Typical Nature of Marketing Decisions
(What Makes Decisions Difficult in Marketing?)

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Abstract: Corporate managers have to face mostly the same type of decisions, however, the
economic content thereof may exhibit severe differences. Decisions in marketing deviate
from those of other functional areas of a company in many aspects. Regarding market
decisions, demand dominates besides costs, and the analysis of factors affecting demand is
more difficult. The large number of factors affecting demand, the relations between them as
well as the nonlinear nature of these relations may be mentioned as example. Most of the
interacting factors are out of the company’s scope and rapidly vary in time. Information
constituting the basis of decisions is often incomplete, in many cases inaccurate, increasing
severely the risk of a marketing decision.
Managers therefore have to be aware of the specific properties of marketing problems. The
decision system should be designed accordingly, concerning the structure of marketing
organization, the selection and operation of the applied decision processes, as well as the
establishment of a market oriented IT background with market focused view.