Marketing 101: Foundations.

Marketing is a discipline a century in the making, built on economics, psychology, and sociology. *What follows is the essential map*: how the field evolved, the minds and frameworks that endure, and the foundations beneath them.

I A Century of Evolution

PRODUCTION	SALES	MARKETING CONCEPT	RELATIONSHIP	DIGITAL & DATA	PLATFORM & AI
PRE-1920s	1920s–50s	1950s–70s	1970s–90s	1990s–2010s	2010s–NOW
Make it; they'll buy it.	Push and persuade.	Start with the customer's need.	Loyalty and brand as assets.	Targeted, tracked, measurable.	Personalize at scale.

Each era marks a migration of power in the exchange: from the producer to the seller, to the customer, to the relationship, to the measured channel, to the networked individual. The constant beneath all six is the economics of attention and choice.

II The Foundations Beneath the Field

ECONOMICS

At root, marketing is applied economics. Supply, demand, and price set the field of play (Adam Smith onward). Demand belongs to the market, not the seller: it emerges from a buyer's unmet need, and no economic model has marketing creating it. Marketing builds the memory that gets a brand chosen when the need arrives. "Demand generation" is a misnomer. Information asymmetry (Akerlof) explains why brands and reviews exist.

PSYCHOLOGY

System 1 vs. System 2 (Kahneman): most advertising addresses fast, emotional thinking, not reasoned argument. Cialdini's principles: reciprocity, commitment, social proof, authority, liking, scarcity, unity. We buy, in part, what signals who we are.

SOCIOLOGY

Reference groups and social proof steer choice. That is the engine of word-of-mouth. Culture (Hofstede) decides which appeals travel. Ideas spread through opinion leaders and weak ties (Granovetter) before they reach the mainstream.

III The Minds That Shaped It

Peter Drucker — 1954
The firm's purpose is "to create a customer"; marketing is the whole business seen from the customer's side.

Theodore Levitt — 1960
"Marketing Myopia" — firms die by defining themselves by product, not by the need they serve.

E. Jerome McCarthy — 1960
Codified the four Ps — the field's enduring operating frame.

David Ogilvy — 1960s
"Father of advertising." Research-driven creative; brand image as a durable commercial asset.

Marshall McLuhan — 1964
"The medium is the message." Each channel reshapes perception — a rebuke to treating "digital" as plumbing.

Philip Kotler — 1967
Systematized marketing management; gave us STP and societal marketing.

Kahneman & Tversky — 1979
Prospect theory — the behavioral foundation beneath every pricing and framing decision.

Ries & Trout — 1981
Positioning — the contest is for space in the prospect's mind; own a category.

Goodhardt · Ehrenberg · Chatfield — 1984
The NBD-Dirichlet model — buying behavior reduced to mathematical law.

Aaker & Keller — 1991–93
Modern brand-equity theory — the brand as a measurable financial and psychological asset.

Byron Sharp — 2010
How Brands Grow — carried the Ehrenberg-Bass evidence into practice: brands grow by reaching more of the category's buyers.

Les Binet & Peter Field — 2013
The Long and the Short of It — the ~60/40 balance of brand-building to activation; the case against performance-only marketing.

IV Schools of Thought

01
Managerial / Mix
Marketing as controllable levers: the four Ps. (McCarthy, Kotler)

02
Consumer Behavior
How people perceive, decide, and form attitudes.

03
Relationship
The lifetime value of a customer over the single sale.

04
Positioning
Win the category in the prospect's mind. (Ries & Trout)

05
Branding
The brand as a durable intangible asset. (Aaker, Keller)

06
Societal / Purpose
Profit, customer, and society held in balance.

07
Evidence-Based
Marketing science from real buying data. (Ehrenberg-Bass)

08
Digital / Growth
Funnels, tests, and performance media as continuous experiment.

V Understanding B2B Marketing

Healthcare marketing is B2B at its most demanding. The consumer playbook of impulse purchases and quick conversion does not apply. A handful of structural realities govern everything that follows.

01
Buying committees
Six to ten people decide together. Consensus closes the deal, not the persuasion of one champion.

02
Diverse stakeholders
Clinical, financial, legal, IT, and operations each judge on different, sometimes conflicting, criteria.

03
Long sales cycles
Twelve to twenty-four months from first contact to signature. Memory must outlast the funnel.

04
High barriers to entry
Switching costs, integration risk, and incumbent trust all protect the status quo.

05
Regulatory complexity
Compliance, procurement rules, and legal review constrain every claim and every channel.

06
The 95:5 rule
~95% of organizations are out-of-market at any moment. Brand-building reaches the future buyer.

VI The Frameworks Worth Knowing



THE MIX · 4 PS

Two of the four, price and place, are economics, not communication. Extends to 7 Ps for services.



STP · STRATEGY SPINE

Segment, then target the worthwhile segments, then position distinctly. The disciplined core of strategy.



DIFFUSION · ROGERS

Adoption spreads in a bell; Moore's "chasm" is the gap before the early majority.



MASLOW'S HIERARCHY

Commodities sell at the base. Premium and identity brands sell at the top: status, belonging, meaning.

THE FUNNEL FRAMEWORK · WHAT IT'S FOR

The funnel (AIDA, 1898) was built to give marketing process logic, a way to organize activity into stages. It was never a model of how buyers behave. Real buying is passive, irregular, and rare, with ~95% of business buyers out-of-market at any moment. Use the funnel to structure your work. It will not tell you what drives a purchase.

SHORT TERM VS. LONG TERM · WHAT THE DASHBOARD HIDES

Digital measurement rewards the short term: clicks, ROAS, last-click conversions. It is blind to the long-term brand-building that drives most growth. Most of marketing's real impact arrives through repeated engagement these tools never capture.

WHY PETRARCH STRATEGY CODIFIED THIS

Everything in this primer is knowledge your team can own. That is the point of the agency that wrote it. Petrarch Strategy runs two linked practices. The marketing practice builds systems for healthcare companies on this evidence, and the client's team owns them outright. The valuation practice is investment intelligence: how marketing and revenue operations create valuation and investability in healthcare companies.