

intermediaries. Another is a factor analysis (pp. 110-13) of the principal forces influencing the overall structure of retailing in the United States. Further examples are a new estimate (p. 300) of the contribution made by retailing and wholesaling to national income, a derivation (pp. 312-16) of aggregate supply and demand functions for distributive services, and some equations (pp. 318-25) showing functional relations between the cost of distribution and a country's level of economic development.

A detailed criticism of Bucklin's book would require space far beyond what is permissible in this review. However, a few general judgments can be offered. The book is not easy to read. The writing is sometimes awkward, obscure, and uncertain. Its analytical tools and its conclusions are not rigorously proved. Despite these flaws it is an important book that makes significant contributions to marketing theory in general and specifically to an understanding of what middlemen do, when and why they are useful, and how well they do their jobs.

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Marketing Communication: Modern Promotional Strategy. By FREDERICK E. WEBSTER, JR.

New York: Ronald Press, 1971. Pp. viii+694. \$11.00.

Marketing authors have been producing a number of textbooks that fit under the titles of "marketing communication," "promotional strategy," "promotional decision making," etc. In the past five years there have been at least a dozen proposed, in draft, or actually published. The idea behind these books is consolidation. The feeling is that the student and future manager can do a better job if he or she takes a planning approach which covers not just advertising or selling but all the elements of marketing communication. And since communication has been studied so thoroughly in the social sciences, it is seen as the best area in marketing in which to espouse and apply a behavioral point of view, with quantitative techniques providing the planning framework.

Webster's textbook is an example of this trend. His preface states, "The marketing communication concept . . . advances the idea that advertising, personal selling and other aspects of promotion are most effective when they are developed to take advantage of their synergistic effects. . . . This book offers a comprehensive introduction to the behavioral, analytical, and management aspects of marketing communication strategy."

This reads well, but Webster's book, like all the others currently available in the field, fails to keep the promise of the marketing communication idea.

The problem is that advertising, selling, and other promotional aspects only sometimes have synergistic effects. Putting things together doesn't automatically create synergy. Each part of the whole must make a strong

contribution. And they must be put together with some organizing philosophy, which is usually missing from marketing communication texts.

Webster's past publication list reveals a sound knowledge of personal selling and industrial marketing. When he writes on these topics he shines. But whatever is meritorious in this text is lost in a futile attempt at completeness.

Webster has tried to include a basic marketing review, an introduction to communication research and theory, a social psychology primer, a sociology review, operations research applications, hints on creativity and the creative organization, an introduction to strategic planning, an advertising book, a personal selling and sales management outline, corporate public relations guidelines—all within some 700 pages. He runs into the same problem as many marketing communication courses. This is just too much material to include in a one-quarter or one-semester course. Without some organizing ideas or interesting and limiting problem situations, the course and the book become pure academic description.

Thus Webster is an author caught in a book-publishing formula that really doesn't fit current needs. He has contributed much to the literature of marketing communication in the past. But no author could possibly do a consistently decent job on all the areas covered within a book of this size. And although a teacher would find Webster's exposition lucid and his insights often good, he would also not be able to fully cover all of Webster's topics. The book would be very hard to use in its entirety, and it is unreasonable to ask students to buy such a book and use only part of it while spending additional funds on a series of supplementary materials.

Not only does Webster try to do too much in one book; it also suffers from problems of organization. The "behavioral, analytical and management aspects" are presented in essentially that order in the text. Thus behavioral material is presented before the reader has the managerial and analytical framework within which to use it. And certain critical decision areas such as channels of distribution and packaging and branding are presented at the end of the text. They should have been brought up as issues earlier because they are as basic as the advertising and selling ideas which are the main subject of the text.

Behavioral materials, in particular, suffer in this book. They are often presented in a surface manner with only a tenuous relationship to marketing problems or a planning framework. For instance, the chapter on "Characteristics of Effective Messages" appears *before* any extensive discussion of determining communication objectives. Thus the chapter is essentially a 28-page review of the psychological study of communication and attitude change. The reader is not ready for decision-oriented discussion at that point in the work. Only 12 of the chapter's 61 references are to marketing and advertising literature. Much of the material is out of date, with 45 of 61 references dated prior to 1960; just two are post-1965 material. Like so much of the Webster book and many behavioral science treatments in

marketing, this "Message" chapter turns out to be neither good behavioral science nor good marketing.

Despite its shortcomings, however, Webster's book will probably sell well. Many instructors will find it easier to assign the text than to put together a package of current readings and cases, such as those suggested in the "Instructor's Supplement" to Webster's book.

Others will have to wait for a strategically oriented and organized marketing communication book. This ideal book will be short enough to allow supplemental readings to fit the instructors' biases. It will contain a planning framework and elucidate the decision requirements of marketing communication. It will not fall out of date immediately after publication because it will rigorously present a decision framework within which current practice can be developed.

Such is the dream of the beleaguered teacher of marketing communication.

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The Role of Unemployment Insurance in National Manpower Policies.

By LOUIS LEVINE.

Kalamazoo, Mich.: W. E. Upjohn Institute for Employment Research, 1972.

Pp. ix+37. \$0.75.

The author makes a persuasive case that Unemployment Insurance can and should play a more active and positive role with respect to employment and manpower problems. Such a change in emphasis would not diminish the income maintenance function of unemployment insurance, nor would its fundamental principles be altered.

Dr. Levine argues that in a more active manpower role, unemployment insurance (UI) would not only view the covered workers with regard to their income maintenance needs should unemployment occur but would also consider the difficulties and needs that may arise in their efforts to regain employment. Thus the UI program would have a double objective—to pay cash benefits and to provide manpower services to those workers who require them if they are to compete realistically in the labor market.

Providing workers in insured unemployment with access to manpower services when needed would provide protection against the risk of obsolescence of employability. The accelerated pace of change in the economy and in industrial technology has accentuated that risk. The UI program provides a ready-made mechanism for identifying quickly those workers in need of manpower services and for channeling them to the necessary sources of assistance. Thus, the UI program would broaden the concept of social

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