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LEADERSHIP TRANSITION IN DIFFERENT ERAS OF MARKETING FROM 1950 ONWARDS

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Abstract
Our culture has gone through a remarkable transformation over the course of human history, from the prehistoric stone age to the post-modern digital period. The field of marketing is not an exception to this rule. In this piece, we will travel through time to see how it has changed throughout the years and how it has come to affect the capitalist society that we live in today. Because of the pervasive nature of marketing in economies based on free markets, most of us don't give much thought to its origins or how it evolved into what it is today. In the early 1900s, how did consumers find out about new products? For today's young people who grew up with social media, it's difficult to conceptualise how older generations conducted their business affairs in the days before cell phones. The practice of marketing as an industry as a whole has seen profound shifts over the course of many centuries. We did not immediately experience the effects of it. It began as a separate field of study that went through several phases of development before becoming what it is now. Businesses found themselves in the unenviable position of having to compete with one another for the attention of consumers while simultaneously attempting to maximise their return on investment (ROI).In the following paragraphs, we will go into great detail on the development of marketing throughout history. It is necessary to consider the past to fully appreciate what the present and the future have to offer.
Keywords— Leadership Transition, Technology, Automobile, Customer Orientation, Production Era, Study Seller - Buyer Partnership.

I. INTRODUCTION

The facet of commerce that was there for a considerable amount of all of human history and that we now refer to as marketing was there all along. According to the findings of our investigation, the emergence of this phenomenon took place not too much longer after the beginning of the process through which civilized civilization emerged. Woah, that's a fairly significant chunk of time for certain to say the least! There is no way to deny the argument that the process of marketing products and services has been subjected to a transformative and evolutionary process throughout the duration of human history. This is because there is no means to provide evidence to the contrary. Think about how significantly different the approach to marketing in the 1930s was compared to how it is now being done in the 21st century. It has absolutely nothing to do with anything else at all. Because of all the many developments that have taken place over the course of all these years, it is impossible to argue that marketing has stayed the same. Some individuals even go as far as to separate the whole history of marketing into discrete times, which they refer to as marketing eras. This is an extreme viewpoint, yet it is held by some people. [1]
When it comes to marketing, we no longer engage in what is often referred to as "traditional marketing," which is the sort of marketing that we used to carry out in the past. Instead, we advertise using a variety of other strategies. Not only do modern marketers focus their attention on the needs of their customers,

but they also make an effort to communicate with those customers, and they do it in real time. This helps them better understand their customers' wants and needs. This activity might take place either before or after the transaction itself has taken place, depending on the circumstances. The word "with" shines out as the one that jumps out as the most relevant within the context of this conversation. In today's world, marketers seldom address their messaging directly to the target population that they are attempting to connect with. In order to realize the full potential of our company, we are putting in a lot of effort to develop partnerships that will last the test of time and bring in customers that are committed to our brand. [2].

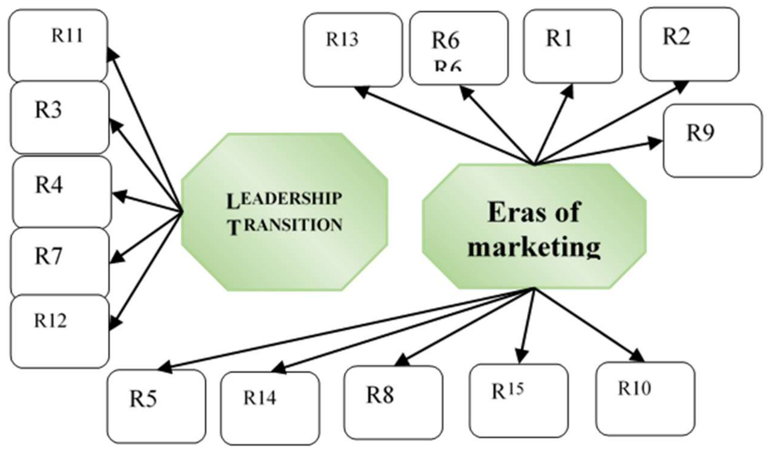

FIGURE 1. SEM OF LEADERSHIP TRANSITION IN DIFFERENT ERAS OF MARKETING FROM 1950 ONWARDS

II. OBJECTIVE

The research aimed to fulfil the following objectives:

- To explain the Definition of Leadership Shift
- To study the Production Era - Focus only on producing more and more units with no attention to customer perceptions or needs
- Sales Era - Focus on sales with a little attention to customer perceptions and needs
- To study Customer Orientation Era - Focus highly on customer wants and desires and the emergence of the concept " customer is the king"
- To study Seller - Buyer Partnership Era - Focus on partnership marketing where both the seller and the buyer work in tandem to achieve mutual goals.

III. METHODOLOGY

There was a time when marketing did not include the sophisticated combination of strategy and technology that it does now; however, this was not always the case. The history of marketing, in the sense that we know it today, has its start in the straightforward endeavor of attempting to sell products and services.

People may have been trying to do this since the dawn of civilization. Some people think that it all began when people tried to exhibit products in a specific manner so they could trade them. Since ancient China and India, there has been an ongoing endeavor to create persuasive communications that may be used to market a variety of commodities and services. This operation may not have been recognized as a marketing business at the time, but it is the action that resulted in the first development of the concept of marketing.

IV. DEFINITION OF LEADERSHIP SHIFT

The passing of the leadership baton might have far-reaching effects. A shift in leadership may include appointing a successor after the current one retires, dies, or steps down, depending on one's perspective. When an employee moves from one team to another, it is an example of management transition, which is another way of defining leadership transition. According to Ciampa and Dotlich, leadership transition is the process by which one leader hands over authority to another while maintaining organisational stability in the areas of strategy, operations, and culture (2015).[3]

Any major change in a leader's position, such as a promotion, secondment, transfer of firms, merger, acquisition, reorganization, or return after parental or professional leave, is considered a leadership transition. A change in leadership is a significant milestone for the organization, the incoming team, and any other key stakeholders. Leaders in transition need to learn the ropes, network with influential people, evaluate and direct their employees, and figure out what they're good at. Accelerate!

Even while the first few months of a new leader's tenure may be exciting, they can also be challenging for both the leader and his or her supporters. Leaders have put in the time and effort to establish their credibility from the very beginning. While some cheerleaders are optimistic, others are more concerned with potential failures. New leaders need to take power swiftly.

New leaders need to set themselves apart from their predecessors by instituting novel practices or introducing novel ideas. The new manager has a habit of criticizing the business as it now stands. There's a chance that the new leader may provide answers to every problem to establish his or her credibility. New leaders should pay attention, but it's tempting for them to want to steer the ship in a different direction, even if it might have unintended consequences. From 27% to 46% of CEO relocations are deemed unsuccessful or disappointing two years later. Leaders have identified organizational politics as the greatest obstacle. Sixty-eight per cent of all transitions fail because of political, cultural, or human challenges, and sixty-seven per cent of all CEOs say they wish they had altered the culture sooner. Leadership changes may be planned or happen organically. Know the several ways in which leadership may be changed and how to mitigate potential problems.[4]
Evolution in marketing is driven by two main factors shown in table no.1: -

What Causes Marketing to Evolve?	
Evolution In Marketing Is Driven By Two Main Factors:	
Marketing Technology: When the field of marketing first started, illustrated print ads were one of the only ways to communicate that worked, along with in-store merchandising and face-to-face meetings. Today, digital marketing uses everything from email to multimedia text messages and more.	***Customers want:*** What do people want now that they didn't want before? What are they able to buy now that they couldn't before? If you can't keep up with what your customers want, your competitors will.

V. 1950 - 1970 PRODUCTION ERA

- **It's Important To Grasp The Idea Of Production.**

Standard marketing texts often divide the history of marketing theory into five distinct periods or philosophies. The marketing world generally agrees that the first stage, the manufacturing period, is correct since it is predicated on the idea that people would rather buy items that are easily accessible and inexpensive. That kind of thinking found success in combining widespread dissemination with market-beating prices.

This idea stems back to the early days of capitalism, namely the 1950s when corporations began focusing heavily on streamlining their production processes.

- **It's the Ford Motor Company**

Following Ford's massive success, numerous other automakers adopted similar marketing strategies. At the time, it was widely held that low cost was more important to customers than high-quality goods.

Incongruous as it may sound now, keep in mind that people had a lot less money to spend back then, therefore the price was a much bigger factor.[5]

● **The Advantages Of Economies Of Scale**

When there is more demand than available supply, marketers often turn to the manufacturing notion. Thus, a company may boost its bottom line by taking steps to improve its production efficiency and reaping the advantages of economies of scale and the learning curve. The emphasis here is on cranking out more units every day, rather than catering to consumers' preferences.

● **The Rise of Industry**

The manufacturing notion in marketing evolved in large part because of the Industrial Revolution and the advent of mass production made possible by the use of machinery and steam power. Therefore, mass-distribution institutions were born and grew in prominence throughout this period to meet the growing demand for products. [6]

● **Characteristics of the Manufacturing Era**

The hallmarks of the marketing production idea are:

o Businesses that focus on production often hold the view that ramping up output would boost earnings.

o Efficiency in Manufacturing: Aiming for Maximum Productivity via Standardization and Mass Production

o A firm that undercuts competitors on price rather than product quality to get customers.

o One definition of "mass distribution" is "a business that actively seeks to increase the availability and accessibility of its goods to a broad consumer base."

● **Switch to the idea behind the product.**

Most industrialized nations' capacity to produce goods and services exceeded demand by 1970. Therefore, corporations began adapting to the product idea as a means of differentiating themselves from the competition and drawing in new clients.[7]

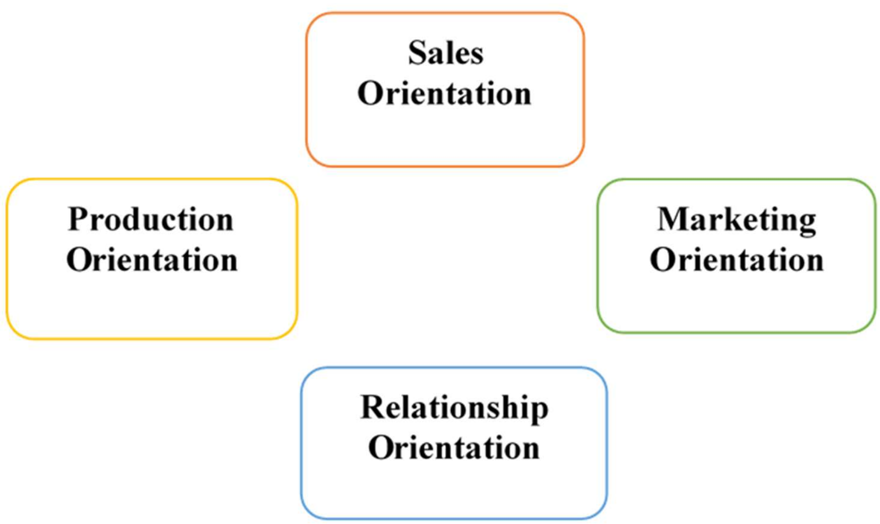

FIGURE 2. THE MARKETING INDUSTRY'S DEVELOPMENT THROUGH ITS VARIOUS PHASES

VI. 1970 – 1990 SALES ERA

● **Promotion and sales as a period**

The sales and marketing age, also known as the selling notion, is predicated on the idea that a consumer would not purchase enough of a company's goods or services if left to his or her own devices. In light of this, every business needs to have an effective and aggressive sales and marketing strategy.

- **The Foundation Of The Sales Idea**

Salespeople used to think that by being persistent and using pressure methods, they could get clients to change their minds and buy their products.

The company's primary concern before developing a product or service was whether or not it will sell. and "At what price can we sell this item at a significant profit? "In most cases, businesses that shift their focus to selling only care about meeting the needs of their current clients by moving the inventory they already have in stock.[8]

For this reason, promotional and marketing tools are still seen to be more successful in the market for unsought items, even in the present day. Unwanted items are those that consumers have neither heard of nor a desire to purchase. Prepaid funeral plans, charitable contributions, and home security systems are all instances of this.

- **Marketing Goals Ahead Of Customer Wants**

Back then, people often thought of "marketing" as something that happened "after the fact," after the product had already been made. This contributed to the general public's misconception that marketing equals high-pressure sales or cheesy commercials on television. Although the concept of brand equity was still in its infancy, such aggressive sales tactics were seen as potentially dangerous, even for well-established businesses.[9]

A rise in client unhappiness, which might result in complaints to consumer groups and unfavorable market word of mouth, was a danger of using aggressive sales practices to win a customer. Because the company was preoccupied with making "the next sale," however, these worries were largely disregarded.

- **Competence in Retailing**

Thus, it was typical to practice in the sales process at the time to see the customer as a pliable actor. This led many managers to assume that a competent salesperson can sell anything, giving rise to the cliche about selling ice to Eskimos.

- **A Modern Sales Strategy**

Fortunately, this age is mostly past for most companies that have moved on to marketing and social marketing principles. Despite this, it is still widely used by nonprofits and certain direct marketing agencies.[10]

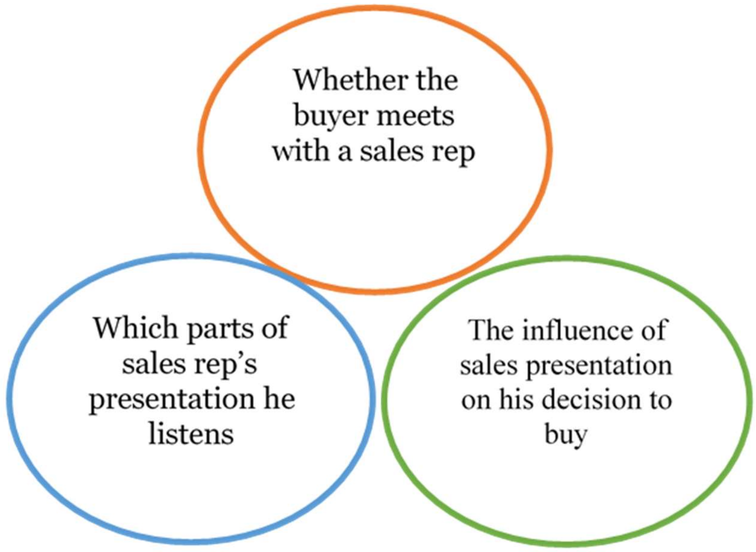

FIGURE 3. THE SPECIFIC PERSONAL AND SOCIAL NEEDS

VII. 1990 - 2010 CUSTOMER ORIENTATION ERA

With the advent of the Internet in the late 1990s, a new era of customer relationships began one in which businesses made concerted efforts to priorities customer happiness at every stage of their interactions with the brands they supported. As a direct consequence, the field of customer relationship management (CRM) emerged as a method for maintaining and expanding connections with existing clients to foster not just loyalty but also repeat business. Customer relationship management (or simply CRM) is another name for this field of study. However, Hive Studio's view on customer relationship management looks to go above and beyond by aiming to please customers long after the transaction has been completed. Personalized products are only one way in which this marketing strategy helps bring in new clients. To do this, it integrates IT with customer service and promotional communications in an attempt to maintain existing customers and increase demand for related or supplementary products.[11]

The Gap, Banana Republic, and Old Navy are just a few of the popular apparel retailers that provide discounts and coupons to customers who sign up for their mailing lists. Customers who have agreed to be on the mailing list are informed about sales and other promotions regularly, giving them access to the most up-to-date discounts offered by the company.

Managing Your Clients' Satisfaction (often abbreviated as CRM)

Hive Studio believes that the goal should be to gather as much information as possible about consumers and the channels through which they make purchases and then use that information to foster meaningful, personalized relationships with each customer. To implement customer relationship management (CRM), a common tactic is for the sales team to collect data on each client and store it in a central database. Personalizing e-mails and other forms of contact with clients is simplified by the usage of customer relationship management software by competing businesses. It allows a company to cater to its consumers by meeting their unique requirements and preferences. Customers who interact with a company in other ways, such as by visiting its website or calling its customer service department, may also be easily identified by CRM databases. As a result, the company may adjust its offerings to better suit consumer tastes, which in turn drives more sales and profits. One use of customer relationship management is the provision of loyalty programs, such as those offered by airlines and credit card companies for regular fliers and customers who have transferred the debt to them at introductory interest rates. As an analogy, customer relationship management (CRM) is a factor in why certain insurance companies provide discounts to select groups of customers. [12]

VIII. 2010-2030 SELLER - BUYER PARTNERSHIP ERA

By delving into the nuanced link between the two, buyers and sellers in developed industrial markets may transform one-off deals into mutually beneficial partnerships.

Particularly important for sellers is mastering the process that determines the dynamics of buyer-seller development by gaining insight into investment and return patterns and acting accordingly.

One who buys from sellers is known as the buyer. One definition of a buyer is a producer who purchases raw materials, while another definition is a consumer who purchases a completed product from a store. One-time or low-commitment purchases are examples of short-term relationships, whereas long-term partnerships with consistent purchases based on agreements are examples of long-term relationships. There are benefits and drawbacks to both short- and long-term partnerships between buyers and sellers. When a certain degree of adaptability is necessary, short-term relationships might come in handy. For instance, in the case of short-term contracts, the purchaser is free to go with a different vendor for the next purchase.[13]

Also, they may be useful in markets where the cost of raw materials is very unpredictable, making long-term contracts impractical. As a byproduct of the intense rivalry for short-term contracts comes the possibility of deep discounts and other bargains.

On the other hand, there are drawbacks to short-term agreements as well. They often provide limited options for both payments and orders. A new supplier on a short-term contract, for instance, will want a firm order and immediate payment.

Since there isn't any preexisting level of trust between them, there isn't much of a potential for parties to exchange market knowledge while also constructing Buyer and Seller Relations.
Developing trusting relationships between purchasers and vendors takes time and effort, but the long-term benefits are many. You may have more faith in both parties to follow through with orders and payments because of their increased dedication.

After a working relationship has been formed, there may be greater room for price cuts and payment terms may be more flexibly negotiated. Over time, if a buyer and seller have built trust with one another, they may be able to share data, projections, expertise, and customers.[14]

Long-term business partnerships between a buyer and a seller, however, often need a great deal of dedication and effort on both sides. Because of the potential for entering into long-term contracts, it is crucial to have reliable projections of both companies' future performance and requirements.

Organizations might benefit from forming partnerships in the supply chain because it offers stability and encourages long-term commitment from all parties involved.
Recognizing possibilities that can benefit from a relationship, choosing the proper partners, and satisfying your criteria as a partner are the three most important parts of supply chain partnerships.

Most businesses strike a happy medium between long-term and short-term partnerships with their suppliers and customers. This middle ground offers partial advantages of both while lowering the possibility of more severe downsides to either.[15]

Eras of marketing as shown in table no 2: -

YEARS	***Eras Of Marketing***
1950 – 1970	Production Era

1970 – 1990	Sales Era
1990 – 2010	Customer Orientation era
2010 – 2030	Relationship Era

CONCLUSION

Marketing is an age-old profession. According to historical records, it was around not long after the beginning of human civilization. During the course of its history, the marketing business has seen significant change. Contrast the marketing of the 1930s with the marketing of today. The field of marketing has seen recent shifts. There are several classified marketing seasons for certain industries.

We have abandoned traditional marketing methods. Marketers of today focus on client needs and connect with them in real time. The keyword: "with" Marketers no longer directly approach consumers. We're developing long-term, loyal customers. New technology and shifting consumer preferences result in the development of innovative marketing strategies. Entrepreneurs can create more engaging experiences with AR and VR. New social media outlets demonstrate the importance of client interaction. In a consumer-driven economy, businesses will explore new ways to participate constructively and effectively.

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