



Is a marketing department losing its relevance in companies? Evidence from Zambia

Patrick Lunda

Directorate of Distance Education and Open Learning, School of Business, Copperbelt University, Kitwe, Zambia

Abstract

The aim is to examine the validity of the relevance of a marketing department in Zambian companies and to determine practical solutions to the challenges facing the regulatory professional marketing body. In order to gather and store the data from the participants, the author used a semi structured questionnaire that was administered to participants. The author used the Cochran sampling formula to determine the sample size for this research. The results indicated that 5 (55.6%) of the companies they belonged to respectively have a small to medium sized department, which is evidence enough that a marketing department is still relevant in Zambia. In another scenario 79% of participants indicated that the future of the marketing profession is so bright. In the Zambian set up not all hope is lost. Since not much research has been done in Zambia on this or similar topic it was prudent to do a more specific research in Zambia and compare notes with what is prevailing in other countries. The Zambia Institute of Marketing that regulates the practice of marketing in Zambia and scholars who were at the verge of abandoning the marketing career will now have something to learn from thereby reigniting their hope and enthusiasm to carry on in their marketing career.

Keywords: Marketing relevance, Zambian marketer, marketing department

Introduction

Many companies in Zambia became state owned after Zambia gained its political independence from Britain ^[1]. This went on until the year 1990 when Zambia changed its governance system from one political party democracy to a multi-party democracy which led to a change of government in 1991 ^[2]. ^[1] asserts that during the reign of the new government in 1991, the people of Zambia witnessed unprecedented privatisation of most of State-Owned Enterprises (SOE). This ignited the coming of multinational companies and different foreign private owned companies to Zambia ^[3]. These private companies came with different corporate governance systems and different company organogram ^[3]. Many of these private companies decided to do away with marketing departments in their organogram and so marketing and sales roles were performed by individuals without or with little marketing experience and qualification ^[4], all this done at the expense of the impact that the marketing department has on company performance in terms of revenue generation ^[5]. According to ^[6] return on equity (ROE) is relatively proportional to the company's corporate governance system. This means that eliminating certain departments of a company can result in poor return on equity ^[6].

Problem Statement

The Zambia Institute of Marketing (ZIM) was born with a mandate to regulate the practice of marketing in Zambia. Some of its objectives are "to regulate, promote, uphold and improve the standards of training, practice and professional competence of persons and organisations engaged in marketing and advertising in Zambia" ^[7]. However, the institute continues to observe people who are not qualified and registered with ZIM contravening the law as they are being employed by some companies to fill up marketing vacancies thereby taking away job opportunities from the right people ^[8]. This makes many individuals skeptical about

pursuing marketing as a career. A lot of research has been carried out globally to examine the significance and relevance of a marketing department in a company. For example, ^[9] carried out research to assess how badly marketing is performing in the UK in the past four decades. ^[9] concluded that marketing can only do better when marketers recognise areas where marketing is wrongly practised and when those that write about marketing define this important subject clearly ^[10].

Because business environments rapidly and constantly change, the way marketing is practised in one country might not be the same in another country ^[11]. That is why the author of this paper saw it prudent to do more specific research in Zambia and compare notes with what is prevailing in other countries. Not only that, but also it is due to the fact that very little research has been done locally on this or similar topic that looks at the relevance of the marketing department in Zambian companies.

The Aim of The Study

In this paper our aim was to examine the validity of the relevance of a marketing department in Zambian companies and to determine concrete solutions to the challenges facing the regulatory professional marketing body.

Research Objectives

1. To determine the professional qualifications held by staff in the marketing department.
2. To examine the relevance of the marketing department in company structures.
3. To evaluate the future of the marketing profession in the next 10 years.

Research Questions

We formulate research questions that would help achieve the above as follows:

1. Do staff in marketing departments have the required professional Qualifications?
2. Is the Presence of a marketing department in company structures still relevant?
3. Where will the marketing profession be in the next 10 years?

Literature Review

Understanding the meaning of marketing

According to [12] marketing, if taken with the importance and seriousness it deserves can significantly contribute to the global gross domestic product (GDP). Due to this fact, the meaning of marketing has been given by so many writers on the topic and it continues to change as time pass and mainly depends on the changes in the business environment. As [13] put it, when the issue of bringing out the meaning of marketing comes up, the issue of whether marketing is art or science follows. In this paper the American Marketing Association defines marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large [14]. Similarly, the Chartered Institute of Marketing (CIM) of the United Kingdom (UK) defines marketing as the management process responsible for identifying, anticipating and satisfying customer requirements profitably [15].

In his search for meaning in marketing [16] concluded that marketing is not just about managing and if it can be given a contemporary perspective it must be taken as any other social science and contribute to the economic growth of a country [16, 17]. To sum it up the father of modern marketing and his colleagues [18] say marketing is the process of satisfying needs and wants through an exchange process. Looking at all these terms, they all point to the same thing that a customer is “king” of any business. Today it is common knowledge that any company that messes up in conducting marketing risks the growth of the company as a result.

The role of marketing and the marketing department

The marketing department is a division of the company in charge of the marketing functions [19]. A lot has been said about the meaning of marketing and its impact on the financial performance of a company, but little has been said about the importance and relevance of a marketing department which apparently comprises marketing professionals and practitioners. According to [20] the marketing department is an important department as it contributes to the financial performance of a company. It is through the marketing department that clients are able to evaluate the company’s reputation since it is the one that interacts with the clients most times. The major responsibilities, according to [19] of the marketing department depending on the type and size of a company are researching about the market, analysing the competition, promotion, advertising and sales. This supports the assertion by [21] that the marketing department contributes to the success and financial performance of a company [21].

[22] reviewed the marketing literature and con-firmed that the marketing department contributes greatly to the performance of the company. However, the authors were amazed to discover in their research that of late the marketing department has alarmingly lost its relevance and

significance. As [5] had put it most of the responsibilities that were previously performed by the marketing department were transferred to the sales department and the finance department [22]. In a research to assess the importance of the marketing department [23] discovered that the marketing department has lost a lot of relevance on the company’s decision-making process and its performance [23]. Contrary to [23] discovery, the Chartered Institute of Marketing argues that globally marketing departments within the marketing industry have performed better than in the last five years. This was according to a research report dubbed CMO75 [10]. Another researcher, [9] argues that the marketing department and its functions in UK has not performed very well in the last 30 years but was quick to point out that marketing performance can only improve if marketers decide to identify sections where marketing is wrongly practiced and when authors are able to state more clearly what marketing actually is than beating about the bush [9]. In addition to this argument [24] found out that the marketing department contributes not only financial resources to the company but also enhances long term customer relationship [24]. The only way marketing departments can be revived is by lobbying efforts from senior managers of companies and continuous commitment from not only marketing managers but from all departmental managers [25].

The relationship of the marketing department with other departments

First and foremost a marketing department can be organised in many different ways such as geographically, by product or brand, function-ally, by market, or in a matrix [26]. [26] further say the most common one is the functionally marketing department structure or organisation. Hence the decision by any company to adopt or organise the marketing department in any of the above sometimes might depend on the size and the mission of the company and so it’s not like what works for one company can work for another company [27].

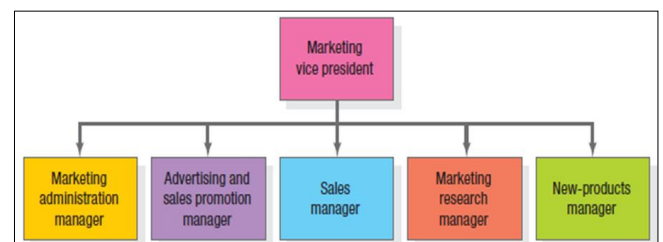


Fig 1: Functional organisation of the marketing department. (Kotler & Keller, 2016).

According to the marketing concept when other departments in the company begin to work hand in hand with the marketing department and come up with a deliberate policy of making sure that the needs and wants of customers are met it could contribute a lot to the financial performance of the company [28]. Almost all the critical departments of a company such as accounts, manufacturing and human resource are interdependent. The manufacturing department does not just produce goods to pile up. It needs the marketing department to create awareness of the goods or services available so that customers can begin to plan for their purchases. Conversely the marketing department would be meaningless if there is nothing to sell. However, for it to do all this it needs qualified personnel in marketing

who understands what a customer goes through before, during and after purchase.

In order for the manufacturing department to produce the goods and services it would need financial resources from the accounts department to meet all requirement for the production material, therefor the production department also depends on the finance department to carry out such assignments. On the other hand, the finance department is a custodian of the finances of the company of the marketing department which is in charge of revenue generation. That is why David Packard, the late cofounder of HP, wisely said, “Marketing is far too important to be left only to the marketing department” ^[29,12]. According to ^[30] marketing is an important economic endeavour of a country as it contributes to gross domestic product. ^[30] adds that marketing helps bringing about product and services awareness and it acts as a change agent in shaping the behaviour of customers and cause them to begin responding to marketing messages about goods or services. These authors concluded that marketing is necessary in the economic endeavours of a company as it applies growth strategies such as new product development and diversification, therefore the regulators of marketing in Zambia; the Zambia Institute of Marketing (ZIM) should always be partnered with as it can play an advisory role to companies and organisations ^[30].

Research Methodology

Research design

In this section of the paper, we outline the sampling technique used to pick the sample and how the sample size was defined, as well as the research instruments that was used to gather data and how it was administered. Our sampling frame were senior level managers in charge of marketing, middle level managers and clerical staff in marketing departments or anyone performing the role of a marketer. Twenty-three (23) different companies from different industries or sectors were surveyed, each with 8 marketing staff on average thereby giving us a population of 450 participants. 3 of these 23 companies were reputable state-owned companies falling under the government umbrella called the Industrial Development Corporation (IDC) Limited. It is a is a State-Owned Enterprise (SOE) with the responsibility to oversee the Zambian Government's commercial investments agenda aimed at strengthening Zambia's industrial base and job creation ^[31].

Sampling technique

The author decided to select the participants from the marketing departments or those with roles involving marketing because these were deemed to have knowledge and understanding of the marketing department and knowledge of the challenges faced in the marketing environment.

Sample size determined

The author used the Cochran sampling formula to determine the sample size for this research. The Cochran method of sample size calculation is very suitable for research with huge population ^[32]. However, in times of smaller populations Cochran devised a modified formula to determine a sample size from smaller populations ^[33]. In this paper we determine the sample size at 95% confidence level and a sample error or margin of error (precision) at ±5% as follows:

$$n_0 = \frac{Z^2 \times (pq)}{e^2}$$

Where;

n_0 = sample size

Z= Z-score

P estimated population size

q= 1 – P

e= acceptable sample error or margin of error.

Since the Cochran formula was devised to calculate huge population which we might have no idea of in terms of size we take into consideration half of that population as the estimated population, in order to have optimal variability of 0.5, therefore P (estimated population) is 0.5.

Hence

$$n_0 = \frac{(1.96)^2 \times (0.5) \times (1 - 0.5)}{(0.05)^2}$$

$$= \frac{384}{1 + 384/450}$$

$$= \frac{384}{1.85}$$

n = 208 (Participants)

Research instruments

In order to gather and store the data from the participants, the author used a semi structured questionnaire that was administered to participants who were based on the Copperbelt Province of Zambia while some participants received the questionnaire by email and responded by way of filling in and sending back through email. The questionnaire was segmented into three parts; part A, B and C. Part A of the questionnaire had demographic data of the participants. Part B had closed ended questions and participants were made to choose responses from a scale of 1 to 5, with 1- representing “strongly disagree”, 2- representing “Disagree”, 3- representing “Neutral”, 4- representing “Agree” and 5-representing “Strongly agree”. The last part of the questionnaire had open ended questions thereby giving participants an opportunity to speak their mind out. Two hundred and eight (208) questionnaires were given out to participants but only 185 were received back, translating into 88.9% response rate.

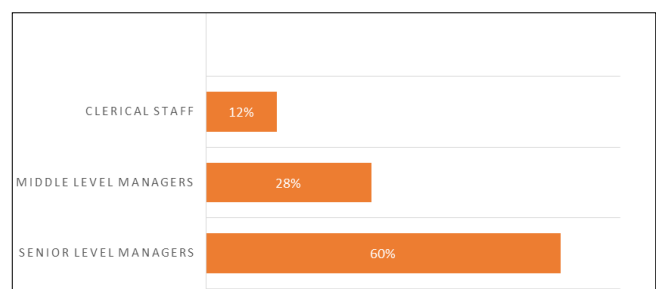


Fig 2: Distribution of participants. (Author’s own calculation).

From the 208 participants that were surveyed 129 were female participants while 79 were male. This is enough evidence that the marketing profession is highly dominated

by women. This information was obtained in part A of the questionnaire. The figure above indicates that 60 % of the participants were senior managers while 28% were junior managers. Participants from clerical staff level were 12%.

Rights of research participants

Research participants were all told in the first section of the questionnaire that the aim of this research was to examine the relevance of a marketing department in Zambian companies. To guarantee them anonymity participants were advised not to write their names on the questionnaire and that the author would not disclose their names or information they provide anywhere before, during and after the publication of this article.

Research Findings/Results

Qualification of marketing practitioners

Participants were asked whether they have any marketing qualification from college or university, and Figure 3 below shows that 78% of the participants had a marketing qualification while 19% of the participants did not have any marketing qualification. However, they had other professional qualification from other professions. The remaining 3 % of the participants did not have any profession qualification at all, be it marketing or other profession.

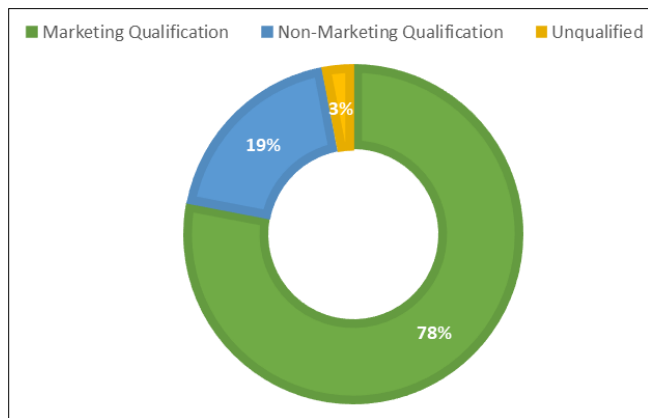


Fig 3: Qualification of marketing of practitioners. (Author’s own calculation).

Most of those participants who had marketing qualifications were found to be at senior management level. Those who had qualifications other than marketing qualification mainly were at middle management level.

Marketing department in company structure and its future

The main aim of this paper was to examine the relevance of the marketing department in Zambian companies. To achieve this, participants were asked whether they have a marketing department in their respective companies or organisation. The results indicated that 12 (52.2%) of the companies they belonged to respectively have a small to medium sized department comprising of 8 members of staff each on average. The other 47.8% of the participants indicated that they have no formal or organised marketing department but had officials from some other departments performing the roles of marketers. Asked to state where they see the marketing profession in the next 10 years, 79% of participants indicated that the future of the marketing

profession is so bright. When pushed further to explain this they said the business environment is becoming so competitive such that most companies are realising the importance of having qualified and competent marketers to market and sell their products or services.

Support from the Zambia Institute of Marketing (ZIM)

The Zambia Institute of Marketing is a professional marketing body put in place by an Act of Parliament No. 2 of 2022 to regulate the practice of marketing in Zambia, to promote, uphold and improve the standards of training, of persons and organisations engaged in marketing and advertising in Zambia [34]. In this regard participants were asked whether they are getting any support in terms job offers in any company and Training from ZIM, in response to this question 34% of the participants agreed that they were getting help while 17% strongly agreed. Only 33% of the respondents strongly disagreed while 4% merely disagreed. Exactly 12% failed to state whether they were getting help or not.

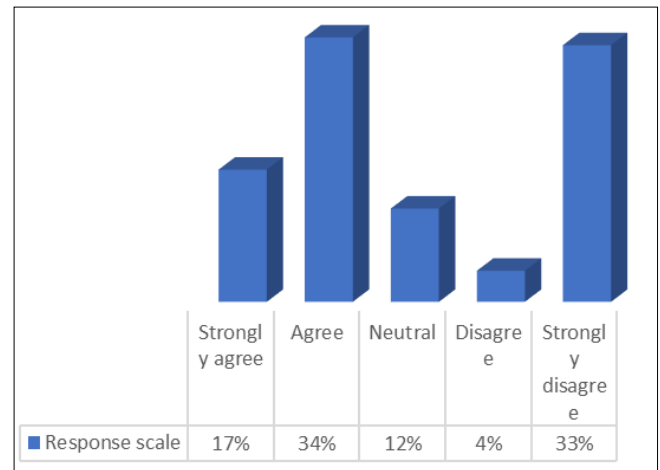


Fig 4: Responses of participants on getting support from ZIM. (Author’s own calculation).

Discussion of Findings

In our quest to examine the relevance of a marketing department in Zambian companies we asked respondents to state whether they had any marketing qualification. We discovered that 78% of the participant had a marketing qualification. Since the participants came from senior level management, middle level management as well as clerical staff from the marketing department, our results entail that the larger portion of the respondents (78%) are those in the senior level management and middle level management positions. This is possibly so because for one to rise through the ranks to senior level management one needs to have a higher qualification. Having a larger portion of respondents with a marketing qualification was good for this research because this meant that the participants had a better understanding of the topic. According to [35] the issue of having re-search participant with limited information about the subject matter can lead biased results. However, for this research only about 19% of the participants did not have any marketing qualification. But since they had qualifications from other fields, it means that the marketing profession is at risk of dying out if nothing is done about it. [36] analysed the influence of the marketing department and alarmingly concluded that for sure this very important

department has lost its relevance. Therefore, if no corrective measures are put in place even here in Zambia it might lose its relevance.

This suspected problem of the marketing department losing its relevance is very evident in foreign private companies whose owners prefer putting in management positions individuals of their choice usually from their countries of origin regardless of the qualification the individuals have. According to ^[5] and ^[22] most of the duties that are supposed to be performed by marketers are being given to the sales department and the finance department, this is quite worrying for the marketing profession. Further results from this paper show that 12 (52.2%) of the 23 companies that were surveyed have a small to medium sized marketing departments comprising of 8 members of staff each on average. This is contrary to the observations of ^[9] where he observed that in the last 30 years the marketing department has not done so well, and companies were almost abandoning the department. Although ^[9] undertook that research in the UK, Zambian relevant authorities can still learn from it in order to prevent the extinction of the marketing profession as the marketing department contributes to the success and better financial performance of a firm ^[21] This is in line with the marketing literature reviewed by ^[22] which confirmed that the marketing department contributes greatly to the performance of the company.

As a matter of fact, 52.2% is not a very good statistic, it should call for serious concern from stakeholders. The other 47.8% of the participants that responded that they have no formal or organised marketing department are usually, as observed earlier foreign companies doing business in Zambia. However, marketers are so optimistic that the situation would change because the marketing environment is fast paced, and this calls for well skilled and qualified marketers. Consumers today can no longer be deceived; they are able to perceive misleading advertisement and false information about a product or service because they have become more and more informed due to the information available all over the internet. As a result, marketers should find better ways of marketing and selling.

With regard to getting support from the Zambia Institute of Marketing, our findings show that 34% of the participants merely agreed that they were getting support from ZIM while 17% strongly agreed. This is consistent with what the institute is currently doing by helping its members to easily get links to job adverts about marketing roles ^[34]. There were 33% of participants who strongly felt that the institute is not doing enough and 4% merely disagreed. The gap between those who agreed (strongly agreed and merely agreed) and those who disagreed (strongly disagree and merely disagreed) is very thin. Looking at their website ZIM has a lot more benefits for their members but what is obtaining in this report is an implication that information does not reach the intended recipients, who are its members. In order to get back marketing jobs from people who do not have any marketing qualification the Zambia Institute of Marketing has come up with an inspectorate unit that will be paying impromptu visits to companies to check on compliance in terms of membership and qualification and to simply provide all the information required to practice marketing ^[37]. If this continues from ZIM side, then the relevance of the marketing department in companies would be restored. As ^[25] put it, the only way marketing

departments can be revived is by partnering with senior managers of companies and continuous commitment from not only marketing managers but from all departmental managers.

Conclusions

Many authors who have written on this or similar topic to examine the relevance of a marketing department in a company had concluded that the marketing department has lost its relevance ^[23, 9, 22, 38]. However, in the Zambian set up not all hope is lost. With the support from not only ZIM but also the government of the republic of Zambia we can safely conclude that the marketing department is still relevant in Zambia. By government and ZIM working together it will give hope to those that were thinking of taking marketing as a career. This is consistent with what ^[39] found when they were investigating the power of marketing in companies in the United States of America. We would be quick to mention that the possibility of restoring the relevance of marketing department deserves effort from every other department in a given company ^[30]. It is also concluded that the government of the republic of Zambia has seen the importance of marketing in Zambia because of how it has helped ZIM to come up with policies that will bring about change in the whole marketing environment. For instance, the Minister of Commerce urged ZIM to enforce the powers that are vested in the ZIM Act ^[40, 8].

This study greatly contributes to the examination of the relevance of the marketing department with evidence from Zambia, since most of the previous research is from Europe, the west and a few from Africa. The Zambia Institute of Marketing that regulates the practice of marketing in Zambia and scholars who were at the verge of abandoning the marketing career will now have something to learn from this research. This will reignite their hope and enthusiasm to carry on in their marketing career.

It is highly recommended that the inspectorate unit that has been set up by ZIM must massively be funded in order for it to effectively carry out its mandate. This is because this unit will require resources such as manpower, transport logistics, state of the art technology for data collection and financial allowances to personnel that would be working from the field. When this is done, gradually it would begin to bear fruit and marketers would be protected and those jobs which previously were taken up by un-qualified and non ZIM member staff will be open for the right people to repossess. ZIM has always been protecting the jobs of the locals. An example is where in 2013 ZIM wrote to Toyota Zambia Limited to warn them against bringing foreigners to occupy the position of Sales and Marketing Manager at Toyota Zambia Limited when Zambia has plenty of qualified and competent people to fill that position. This was after Toyota Zambia Limited ran an advert in South Africa for the same position ^[41].

Since most of the institute's income comes from membership fees, members of ZIM are encouraged to consistently pay their fees. This has a high multiplier effect on the success of the institute at large which in turn protects the jobs of qualified and paid-up marketers. Most research on examination of marketing department's relevance has been done in other countries and very few have been written from Zambia's perspective. Therefore, more research has to be done and recommendations made in order for the Zambia Institute of Marketing to find practical solution to the

problem of elimination of the marketing department by some companies, thereby creating an impression like a marketing department is irrelevant.

In the final analysis it can be said that in this era companies that would under value the importance of the marketing department risks their business collapsing because as observed earlier, this department cannot just be run by any other person without a marketing qualification, it requires somebody who has specialised in this field, has the skill and competence that is needed to compete favourably in this fast-changing marketing environment.

References

- Musambachime MC. Privatisation of State-owned enterprises in Zambia: 1992-1998. *Africanus*,1999;29(1):5-32.
- Chanda S, Burton B, Dunne T. The nature and potential of corpo rate governance in developing countries: Zambian perceptions. *Accounting, Auditing & Accountability Journal*,2017;30(6):1257-1287.
- Haglund D. In It for the Long Term? Governance and Learning among Chinese Investors in Zambia's Copper Sector. *The China Quarterly*,2009;199:627-646. doi:10.1017/S0305741009990130
- Tang X. The impact of Chinese investment on skill development and technology transfer in Zambia and Malawi's cotton sector. SAIS-CARI Working Paper, 2019, 23.
- Broadbent S. Changes in the way marketing is managed — a personal view, *Journal of Marketing Management*,1995;11:4285-293. DOI: 10.1080/0267257X.1995.9964345
- Tenasi LC, Mpundu M. Corporate governance in the cement manufacturing industry of Zambia. *International Journal of Research in Business and Social Science*,2023;12(2):54-64.(2147-4478)
- Zambia Institute of Marketing. (2022). About The Zambia In situe of Marketing. Retrieved April 17, 2023. etrieved 15, February, 2023from <https://www.zimmarketing.org.zm/vision-and-mission/>
- Kapatamoyo, M. (2010, March). Unlicensed Marketers to Face Scrutiny. Retrieved April 22, 2023, Retrieved 12 February, 2023 from <https://mywage.org/zambia/news/mywage.org-zambian-news/unlicensed-marketers-to-face-scrutiny2013-march-2010>
- King S. Has marketing failed, or was it never really tried?, *Journal of Marketing Management*,1985;1:1-2. 1-19, DOI: 10.1080/0267257X.1985.9963971
- CMO75. (2023, March 23). Insight and opportunity in 2023. Chartered institute of marketing. Retrieved April 17, 2023, from https://www.cim.co.uk/content/hub/thought-leadership/report-cmo75insightadoppportunityin2023/?utm_mdium=social&utm_source=facebook &utm_campaign=cmo75&fbclid=IwAR3ki6Vbf1s_EJ3VSAAdDFQ948sMy11F411FIHu3_VPW3_yRgLHf2dUyds
- Ramarapu S, Timmerman JE, Ramarapu N. Choosing between globalization and localization as a strategic thrust for your international marketing effort. *Journal of Marketing Theory and Practice*,1999;7(2):97-105.
- Bouchet D. Marketing, Development, and the Question of Meaning. *Markets, Globalization & Development Review*, 2023, 7(4).
- Angelmar R, Pinson C. The Meaning of 'Marketing'. *Philosophy of Science*,1975;42(2):208-214. doi:10.1086/288636
- American Marketing Association. (2023, March 21). What is Marketing? — The Definition of Marketing — AMA. Retrieved, 2023, from <https://www.ama.org/the-definition-of-marketing-what-is-marketing/>
- CIM (2015). A brief summary of marketing and how it works. <https://www.cim.co.uk/media/4772/7ps.pdf>
- Layton R. My search for meaning in marketing, *Journal of Historical Research in Marketing*,2017;9(3):217-243. <https://doi.org/10.1108/JHRM-01-2017-0003>
- Foxall G. The Meaning of Marketing and Leisure: Issues for Research and Development", *European Journal of Marketing*,1984;18(2):23-32. <https://doi.org/10.1108/EUM0000000004796>
- Kotler P, Neil R, Suj K. Ending the War Between Sales and Market ing. *Havard Business Review*, 2010, 1-14.
- Nasrudin A. Marketing department: Functions and Responsibilities, 2022. Penpoin. <https://penpoin.com/marketing-department/>
- Frederiksen L, Frederiksen L. The Role of Your Marketing Depart ment—And What You Should Expect From It. *Hinge Marketing*, 2022. <https://hingemarketing.com/blog/story/what-you-should-expect-fromyour-marketing-department1>
- Verhoef PC, Leeflang PSH. Understanding the Marketing Department'sInfluence within the Firm. *Journal of Marketing*,2009;73(2):14–37. <https://doi.org/10.1509/jmkg.73.2.14>
- Homburg C, Vomberg A, Enke M, et al. The loss of the marketing department's influence: is it really happening? And why worry?. *J. of the Acad. Mark*,2015;43:1–13. Retrieved 12, March 2023, from <https://doi.org/10.1007/s11747-0140416-3>
- Oliveira DMD, Luce FB. Is Marketing Department Important For Companies?,2020;14(3):120-13. DOI: <https://doi.org/10.12712/rpca.v14i3.41042>
- Moorman C, Rust RT. The Role of Marketing. *Journal of Marketing*,1999;63(4):180-197. <https://doi.org/10.1177/00222429990634s117>
- Stone MA, John Desmond J. *Fundamentals of marketing*. Routledge. USA, 2007.
- Kotler P, Keller KL. *A framework for marketing management (6th ed.)* Harlow, UK: Pearson Education, 2016.
- Baker MJ. *Marketing is Marketing—Everywhere!* Vikalpa,2005;30(3):1-10.
- Kotler P, Keller KL. *Marketing management 12e*. Upper Saddle River: Pearson Education Inc, 2006.
- Kotler P, Armstrong G. *Principles of Marketing*. Pearson Education. Thirteenth Edition. New Jersey, 2012.
- Mukosa F, Katebe M, Mbewe S, Muhyila M. The role of Mar-keting in Zambia's economic diversification process, 2020. <http://41.63.8.17:80/jspui/handle/123456789/66>
- IDC. (2021, October 20). Who We Are - Industrial Development Corporation (IDC) Zambia

- Limited. Industrial Development Corporation (IDC) Zambia Limited. <https://www.idc.co.zm/about-us/who-we-are/>
32. Ahmad H, Halim H. Determining sample size for research activities. *Selangor Business Review*, 2017, 20-34.
 33. Kotlik JWKJW, Higgins CCHCC. Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information technology, learning, and performance journal*, 2001:19(1):43.
 34. Zambia Institute of Marketing. (2022, September 12). Vision and Mission – Zambia Institute of Marketing. Retrieved April 21, 2023, from <https://www.zimmarketing.org.zm/vision-and-mission/>
 35. DeGroff LJC. The Influence of Prior Knowledge on Writing, Conferencing, and Revising. *The Elementary School Journal*, 1987:88(2):105–118. <http://www.jstor.org/stable/1002036>
 36. Homburg, Christian, Workman, John, Krohmer, Harley. Marketing's Influence within the Firm. *Journal of Marketing*, 1999:63:1. 10.2307/1251942.
 37. ZIM Inspectors. (2022, December 6). ZIM Inspectorate Unit. Facebook. Retrieved, 2023. from https://web.facebook.com/ZambiaInstituteOfMarketing1/posts/a.348030362058105/2354694174725037/?type=3&_rdc=1&_rdr
 38. Sheth J, Sisodia R. Does marketing need reform? *Journal of Marketing*, 2005.
 39. Feng H, Morgan NA, Rego LL. Marketing Department Power and Firm Performance. *Journal of Marketing*, 2015:79(5):1–20. <https://doi.org/10.1509/jm.13.0522>
 40. Bontaman. (2023). Commerce Minister challenges ZIM to enforce the ACT. Zambia Institute of Marketing. Retrieved 21, April, 2023, from <https://www.zimmarketing.org.zm/commerce-minister-challenges-zim-to-enforce-the-act/>
 41. Editor. (2013, February 22). Zambia: Institute of Marketing writes to Toyota Zambia over its recruitment of foreigners. *LusakaTimes.com*. Retrieved 21, April 2023 from <https://www.lusakatimes.com/2013/02/22/institute-of-marketinges->