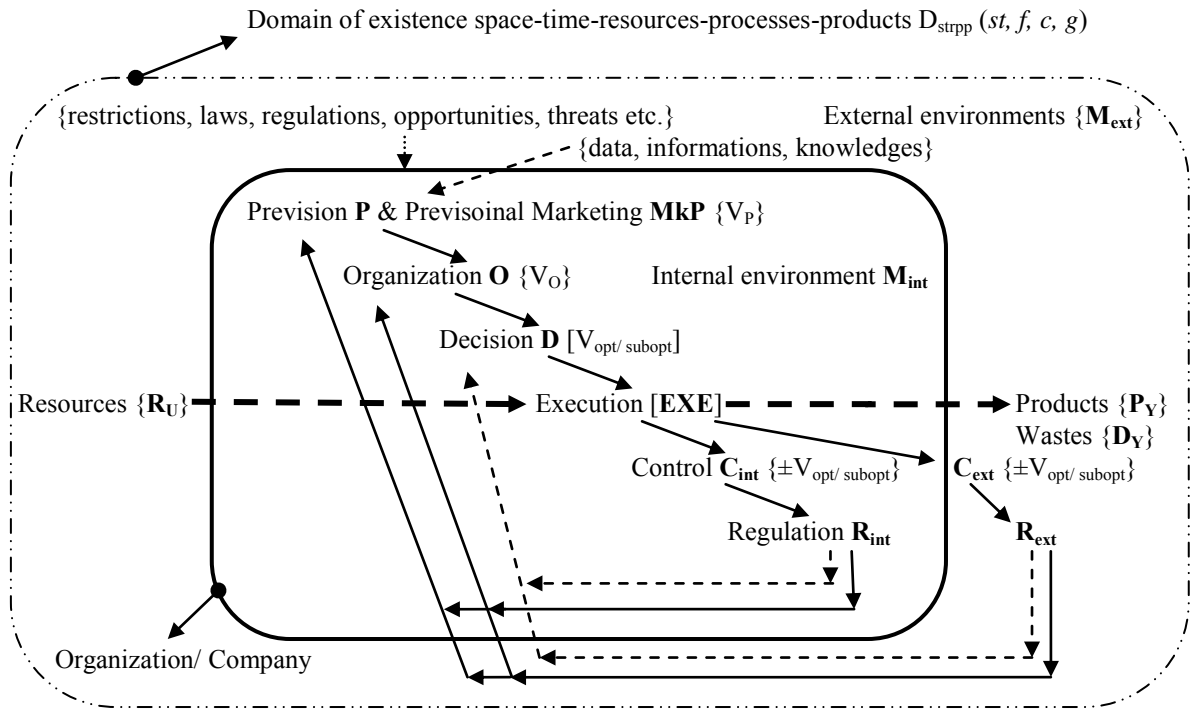


Fig. 2 A simplified model of organization/ company and of systemically approached managerial functions
 Complete Managerial Cycle ———→ ; Execution Functions Regulation Cycle [EXE] - - - - -→

The operating cycles $\{f\}$ of the existing organization/ company (Figure 2) are of two categories:

(1) General/ complete managerial cycle that always starts with (1.1) analysis (A) and prevision P (prognosis, previsional marketing MkP and strategic/ tactical/ operative planning), generating alternatives $\{V_P\}$; it continues with (1.2) organization O of structures, generating alternatives $\{V_O\}$; the operations are oriented by (1.3) decision D which selects from the rational variants $\{V_P\}$ and $\{V_O\}$ an optimal/ suboptimal variant $[V_{opt/subopt}]$, to be transmitted to execution functions [EXE]; (1.4) the execution for achieving $[V_{opt/subopt}]$ optimal/ suboptimal variant is carried out at the level of functions (1.4.1) personnel PERS & (1.4.2) research-development-innovation INOV & (1.4.3) production PROD (manufacturing, control, manipulation, transport, warehousing, services & (1.4.4) Operational marketing MkO and trading COME & (1.4.5) financial-accounting function FI-CO; in continuation, (1.5) the evaluation of the realization of optimal/ suboptimal variant $[V_{opt/subopt}]$ is accomplished by the Control function, both internal C_{int} and external C_{ext} , evaluation completed in most cases by identifying the deviations $\{\pm V_{opt/subopt}\}$ from decision D and by formulating some corrective proposals; correction of managerial deviations $\{\pm V_{opt/subopt}\}$ are subject to (1.6) full managerial regulation $R_{man} = (A)P \& O \& D \& [EXE] \& C$, through new predictions P, new organizations O, new decisions D transmitted to execution functions [EXE] and new related controls C, within behavioral cycles $\{c\}$.

(2) Execution adjustment cycle $R_{exe} = D \& [EXE] \& C$ starting with (2.1) decision D on the correction of execution deviations $\{\pm V_{opt/subopt}\}$, transmitted to deviators; it continues with (2.2) operation of necessary corrections at the level of execution functions and (2.3) new related C controls.

Regulation R is a complex managerial function. The complete/ full general managerial regulation R_{man} (1) brings together the reverse connections of stabilization and/ or increase (feed-back) with prospective ones (feed-before), and the adjustment of execution R_{exe} (2) is limited only to the in reverse stabilization and/ or increase (feed-back) connections.

Marketing (Figure 3) is a mixed complex function, both managerial (through Previsional Marketing MkP) and executive (through Operational Marketing MkO), being essential to the organization/ company competitiveness.

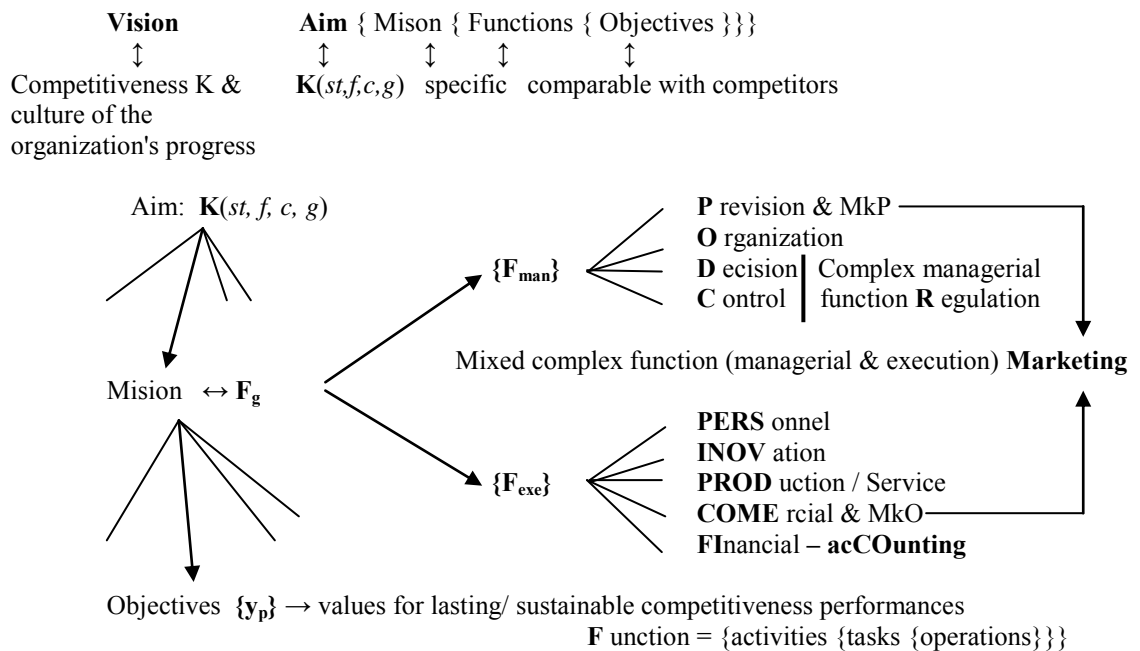


Fig. 3 Model for systemic definition of organization/ company functions

K – competitiveness (aim) of the organization/ company; F_g – global function (mission) of the organization/ company; F_{man} – managerial functions; F_{exe} – execution functions; MkP – Previsional Marketing; MkO – Operational Marketing.

The model in Figure 3 identifies the organization/ company components (functions and structures) as systems and allows a more rigorous definition of the organization/ company managerial functions and of marketing as mixed complex function (managerial function & execution function).

3. Systemic characterization of marketing as complex function of organizations

3.1 A systemic definition of marketing

Among the many definitions of marketing, the definition of the American Marketing Association is important for its generality, multi-functionality and topicality: "Marketing is the activity, the set of institutions and processes for creating, communicating, delivering and exchanging offers that have value for consumers, clients, partners and society at large" (AMA, 2008/ 2013, Approved July 2013).

This very large general functional definition, as well as other definitions, **generates a problem**, as it does not rigorously reflect the anthropogenic entities', the organizations' reality/ challenges on prospective/ unlimited term: ignores the systemic positioning of marketing in network with the other functions of the organizations; omits the statement "lasting/ sustainable value", currently required by all external and internal environments, by all stakeholders; does not provide the basis for defining marketing-related causal loops/ cycles of marketing competitiveness; limits the description of various marketing activities and objectives.

Based on the systemic analysis in the paper, at present and in the future, **marketing** can be systemically defined as a complex function of anthropogenic entities, function that integrates previsional marketing and operational

marketing activities, with a view/ aim to increasing the value offered to all stakeholders, to nature, and to providing lasting/ sustainable competitiveness of entities with human operators, from person/ job to global economy.

The systemic model of functions (Figures 2 and 3) highlights the extremely important role of the two complex functions within the functional {f} and behavioral {c} cycles of organizations/ companies:

- complex mixed function (managerial & execution) of marketing Mk, which participates cyclically both in the previsional management function P (through previsional marketing MkP) and in the commercial execution function COME (through operational marketing MkO), is cyclically linked with all organization/ company functions,
- complex regulation function R, which cyclically integrates the decision function D, the execution functions F_{exe}/ EXE and the control function C, all organization/ company functions respectively, is a co-generator of the organization/ company functional and behavioural cycles.

Functional {f} and behavioural cycles {c} designed to ensure the organization/ company competitiveness require the development of a **performing/ competitiveness cycle of marketing activities** that integrates previsional marketing MkP and operational marketing MkO.

Previsional marketing MkP has a fundamental role in enhancing the organization/ company previsional function P, being closely correlated with forecasts and conjuncture studies, with strategic/ tactical/ operative planning, with defining marketing opportunities that underpin the action lines for increasing competitiveness. Previsional marketing takes place in five stages, in correlation with all the organization/ enterprise functions:

Stage 1 Assessing the organization/ company state and resources in all external and internal environments (time horizon $\pm 1, \dots, 3$ years),

Stage 2 Studying the market and the other organization/ company external and internal environments, with the development of related forecasts (preferred time horizon $+ 5, \dots, 10$ years),

Stage 3 Participating to completion of objectives for the organization/ company products on the target market and in all external environments,

Stage 4 Elaborating the marketing mix (5P/ 7P/ 9P etc.)/ the marketing plan specific to the organization/ company, oriented towards lasting/ sustainable competitiveness,

Stage 5 Orienting the assimilation of new competitive products and of competitive sales/ transactions of the organization/ company products.

Operational marketing MkO has a very important role in implementing the “marketing mix” project, the marketing plan, and it takes place in other five stages to follow, in conjunction with specific activities of the commercial function COME and of the other execution functions, oriented towards lasting/ sustainable competitiveness:

Stage 6 Organizing/ reorganizing the distribution of organization/ company products and services,

Stage 7 Promoting sales and advertising/ publicity for the organization/ company products and services,

Stage 8 Testing the products on the market, testing/ evaluating them in external environments and finalizing/ adjusting market prices and durability/ sustainability features,

Stage 9 Controlling satisfactions of customers/ clients requirements and loyalty, controlling satisfaction of requirements of other organization/ company external environments,

Stage 10 Observing the behaviour of products/ services in operation, as a basis for continuous and radical improvement of products and increase of organization/ company competitiveness, stage to be followed by the resumption of the entire performance cycle (stage 1,.....).

The accomplishment of these activities, tasks and objectives of the marketing function **requires the best marketing management (symbolized 1+)**, with going through the marketing-adapted general managerial cycle (Figure 2), while integrating the stages of previsional marketing MkP and operational marketing MkO (cycle "1 + 10" of marketing competitiveness). By designing the marketing mix and by means of marketing plans, the marketers substantiate, develop/ recommend and prioritize marketing rational alternatives, but marketing strategic and tactical decisions are taken by the organization/ company top management.

As a field of economic science/ as complex function, essential in any modern competitive organization, the **marketing of lasting/ sustainable business (holistic/ systemic marketing)** in the 21st century, is oriented towards the development of new concepts, techniques, models and scientific methods, as well as towards achieving **six long/ medium/ short and very short-term (10 years ... 1 day) activities and objectives**, as required by lasting/ sustainable competitive products:

- Study of customer/ supplier markets and competitors (in the business and innovation environment), integrated with the study of external environments adjacent to the market/ segment/ niche/ target crenel (natural environment, demo-psycho-linguistic environment, socio-cultural environment, political-juridical-administrative environment, security environment), followed by related forecasts and by defining the objectives for the organization/ company products,
- Participation in substantiating scenarios elaborated and applied by the organization/ company own system of resilience to turbulence and chaos,
- Participation to the optimal/ suboptimal orientation of the assimilation and production of the new durable/ sustainable competitive product $\{i_K\}$ or of the new ranges of competitive products $\{d_K\}$ within the organization/ company,
- Optimal/ suboptimal orientation and stimulation of sales of products from the organization/ company current portfolio $\{i\}$, of sales of new sustainable competitive products $\{i_K\}$,
- Fully satisfaction of needs and requirements of consumers and customers in the internal/ external target market (from the business environment and the innovation environment) and improving long-term loyalty, while fully satisfying the needs and requirements of the adjoining external environments, of all stakeholders (owners, employees, community, natural environment, society etc.),
- Participation to lasting/ sustainable continuous growth of the organization/ company competitiveness $K(st, f, c, g)$, with optimal/ suboptimal efficiency in all internal and external environments, for all resources and products (Figure 1).

3.2 Marketing mix 9P

Systemic definition of marketing and orientation towards sustainable progress (Kotler, Kartajaya & Setiawan, 2010; Pater & Popa, 2013; UN, 2015; UN, 2016; Pater & Cristea, 2017) call for **redefining marketing mix** by rationally expanding the number and content of its components, expansion meant to achieve the holistic marketing goals. In the order of intervention, these **concentrated components of the organization/ company holistic marketing mix "9P"** are (Table 1) Positioning, Potential, People, Planet, Process, Product, Price, Place, and Promotion:

P1 Positioning (on market) / the Positioning (in the market), reflecting the desired efficiency in the target market,

P2 Potential (Resources) / the resources Potential, reflecting the availability of natural, financial and material resources,

P3 People / the Personnel, reflecting the culture, health and behavior of people involved in the value chain,

Table 1. Definition of holist marketing mix "9P".

Marketing mix components	Content (reflects)	Localization
P1 Positioning (on market)	the desired performances of the organization in the target market and environments	External
P2 Potential (resources)	the availability of natural, financial and material resources	Internal & external
P3 People (staff)	the culture, health and behavior of people involved in the value chain	Internal & external
P4 Planet	the requirements of ecological balance, biodiversity and security of the value chain	External
P5 Process	the durability / sustainability requirements of processes on the value chain	Internal & external
P6 Product	the durability / sustainability requirements of the whole product / waste in the circular economy (5R: Reduction, Reuse, Repair, Reconditioning, Recycling) and in external environments	Internal & external
P7 Price	the objectives for cost and integrate efficiency (economic, ergonomic, ecological, aesthetic, social, cultural, etc.) in the market and other external environments	Internal & external
P8 Place	the requirements of the distribution of whole products and waste in space / time to customers / consumers / stakeholders in the market and other external environments	External
P9 Promotion	the communication with the market and other external environments, stimulating the transactions / sales of the whole sustainable products and the recovery of waste	External

P4 Planet / the Planet, reflecting the requirements of ecological balance, biodiversity and security afferent on the value chain,

P5 Process / the Process, which reflects the requirements of process durability/ sustainability on the value chain,

P6 Product / the Product, reflecting the durability/ sustainability requirements of the whole product / of wastes in the circular economy (5R: Reduction, Reuse, Repair, Reconditioning, Recycling) and in external environments,

P7 Price / the Price, reflecting objectives for cost and efficiency (economic, ergonomic, ecological, aesthetic, social, cultural, etc.) in the market and other external environments,

P8 Place / the Location (Distribution), which reflects the requirements of the distribution of whole products and of wastes in space-time among customers/ consumers/ stakeholders in the market and in other external environments,

P9 Promotion / the Promotion, reflecting communication with the market and other external environments, stimulation of transactions/ sales of whole products and waste recovery.

The 9P marketing mix considers the entire value chain specific to the circular economy (5R: Reduction, Reuse, Repair, Reconditioning, Recycling) and allows a strong focus on achieving lasting/ sustainable competitiveness of organization/ company products.

4. Conclusions

The great diversity of marketing definitions and characterizations is not favorable to management theory and practice in the 21st century, being generally the consequence of a non-systemic approach and analysis of organization/ company functions.

The methodology of systemic approach and analysis has been applied at the level of the organization/ company functions, with deepening the complex mixed “marketing” function, while going through all classical stages: defining the problem; identifying related systems; developing and analyzing new alternative solutions to solve the problem; recommendations for applying optimal/ suboptimal solution. The systemic approach and the original matrix model "7 Environments - 7 Resources/ Products", with 7 external environment categories and 7 categories of organization/ company resources/ products, allowed relevant contribution:

- a better systemic definition of the 11 organization/ company functions,
- a more rigorous definition and characterization of holistic marketing and its components,
- an extended definition of the "9P" holistic marketing mix,
- a basic description of the stages of lasting/ sustainable competitiveness cycle “1+10” of holistic marketing.

The practical application of the obtained results facilitates the orientation of organizations/ companies towards lasting/ sustainable progress.

Deepening the content of self-contained cycles of lasting/ sustainable competitiveness of organizations/ companies and their subsystems, included marketing, is an objective of future research.

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