

NOTA PENYELIDIKAN/RESEARCH NOTES

MARKETING MANAGEMENT AND MIX ACTIVITIES OF MALAYSIAN MANUFACTURING FIRMS*

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Marketing is frequently cited as the most neglected managerial function among business organisations in developing nations. In order to assess the state of marketing in Malaysia, this paper explores the incidence and regularity of performance of marketing management and marketing-mix activities at the firm level. The findings reveal that manufacturing firms operating in Malaysia regularly perform marketing management and mix activities. The results confirm that the performance of marketing management and mix activities varies according to the function of firm and market environment factors.

Organisasi perniagaan di negara-negara membangun sering disarankan supaya mempertingkatkan peranan fungsi pemasaran dan melaksanakannya dengan lebih teliti. Artikel ini melaporkan hasil kajian tentang status fungsi pemasaran dan kekerapan pelaksanaan kegiatan pengurusan pemasaran dan aktiviti-aktiviti yang merangkumi ruanglingkup fungsi pemasaran dikalangan firma di dalam industri pembuatan di Malaysia. Dapatan kajian ini menunjukkan bahawa kekerapan pelaksanaan kegiatan pengurusan pemasaran adalah tinggi. Pelaksanaan kegiatan pengurusan pemasaran seterusnya dipengaruhi oleh pembolehubah-pembolehubah yang berkaitan dengan firma dan persekitaran pasaran.

INTRODUCTION

Marketing is concerned with the creation, stimulation, and facilitation of exchange relationships (Kotler 1972). As such, the core of marketing revolves around the management of exchange relationships among participants in the market place, utilising various marketing concepts and activities. However, despite its widely recognised nature as a business function, debate persists in the literature as to marketing's universal applicability.

Underlying the debate is the argument that the discipline, with its roots in the buyers' market economies of the United States and Western European countries, lacks applicability in developing countries where sellers' markets are the norm (Bartels 1983; Dholakia and Dholakia 1980; El-Sharbini 1979). Furthermore, unlike the United States and Western European countries, most countries of the world (particularly the developing ones) reflect considerable government control of marketing activities. This negates the widely shared assumption that marketing practitioners have "full" control over marketing management and mix activities (Kotler 1972).

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In light of the importance of the debate for marketing technology transfer, several studies have focused on it in recent years (e.g., Akaah, Riordan, and Dadzie 1988; Jee 1973; Ross and McTavish 1985; Yavas and Goldstucker 1977). The findings of these studies are that marketing concepts and activities are applicable in developing countries. As further extension of this line of research, Akaah and Riordan (1988) recently examined the applicability of marketing mix activities (i.e., product, pricing, distribution, and promotion) in selected African country contexts. Their results confirmed the assessment that the issue of applicability of marketing know-how in developing countries is more complex than normally believed (Ross and McTavish (1985).

The objective of the present paper is to contribute to empirical evidence on the subject by examining the extent of performance of marketing management and mix activities by Malaysian manufacturing firms. Specifically, the paper examines the following questions:

1. What is the incidence and regularity of performance of marketing management and mix activities by Malaysian manufacturing firms?
2. To what extent does the incidence and regularity of performance of marketing management and mix activities by Malaysian manufacturing firms differ as a function of industry and market environment factors?

RESEARCH FRAMEWORK AND MARKETING PRACTICES IN MALAYSIA

As a discipline, marketing comprises concepts and activities that define its nature and framework (Kotler 1984). Illustrative of the concepts are: "the marketing concept," market segmentation, brand loyalty, test marketing, product differentiation, product positioning, and optimization of the marketing mix. Deriving from these concepts are management and mix activities, including objective setting, planning, coordination and integration, motivation, evaluation and control, and the 4P's of the marketing mix (product/service, price, place, and promotion).

Unlike the United States and Western European countries, journalistic and empirical research accounts on the state of marketing in Malaysian firms indicate a neglect of marketing as a business function. According to Sim (1981), only a few progressive Malaysian firms reflect a systematic application of marketing know-how in their operations. As Ling (1987) puts it:

"Marketing seems to be a relatively insignificant function when compared with other management functions such as finance and production ... that marketing is taken to mean selling, promoting, and getting orders -- activities that follow the production process in order to effect the transaction of the goods produced."

Furthermore, there is the assessment that the marketing concept has not been adopted as an operating philosophy by Malaysian firms (Osman 1987). This situation has thus prompted some academicians to admonish that Malaysian firms should not only pay attention to product quality but also to the utilisation of marketing know-how, particularly that of market research (Kwabe 1987).

Given the preceding, the results of the present paper should shed light on the incidence and regularity performance of marketing activities by Malaysian firms. As the literature indicates, the incidence and regularity of performance of marketing management and mix activities depend on firm as well as environmental factors (e.g., Akaah and Riordan 1988; Akaah, Riordan, and Dadzie 1988; Yavas and Alassandra 1977). Thus, underlying the study is the hypothesis that the incidence and regularity of performance of the marketing management and mix activities examined will differ as a function of firm and market environment factors.

METHODOLOGY

Sample and Data Collection

The study data were obtained via a questionnaire mailed to 635 Malaysian firms. The 1988 Federation of Malaysian Manufacturers directory comprised the sampling frame. Given the study's focus on manufacturing firms, directory members in the service sector were excluded from the sampling frame. A total of 144 questionnaires were returned, representing a 22.7% response rate. The data collection spanned January-April of 1989.

The questionnaire items followed that of Akaah and Riordan (1988). Each respondent was shown a list of marketing management and mix activities and asked to evaluate the extent to which his/her firm performed each activity. The evaluations were elicited in terms of a Likert-type scale with descriptive anchors ranging from "never performed" to "performed six or more times per year." Respondents also provided data about their firms and the market environment under which their firms operated. As described below, the firm information was treated as independent variables in the analysis. Table 1 is a summary of the characteristics of respondents' firms.

Data Analysis

The assessment of the incidence and regularity of performance of marketing management and mix activities was determined by computing the mean evaluation (rating) of each of the activities examined as well as the proportion of respondents who indicated that their firms never performed each activity. Sub-activity means were also computed for the marketing management activities and the four mix elements. Also, the marketing mix activities were ranked in terms of the ten most frequently performed and the ten least frequently performed activities.

The influence of firm and environmental factors on the performance of marketing management and mix activities was examined by utilising respondents' evaluations in univariate and multivariate analysis of variance (ANOVAs and MANOVAs). The MANOVAs were conducted separately for the marketing management activities and each of the marketing mix elements. The ANOVAs were conducted separately for each of the activities. Industry classification, perceived importance of marketing, market served (consumer or industrial), size of firm (number of employees and sales volume), ownership (indigenous or foreign), and product-market (sellers' or buyers') comprised the independent variables in the analysis.

Table 1
CHARACTERISTICS OF RESPONDENTS

Characteristic	Percent ^a
A. Industry classification	
1. Food, beverage, and tobacco	9.2
2. Paper products, printing, and publishing	8.5
3. Chemical, petroleum, coal, rubber, and plastic products	30.3
4. Non-metallic mineral products (except petroleum and coal)	12.7
5. Fabricated metal products, machinery, and equipments	24.6
6. Others ^b	14.8
B. Importance of marketing function	
7. Extremely important	75.4
8. Quite important	19.7
9. Slightly important	4.9
C. Market served	
10. Consumer market	32.2
11. Industrial market	60.8
12. Both consumer and industrial	7.0
D. Number of employees	
13. Large (over 300 employees)	27.3
14. Medium (between 100 - 299 employees)	37.8
15. Small (less than 100 employees)	35.0
E. Size (sales volume)	
16. Large (over M\$100 million)	18.3
17. Medium (between M\$10 - M\$100 million)	50.8
18. Small (less than M\$10 million)	30.8
F. Ownership	
19. Fully indigenous	35.0
20. Fully foreign	13.3
21. Combined indigenous and foreign	51.7

G. Market Environment

22. Sellers' market	14.2
23. Buyers' market	80.7
24. Neither sellers'/buyers' market	5.0

^a Based on N = 144.^a

^b Included are industry categories such as: basic metal, wood products (including furniture), textile, weaving apparel, and leather firms.

RESULTS

Management and Mix Activity Performance

Incidence and Regularity of Marketing

Table 2 shows the results of the analysis regarding the incidence and regularity of marketing management and mix activity performance. Column 1 represents the percentage of respondents who indicated that their firms never performed the respective activities, and column 2, the percentage of respondents who indicated that their firms performed the respective activities at least once a year (the complement of column 1). Column 3 represents the mean evaluations of the respective activities.

Concerning the marketing management activities, the figures indicate that few respondents perceived their firms as not performing these activities. The percentage of "never performed" figures ranged from a low of 2.8 to a high of 9.8. Further, each of the activities reflects a mean rating of greater than 2.0, implying that each marketing management activity is performed at least 1-2 times per year.

Concerning the marketing mix activities, the sub-activity means indicate that the activities within each of the mix elements reflect high incidence and regularity of performance. Less than 20 percent of the respondents indicated that their firms never performed the activities within each mix element. The activities of the pricing mix, however, reflected the highest level of performance incidence, followed by those of the distribution mix, the product/service mix, and the promotion mix, respectively. This is further supported by the figures of Table 3. As Table 3 indicates, all of the pricing mix activities fell into the most frequently performed activity category, compared to only two for the product/service and distribution mix elements, and only one for the promotion mix element. On the other hand, six of the promotion mix activities fell into the least frequently performed activity category, compared to two for the product/service, and distribution mix elements.

Table 2
INCIDENCE AND REGULARITY OF PERFORMANCE OF MARKETING
MANAGEMENT AND MIX ACTIVITIES

Activity	Percentage		
	Never performed	Performed at least once a Year	Mean rating ^a
Marketing Management Activities			
1. The establishment of marketing objectives.	2.8	97.2	2.30
2. The planning of marketing activities.	2.8	97.2	2.76
3. The coordination and integration of marketing activities.	4.2	95.8	2.87
4. The motivation of persons who implement marketing strategies or activities.	9.8	90.2	2.63
5. The evaluation and control of marketing activities.	5.6	94.4	2.93
Overall mean	5.0	94.9	2.70
Product/Service Activities			
6. The development, testing, and introduction of new products/services.	8.5	91.5	2.46
7. The modification of existing products/services.	4.3	95.7	2.45
8. The elimination of products/services that do not satisfy customers' desires.	17.0	83.0	2.29
9. The formulation of brand names and branding policies.	36.1	63.9	1.80
10. The preparation of product/service warranties and the establishment of procedures for fulfilling warranties.	38.8	61.2	1.87
11. The planning of product/service packages (e.g., sizes, shapes, colors, designs, and brochures).	13.7	86.3	2.41
Overall mean	19.7	80.3	2.20

Pricing Activities

12. The analysis of competitors' prices.	2.1	97.9	3.20
13. The formulation of policies and methods for setting prices.	2.1	97.9	2.59
14. The actual setting of prices.	0.7	99.3	2.62
15. The determination of discounts for various categories of buyers.	6.3	93.7	2.66
16. The establishment of conditions and terms of sales.	2.1	97.1	2.42
Overall mean	2.7	97.3	2.65

Distribution Activities

17. The evaluation of various types of distribution channels.	11.7	88.3	2.27
18. The design of distribution channels.	24.1	75.9	1.97
19. The design and implementation of an effective program for dealer relations.	14.7	85.3	2.24
20. The establishment of distribution centers/ outlets.	18.7	81.3	2.19
21. The formulation and implementation of procedures for efficient product/service handling.	3.6	96.4	2.53
22. The implementation of inventory controls.	3.6	96.4	2.73
23. The analysis of transportation methods.	12.2	87.8	2.29
24. The minimization of total distribution cost.	10.1	89.9	2.56
25. The analysis of possible locations for wholesale and/or retail activities.	20.0	80.0	2.23
Overall mean	13.2	86.8	2.64

Promotion Activities

26. The setting of promotional (e.g., advertising) objectives.	11.3	88.7	2.38
27. The determination of the major types of promotion to be used (e.g., advertising, sales promotion, personal selling).	5.7	94.3	2.59
28. The selection and scheduling of advertising media.	21.4	78.6	2.31
29. The development of advertising messages.	24.5	75.5	2.20
30. The evaluation of advertising and promotion effectiveness.	27.2	72.8	2.04
31. The recruitment and training of salespersons.	13.0	87.0	2.22
32. The formulation of compensation programs for sales personnel.	22.4	77.6	1.95
33. The creation and development of sales territories.	13.2	86.8	2.18
34. The planning and implementation of sales promotion efforts (e.g., free samples, coupons, displays, sweepstakes, sales contests).	22.4	77.6	2.38
35. The preparation and dissemination of publicity materials.	32.6	67.4	2.13
Overall mean	19.4	80.6	2.16

^a On a 4-point scale with 1 = "never performed" and 4 = "performed 6 or more times per year."

Table 3
RANKING OF TEN MOST FREQUENTLY PERFORMED AND TEN LEAST
FREQUENTLY PERFORMED MARKETING MIX ACTIVITIES

Activity number ^a	Ranking	Percent Performed/ Never performed	Marketing mix area
I. Highest percentage in performance			
14	1	99.3 ^b	Pricing
12	2	97.9	Pricing
13	3	97.9	Pricing
16	4	97.9	Pricing
21	5	96.4	Distribution
22	6	96.4	Distribution
7	7	95.7	Product
27	8	94.3	Promotion
15	9	93.7	Pricing
6	10	91.5	Product
II. Lowest percentage in performance			
10	1	38.8 ^c	Product
9	2	36.1	Product
35	3	32.6	Promotion
30	4	27.2	Promotion
29	5	24.5	Promotion
18	6	24.1	Distribution
32	7	22.4	Promotion
34	8	22.4	Promotion
28	9	21.4	Promotion
25	10	20.0	Distribution

^a Numbers correspond to those of Table 2.

^b Percentage of respondents indicating their firms performed activities at least once a year.

^c Respondents indicating their firms never performed activities.

Influence of Firm and Environmental Factors

Table 4 represents the results of the ANOVAs and MANOVAs, and Table 5, the variable-level means for the activities with significant ANOVAs. Concerning the marketing management activities, none of the independent variables yielded a significant MANOVA effect -- suggesting their lack of "overall" influence. For the ANOVA results, perceived importance of marketing yielded a significant effect with respect to activity 4 (the motivation of persons who implement

marketing strategies or activities). The pattern of means (see Table 5) suggests that the performance of this activity varies directly with the perceived importance of marketing as a business function.

Concerning the marketing mix elements, only product-market yielded a significant MANOVA effect with respect to the pricing mix element. However, several individual activities reflected significant ANOVAs. Regarding the product/service mix, activities 10 (the preparation of product/service warranties and the establishment of procedures for fulfilling warranties) and 11 (the planning of product/service packages e.g. sizes, shapes, colors, designs, and brochures) yielded significant ANOVAs, relative to industry classification and market served. The pattern of means indicate that the incidence of performance of activity 10 (the preparation of product/service warranties and the establishment of procedures for fulfilling warranties) is greatest among firms in the fabricated metal products, and machinery and equipment industries. For activity 11 (the planning of product/service packages e.g. sizes, shapes, colors, designs, and brochures), the pattern of means indicate that the activity's incidence of performance is greatest among firms in the consumer market.

Regarding pricing mix, each of the independent variables yielded at least one significant ANOVA (except ownership). For industry classification, the pattern of means for the two activities with significant ANOVAs (activities 12 - the analysis of competitors' prices; and 16 - the establishment of conditions and terms of sales) indicate that these activities' incidence of performance is greatest among firms in the paper products, printing, and publishing industry. For perceived importance of marketing, the variable-level means for the three activities with significant ANOVAs (activities 12 - the analysis of competitors' prices; 13 - the formulation of policies and methods for setting prices; and 16 - the establishment of conditions and terms of sales) indicate that their incidence of performance varies directly with the perceived importance of marketing as a business function.

For market served, the variable-level means for the two activities with significant ANOVAs (activities 13 - the formulation of policies and methods for setting prices; and 16 - the establishment of conditions and terms of sales) suggest that their performance incidence is greater among firms in the industrial market than among firms in the consumer market. For size of firm, the pattern of means for the two activities with significant ANOVAs (activities 12 - the analysis of competitors' prices; and 16 - the establishment of conditions and terms of sales) indicate that their incidence of performance is greater for large-size firms than for medium- or small-size firms. For product-market, the direction of the means for the activity with significant ANOVA (activity 16 - the establishment of conditions and terms of sales) suggests that this activity's performance is greater among firms operating under a buyers' market environment than among firms operating under a sellers' market environment.

Regarding the distribution mix, perceived importance of marketing and market served yielded significant ANOVAs. For perceived importance of marketing, the pattern of means for the two activities with significant ANOVAs (activities 19 - the design and implementation of an effective program for dealer relations; and 20 - the establishment of distribution centers/outlets) indicates that incidence of the activities' performance varies directly with the perceived importance of marketing as a business function. For market served, the variable-level means for the three activities with significant ANOVAs (activities 18 - the design of distribution channels; 19 - the design and implementation of an effective program for dealer relations; and 25 - the analysis of possible locations for wholesale and/or retail activities) suggest that firms in the consumer market perform these activities more frequently than those in the industrial market.

For the promotion mix element, each of the independent variables yielded at least one significant ANOVA (except product-market). For industry classification, the variable-level means for activities 26, (the setting of promotional e.g. advertising, objectives), 27 (the determination of the major types of promotion to be used e.g. advertising, sales promotion, personal selling), 28 (the selection and scheduling of advertising media), and 29 (the development of advertising messages) suggest that these activities' incidence of performance is greatest among firms in the food, beverage, and tobacco industry, and for activities 30 (the evaluation of advertising and promotion effectiveness) and 32 (the formulation of compensation programs for sales personnel), greatest among firms in the paper products, printing, and publishing industry. For perceived importance of marketing, the pattern of means for the three activities with significant ANOVAs (activities 26 - the setting of promotional e.g. advertising objectives; 30 - the evaluation of advertising effectiveness; and 35 - the preparation and dissemination of publicity materials) indicates that their incidence of performance varies directly with the perceived importance of marketing as an organisational function. For size of firm, the variable-level means for the two activities with significant ANOVAs (32 - the formulation of compensation programs for sales personnel; and 33 - the creation and development of sales territories) suggest that their incidence of performance is greater among large-size firms than among small- or medium-size firms.

As to market served, the pattern of means for three of the activities with significant ANOVAs (activities 30 - the evaluation of advertising and promotion effectiveness; 31 - the recruitment and training of salespersons; and 35 - the preparation and dissemination of publicity materials) shows that their incidence of performance is greater among firms in the consumer market than among firms in the industrial market. On the other hand, the pattern of means for activities 32 (the formulation of compensation programs for sales personnel) and 34 (the planning and implementation of sales promotion efforts e.g. free samples, coupons, displays, sweepstakes, sales contests) indicates that their performance incidence is greatest for firms in combined consumer and industrial markets. For ownership, the variable-level means for the three activities with significant

ANOVAs (activities 30 - the evaluation of advertising and promotion effectiveness; 33 - the creation and development of sales territories; and 35 - the preparation and dissemination of publicity materials) indicate the lack of a uniform pattern of influence. For activity 30 (the evaluation of advertising and promotion effectiveness), its incidence of performance is greater for jointly-owned firms than for indigenous- or foreign-owned firms. For activity 33 (the creation and development of sales territories), its incidence of performance is greater for indigenous- and jointly-owned firms than for foreign-owned firms. For activity 35 (the preparation and dissemination of publicity materials), its incidence of performance is greatest for indigenous-owned firms.

Table 4
SUMMARY OF ANOVAs AND MANOVAs ON MARKETING MANAGEMENT AND MIX ACTIVITIES

Activity	Independent variable						
	Industry classification	Importance of marketing function	Market served	Size: number of employees	Size: sales volume (M\$)	Ownership	Market environment
Marketing Management Activities							
1. The establishment of marketing objectives.	1.22	0.53	0.28	0.25	0.34	0.66	0.02
2. The planning of marketing activities.	1.40	2.57	0.37	1.39	0.06	0.20	0.19
3. The coordination and integration of marketing activities.	1.20	2.81	1.16	0.39	1.52	0.31	0.45
4. The motivation of persons who implement marketing strategies or activities.	0.25	4.69 ^c	1.86	0.59	0.06	0.46	0.64
5. The evaluation and control of marketing activities.	1.27	2.73	1.85	1.51	0.42	0.32	1.01
Manova (Wilk's lambda)	0.95	0.69	1.23	0.50	1.01	0.76	0.63
Product/Service Activities							
6. The development, testing, and introduction of new products/services.	1.82	1.05	1.38	0.81	0.97	0.73	1.48

7. The modification of existing products/ services.	0.56	1.29	1.44	0.03	0.11	0.10	0.56
8. The elimination of products/ services that do not satisfy customers' desires.	0.52	0.69	1.14	0.09	1.39	0.35	0.24
9. The formulation of brand names and branding policies.	1.37	0.73	1.11	0.34	0.30	0.17	0.31
10. The preparation of product/ service warranties and the establishment of procedures for fulfilling warranties.	<u>5.59b</u>	0.99	0.18	1.38	1.73	2.22	1.31
11. The planning of product/ service packages (e.g., sizes, shapes, colors, designs, and brochures).	2.67	0.08	<u>4.46c</u>	1.29	1.71	0.36	0.11
Manova (Wilk's lambda)	1.03	0.87	0.90	0.60	1.70	0.40	1.79

Pricing Activities

12. The analysis of competitors' prices.	<u>3.39c</u>	<u>7.96b</u>	0.47	0.35	<u>4.11c</u>	2.99	2.05
13. The formulation of policies and methods for setting prices.	1.44	<u>3.79c</u>	<u>4.05c</u>	1.27	0.82	0.01	0.34
14. The actual setting of prices.	1.26	0.82	2.36	0.24	1.18	0.37	0.05
15. The determination of discounts for various categories of buyers.	2.06	1.04	0.60	1.02	0.23	0.01	1.23
16. The establishment of conditions and terms of sales.	<u>4.47b</u>	<u>6.30b</u>	<u>4.18c</u>	<u>3.76c</u>	0.1	0.15	<u>4.37c</u>
Manova (Wilks' lambda)	0.91	1.34	1.87	1.66	1.42	0.67	<u>2.22c</u>

Distribution Activities

17. The evaluation of various types of distribution channels.	0.92	0.89	1.56	0.40	0.57	0.42	0.53
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18. The design of distribution channels.	1.45	1.63	<u>4.27c</u>	0.28	0.18	0.39	1.89
19. The design and implementation of an effective program for dealer relations.	2.09	<u>6.72b</u>	<u>3.98c</u>	0.49	0.13	1.26	0.17
20. The establishment of distribution centers/outlets.	2.83	<u>5.71b</u>	1.72	0.24	0.74	0.45	3.39
21. The formulation and implementation of procedures for efficient product/service handling.	0.17	2.03	1.12	0.05	2.1	0.48	1.39
22. The implementation of inventory controls.	0.63	0.29	0.21	2.65	0.61	0.31	0.58
23. The analysis of transportation methods.	1.36	1.14	0.11	1.50	0.29	0.76	3.43
24. The minimization of total distribution cost.	1.10	1.91	0.37	1.46	0.36	1.04	1.00
25. The analysis of possible locations for wholesale and/or retail activities.	0.38	0.61	<u>3.92c</u>	0.59	0.66	0.09	1.28
Manova (Wilk's lambda)	0.95	0.79	0.67	1.24	0.55	0.68	1.42

Promotion Activities

26. The setting of promotional (e.g., advertising) objectives.	<u>3.76c</u>	<u>5.21b</u>	0.91	1.91	0.60	0.51	3.28
27. The determination of the major types of promotion to be used (e.g., advertising, sales promotion, personal selling).	<u>3.17c</u>	2.36	0.96	0.32	0.19	0.21	2.50
28. The selection and scheduling of advertising media.	<u>3.30c</u>	1.83	<u>3.48c</u>	0.92	0.11	1.03	1.23

29. The development of advertising messages.	<u>3.33c</u>	2.96	2.80	1.02	0.44	0.31	
30. The evaluation of advertising and promotion effectiveness.	<u>3.40c</u>	<u>4.07c</u>	<u>5.62c</u>	2.69	0.14	<u>3.99c</u>	0.03
31. The recruitment and training of salespersons.	2.15	2.24	<u>5.08c</u>	0.68	1.35	1.74	0.48
32. The formulation of compensation programs for sales personnel.	<u>3.04c</u>	0.07	<u>4.24c</u>	<u>3.67c</u>	0.22	0.01	0.30
33. The creation and development of sales territories.	1.17	1.56	1.05	1.55	1.00	<u>3.42c</u>	1.04
34. The planning and implementation of sales promotion efforts (e.g., free samples, coupons, displays, sweepstakes, sales contests).	2.82	2.21	<u>6.54b</u>	0.18	0.26	1.15	0.16
35. The preparation and dissemination of publicity materials.	1.30	<u>7.17b</u>	<u>9.59b</u>	1.76	<u>4.31c</u>	<u>7.49b</u>	1.20
Manova (Wilk's lambda)	1.00	0.70	1.14	1.15	1.49	0.77	1.66

- ^a res under each heading reflect F-value from the ANOVAs and MANOVAs.
^b ificant at p < .01 level.
^c ificant at p < .05 level.

Table 5
PATTERN OF MEANS FOR MARKETING MANAGEMENT AND MIX ACTIVITIES WITH SIGNIFICANT ANOVA EFFECTS

Activity	Independent variable ^a																
	Industry classification				Importance of marketing function				Market served				Size: number of employees				
	Size: sales volume M\$				Ownership				Market environment								
	18	19	20	21	22	23	24										
Marketing management activities																	
9. The motivation of persons who implement marketing strategies or activities.					2.2 2.3 1.6												
Product/Service Activities																	
10. The preparation of product/ service warranties and the establishment of procedures for fulfilling warranties.	1.6	1.6	1.9	2.1	2.5	1.4											
11. The planning of product/ service packages (e.g., sizes, shapes, colors, designs, and brochures.									2.9 2.2 2.2								
Pricing Activities																	
12. The analysis of competitors' prices.	3.2	3.7	3.4	3.4	3.3	2.7	3.4	3.2	2.3					3.4 3.2 3.5			
13. The formulation of policies and methods for setting prices.					2.8 2.5 2.5 2.6 2.9 2.0												

[illegible]

[illegible]

Independent variable ^a																																
	Industry classification						Importance of marketing function						Size: number of employees						Size: sales volume M\$						Ownership					Market environment		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24								
Activity																																
31. The recruitment and training of salespersons.																																
32. The formulation of compensation programs for sales personnel.	1.9	2.3	2.0	1.8	2.2	1.7																										
33. The creation and development of sales territories.																																
34. The planning and implementation of sales promotion efforts (e.g., free samples, coupons, displays, sweepstakes, sales contests).																																
35. The preparation and dissemination of publicity materials.																																

^a Numbers for the "levels" of the independent variables correspond to those of Table 1.

IMPLICATIONS AND CONCLUSION

Overall, the study results appear consistent with those of Akaab and Riordan.

marketing decisions.

heighten the importance of pricing as a mix activity.

Some of the preceding factors also explain the relative lack of importance of the product/service and the promotion mix elements as marketing activities among Malaysian manufacturing firms. The product/service mix element lacks importance in marketing decisions since (as noted above) most consumer goods are imported. The perceived high quality of such imports, coupled with the lack of need for product adaptations, lessens the significance of the product/service mix as a marketing management activity. Moreover, the situation is not that much different for domestically produced products since most are produced under some form of franchising/licensing arrangement by foreign companies.

The lack of importance of the promotion mix element derives from the fact that the fragmented nature of the Malaysian market makes wholesalers and other intermediaries the main source of product information. Thus, while mass media promotion by manufacturers is no less important, the major proportion of this is assumed by wholesalers and intermediaries who command considerable influence in the market place.

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environment

Consistent with Akaah and KJordan's
the variables examined as influencing
eting management and mis activities

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