

# MARKETING MANAGEMENT VERSUS MARKETING LEADERSHIP: A FRAMEWORK OF STRUCTURAL, BEHAVIORAL, AND FUNCTIONAL DISTINCTIONS

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## ABSTRACT

*This paper explains the fundamental differences between Marketing Management and Marketing Leadership, highlighting their distinct yet complementary roles within an organization. Through a comprehensive review of business literature, we examine the general distinctions between management and leadership and extend these distinctions to the marketing field. Acknowledging the similarities, this paper contributes to the literature by detailed categorization of their differences into three main groups: behavioral, functional, and structural. This comparison enhances clarity, understanding, and aids in developing targeted training programs and effective role allocation within organizations.*

*Behaviorally, marketing leaders are visionary, inspirational, intuitive, and insightful, fostering creativity and adaptability within their teams. They focus on forward-thinking strategies and constantly ideate, innovate, and push the limits of what is achievable. In contrast, marketing managers are more practical, systematic, and task oriented. Their style tends to be directive, coordinative, resistant to change and unyielding.*

*Functionally, marketing leaders handle high-level strategies, monitor industry trends, and align marketing initiatives with overall business goals. Marketing managers, however, turn the marketing leaders' ideas and strategies into actionable marketing programs and campaigns. They analyze and optimize the marketing processes, and track ROI metrics to ensure objectives are met. They focus on short-term goals and operational efficiency, by managing projects, people and budgets.*

*Structurally, marketing leaders typically sit at the top of the organizational hierarchy and develop the organization's mission and vision, ensuring brand alignment and driving long-term growth and innovation through strategic initiatives. In contrast, managers are positioned within the middle management tier, directly overseeing specific marketing functions and teams. They coordinate cross-functional teams and are responsible for the operational aspects of marketing. This paper emphasizes the crucial role of collaboration between Marketing leadership and management in achieving cohesive organizational goals. Marketing managers function like the brain of the marketing department, providing logic and stability, while marketing leaders act like the heart, instilling passion and vision. The paper presents case studies from various companies including Grubhub and Facebook to illustrate the successful integration of marketing management and leadership roles. These examples show how strategic marketing plans proposed by leaders are effectively implemented by managers, leading to enhanced organizational performance.*

**Keywords:** Marketing Management, Marketing Leadership, Structural Differences, Behavioral Differences, Functional Differences.

## INTRODUCTION

In today's business world, the concepts of management and leadership are frequently discussed across various enterprises, necessitating a clear differentiation between them. Questions often arise about their differences and whether they are comparable. If they are distinct, which one is superior, and how can they coexist effectively? Zaleznik (1981) tackled these issues, concluding that leadership is a creative process requiring imagination and risk-taking, whereas management aims for stability, order, and control. This dichotomy has been central to the management/leadership debate.

According to Kotter (1990), management and leadership are fundamentally different yet complementary activities essential for organizational success. Management involves planning, organizing, budgeting, and controlling to ensure stability and efficiency within an organization. Managers focus on achieving short-term goals, maintaining order, and optimizing resources to enhance productivity and consistency. Leadership, on the other hand, is about setting direction, creating a vision, and inspiring people to achieve long-term objectives. Leaders drive change and innovation, motivating and aligning people with the organization's strategic goals. Similarly, Kotterman (2006) underscores that while management maintains the status quo, leadership challenges it to foster growth and adaptability.

Although management and leadership have many differences, they also share significant commonalities and overlaps (Nienaber, 2010; Algahtani, 2014; Armstrong, 2012). Past research explores the intersection of leadership and management, highlighting that both roles require communication skills, the ability to build trust, and emotional intelligence, including self-awareness, self-management, social awareness, and relationship management (Glaser, 2018). Kotter (1990) also emphasizes that the intersection of these roles is where organizations find the balance needed for sustainable success.

Despite these commonalities, some view leadership as more important, while others see management as more vital. Both perspectives contribute to ongoing debates about their roles and importance. Misunderstanding the distinctions between leadership and management can impede the effectiveness of development programs for leaders and managers, potentially leading to gaps in skills and competencies needed for organizational success (Wajdi, 2017).

In the marketing field, the distinction between management and leadership becomes even more pronounced. Marketing leaders are tasked with developing and defining the company's mission, vision, and goals, ensuring they align with the overall *brand*. Market leaders must understand the market trends, the competitors, and the customers to generate innovative ideas, and envisioning future marketing strategies for growth. In contrast, marketing managers ensure that employees understand the vision, mission, and goals and align their daily work to achieve these objectives (Han, 2023). They operationalize marketing leaders' ideas into actionable tasks such as new marketing campaigns, adopting new products and technologies while maintaining a balance between developing new marketing processes and enhancing productivity within existing frameworks (Indeed, 2024). Understanding these differences is crucial for developing targeted training and development programs that enhance both leadership and management capabilities within the marketing function. Moreover, as the marketing landscape evolves with rapid technological advancements and shifting consumer behaviors, the need for dynamic leadership and robust management becomes even more critical.

Despite the extensive literature on management and leadership's similarities and differences (Algahtani, 2014; Nienaber, 2010; Kotterman, 2006), there is a notable gap in research specifically distinguishing these roles within the marketing field. This paper aims to fill

that gap by being the first to specifically address the differences between marketing leadership and management. By examining these distinctions, this research will provide valuable insights for marketing professionals, helping them to better understand their roles and improve marketing effectiveness. The core of the paper will then categorize the differences between marketing management and leadership into three groups: structural, behavioral, and functional.

Understanding the structural, behavioral, and functional differences between marketing management and leadership is crucial for several reasons. Firstly, categorizing these differences provides enhanced clarity and understanding by delineating distinct roles and responsibilities. Structural differences highlight how each role fits within the organizational hierarchy and their scopes of responsibility. For instance, marketing managers typically handle the tactical execution of strategies, while marketing leaders set the strategic vision and direction. Behavioral differences reveal distinct leadership and management styles, decision-making processes, and interpersonal dynamics. Managers often adopt a more directive and task-oriented approach, focusing on operational efficiency, whereas leaders are more inspirational and transformational, emphasizing long-term vision and strategic growth. Functional differences clarify the specific tasks and activities each role undertakes, such as managers focusing on detailed planning and resource allocation, while leaders drive innovation and motivate teams. This structured approach demystifies the complex interplay between management and leadership, making it easier for organizations to leverage the unique contributions of each role (Kotter, 1990; Hogg, 2001).

Second, such categorization enables the development of targeted training and development programs. By distinguishing between the structural, behavioral, and functional aspects of marketing management and leadership, organizations can create tailored development plans that address the specific skills and competencies required for each role. This allows for management training to focus on operational efficiency, budgeting, and performance analysis, while leadership development can emphasize strategic vision, innovation, and team motivation (Katz, 1955; Maccoby, 2000). Recognizing these differences ensures that individuals are placed in roles that match their strengths and capabilities, enhancing overall organizational performance (Kotler & Keller, 2012; Scott, 2013).

Lastly, understanding these distinctions improves organizational dynamics by fostering a balanced environment where both management and leadership styles are valued and utilized effectively. Managers typically adopt a more directive and task-oriented approach, while leaders are more inspirational and transformational. This balance is crucial for achieving both stability and growth within the organization (Bennis & Nanus, 1997; Kotter, 1990). Additionally, functional differences ensure that strategic and tactical efforts are aligned, leading to more cohesive and successful marketing strategies. By categorizing these roles, organizations can leverage the unique strengths of both management and leadership to achieve sustained success (Zaleznik, 1981; Snow & Hrebiniak, 1980).

In conclusion, the paper includes case studies from companies such as Grubhub, Facebook, and Unilever, demonstrating the successful integration of marketing management and leadership roles. These examples highlight how strategic marketing plans suggested by leaders are effectively implemented by managers, resulting in enhanced organizational performance and growth. The case studies provide practical insights into how the integration of management and leadership practices is essential for optimal marketing performance. The interplay between marketing management and leadership ensures that an organization can maintain stability while driving innovation, ultimately leading to long-term growth and success.

The structure of this paper is as follows: First, we will review the existing literature on the differences between management and leadership in general. Following this, we will delve into the specific literature concerning management and leadership in the marketing context. The core of the paper will then categorize the differences between marketing management and leadership into three groups: behavioral, functional, and structural. Then, these distinctions will be illustrated with case studies. Finally, the paper will draw conclusions and suggest areas for future research.

## LITERATURE REVIEW

### Leadership and Its Definition

Leadership is a multifaceted concept that has been defined and interpreted in various ways by different scholars. According to Yukl (1989), leadership involves influencing others to understand and agree on what needs to be done and how to do it, as well as facilitating individual and collective efforts to accomplish shared objectives. This definition emphasizes the relational and process-oriented nature of leadership, highlighting the importance of influence, motivation, and goal achievement.

John Kotter (1990) further elaborates on leadership by distinguishing it from management. He defines leadership as the process of developing a vision for the organization, aligning people with that vision through communication, and motivating and inspiring them to overcome obstacles. Kotter argues that leadership is about coping with change and setting direction, which involves challenging the status quo and fostering innovation. Leaders are seen as individuals who inspire and energize their followers, creating a shared sense of purpose and direction.

Peter Drucker provided one of the greatest and simplest descriptions of a leader and leadership. He considered a leader to have followers and believed that leadership means the power to influence, to convince people to follow you, the ability to lead, and the human aspect of business. Leadership is "the power to influence specific individuals and groups and guide their efforts toward organizational goals" (Drucker, 1954). Moreover, most experts believe that leaders prepare their employees to fight for the organization's success through morale, motivation, and encouragement.

Other notable definitions include those from Maxwell (1998), who describes leadership as influence, and Bennis and Nanus (1997), who emphasize the visionary and motivational aspects of leadership. They assert that leaders do the right things, focusing on long-term goals and fostering an environment of trust and commitment. According to Derman (2019), a good leader is not only one who guides their audience in achieving professional success but also reassures them, uses persuasion, and often motivates them. He continued that leadership is an energetic process that enables individuals to adopt and realize shared goals willingly and enthusiastically by bringing them together within the framework of a jointly created vision.

According to Bass and Stogdill (1990), leadership is "the primary dynamic force that drives and directs the organization in achieving its objectives". On the other hand, Bennis (1989) believed that leadership is a "process rather than a position that incorporates leaders, followers, and situations".

The diverse definitions of leadership underscore its complexity and the various attributes that contribute to effective leadership, such as vision, communication, influence, and motivation.

## Management and Its Definition

Management, in contrast to leadership, is primarily concerned with maintaining order and consistency within an organization. It involves planning, organizing, directing, and controlling resources to achieve specific objectives. Henri Fayol (1916) was one of the earliest theorists to articulate the functions of management, which include forecasting, planning, organizing, commanding, coordinating, and controlling. These functions highlight the structured and procedural nature of management.

According to different experts, management functions are different in detail. However, a wide variety of scientists believe that the manager must carry out the main processes of planning, budgeting, implementation, and monitoring. Management has been defined as the oldest of the arts and the youngest of the sciences (Wang, Yuan, and Zhu, 2017). The most crucial aspect is that management is a procedure utilized to accomplish organizational objectives. Its responsibility is to direct the company towards its goal via a series of connected and related activities (Dirik, 2020).

Kotter (1990) describes management as a set of processes that keep a complicated system of people and technology running smoothly. These processes include planning and budgeting, organizing and staffing, and controlling and problem-solving. Kotter emphasizes that management is about coping with complexity and ensuring that the organization operates efficiently and effectively. Managers focus on establishing detailed steps and timetables for achieving needed results and then allocating resources to accomplish those plans. Furthermore, management means the efficient and productive achievement of the organization's objectives via planning, organizing, directing, and regulating organizational resources (Daft, 2003).

Drucker (1988) argued that management's purpose is to enable people to work together effectively by providing them with the appropriate structure, continual training, and development they require to function effectively and adapt to change. Drucker (1954) also emphasized the roles of marketing and innovation as core duties of management. According to Drucker, management involves the rational assessment of a situation, systematic selection of goals, development of strategies, allocation of resources, and motivation of people to achieve organizational objectives.

Levitt (1976) argued that management consists of the rational assessment of a situation, the systematic selection of goals and purposes, the systematic development of strategies to achieve these goals, the marshaling of the required resources, the rational design, organization, direction, and control of the activities required to attain the selected purposes, and finally, the motivating and rewarding of people to do the work.

Nienaber (2010) discusses the multifaceted nature of management, noting that it involves planning, budgeting, implementation, and monitoring. Nienaber highlights that the task of management is to accomplish projects with leadership from start to finish. Along the same lines, Swanwick (2019) states that management's primary concern is with the here and now and the immediate operational environment. It can be seen to revolve around six core tasks: planning, allocating resources, coordinating the work of others, motivating staff, monitoring output, and taking responsibility for the process.

Even though the duties of a manager are roughly defined, sometimes they have to wear the clothes of a leader and speed up the implementation of operations by using leadership techniques. However, being a leader is not a manager's only duty. That is why in today's organizations, employees want a person who will be specially dedicated to leading them (Masum, 2022).

## Management VS Leadership

Management is a relatively new concept that emerged around a century ago, while leadership is as ancient as organized human history (Hogg, 2001). The contrast between management and leadership has long intrigued scholars. The 21st century's social, demographic, and economic realities have intensified the relevance of this topic, necessitating intelligent and articulate leaders to navigate these complexities (Aleksoski et al., 2020; Drucker, 1999). Understanding the differences between management and leadership is crucial to prevent or minimize conflicts and enhance organizational efficiency.

Abraham Zaleznik published the first significant study on the distinction between leaders and managers in 1981, initiating an ongoing scholarly discussion. The exploration of these contrasts extends beyond management to fields such as political science, history, and military studies, underscoring its importance. Theodore Roosevelt encapsulated this distinction by noting that “The leader works in the open, and the boss in covert. The leader leads, and the boss drives.”

While leadership and management share commonalities, they are distinct in many ways. Managers influence their teams, effectively practicing leadership. Conversely, leaders who focus on goal development, implementation, and achievement engage in management-oriented activities (Russell & Patterson, 2004). Leadership and management are complementary roles essential for organizational success, requiring both leadership traits and management skills (Aleksoski et al., 2020).

Leadership and management share a common tool: influencing others and working collaboratively to achieve common goals (Ratcliffe, 2013). Despite their interrelated nature, Kotterman (2006) argued that leadership and management are fundamentally different. Leadership is about setting direction, developing a vision, and inspiring people to achieve that vision, focusing on change, innovation, and challenging the status quo (Kotter, 1990; Kotter & Cohen, 2014). In contrast, management ensures organizational stability and order through planning, organizing, and controlling processes. Managers focus on short-term goals, resource optimization, and maintaining efficiency (Toor & Ofori, 2008; Algahtani, 2014).

Zaleznik (1981) highlighted that leaders are visionaries who inspire and motivate, while managers are driven by necessities, focusing on control and conflict resolution. This distinction is echoed by other researchers, emphasizing that leadership and management are complementary roles contributing to organizational success. According to Gradinarova (2021), managers engage in comprehensive decision-making, while leaders make decisions more spontaneously. Leaders define strategic directions and visions, which managers translate into actionable tasks.

Despite these differences, leadership and management share several similarities, such as working with people, influencing others, and striving to achieve common organizational goals. Both roles require effective communication, emotional intelligence, and the ability to build trust. These commonalities highlight the importance of integrating leadership and management functions to ensure both stability and growth within an organization.

## Management and Leadership in the Field of Marketing

Despite extensive research on management and leadership, there is a notable gap in the literature specifically addressing the differences between these roles within the marketing field. Marketing leaders and managers have unique yet complementary roles that are critical for organizational success. Each position differs regarding job duties, responsibilities, and scope of

activities. This paper aims to fill this gap by categorizing the differences between marketing management and leadership into structural, behavioral, and functional groups.

## **Marketing Management**

Marketing management focuses on the tactical and operational aspects of marketing within an organization. The Marketing managers ensure that their departments produce high-quality marketing campaigns which involve the planning, execution, and monitoring of marketing activities to achieve specific organizational goals. These marketing activities include tasks such as market research, product development, pricing, promotion, and distribution. Marketing managers are responsible for implementing strategies, deploying successful marketing campaigns, experimenting with marketing tactics, and tracking and analyzing the performance of Marketing campaigns (Workable, 2024; Indeed, 2024). They also manage the marketing budget, ensure that all marketing material is in line with the brand identity (ProjectManager.com, 2024). They act as a bridge between their team and marketing leaders, ensuring consistent information flow about a marketing project.

## **Marketing Leadership**

Marketing leadership encompasses a broader strategic vision and influence across the organization. Marketing leaders oversee all marketing operations within an organization and focus on developing the overall marketing strategy for the company. Leaders in marketing are responsible for strategic marketing decision making, setting the overall direction, inspiring innovation, and aligning marketing strategies with the brand's mission and goals. According to Scott (2013), marketing leadership involves creating a vision for the future, motivating and guiding teams towards that vision, and driving change and growth within the organization. Marketing leaders inspire and motivate their teams, create a culture of innovation, and drive the strategic growth of the company (Coursera, 2024). They focus on long-term goals and the overall impact of marketing activities on the organization's success.

## **Marketing Management vs. Marketing Leadership**

Management and leadership are the two wings that every successful organization needs, so knowing their nature and inherent differences is necessary. As mentioned before, managers and leaders want their organization's success, but each acts in their own way. Generally, scholars have preferred that leadership and management ideas overlap and, at times, function in the same capacity (Hogg, 2001). According to Katz (1955), leadership is a multidirectional influence connection, whereas management is a one-way authority relationship. Moreover, the most significant distinction between managers and leaders is their approach to achieving goals. According to Maccoby, leadership is a connection that may revitalize an organization by choosing people, inspiring, coaching, and creating trust between the leader and the people. On the other hand, management is a role that must be practiced in any firm, such as planning, budgeting, assessing, and facilitating (Maccoby, 2000).

According to Kotter, management is about dealing with ambiguity. Leadership, on the other hand, is concerned with dealing with change. The difficulty is employing outstanding leadership and strong management to balance each other (Kotter, 1990). Besides that, Watson (1983) thought managers are concerned with structure and procedure. However, leaders are

concerned with communication, motivation, and shared goals. Furthermore, he stated that the 7S strategy, which consists of strategy, structure, systems, shared values, skills, style, and staff, is more successful for leaders than managers (Watson, 1983). Hogg (2001) recognized an essential feature that organizations today place more emphasis on managerial availability and disregard the component of leadership, which is hugely damaging to businesses.

Categorizing the differences between marketing management and marketing leadership into structural, behavioral, and functional categories is essential as it provides clarity and understanding of their distinct roles and responsibilities. Structural differences highlight each role's place within the organizational hierarchy, while behavioral differences reveal their leadership and management styles, decision-making processes, and interpersonal dynamics. Functional differences clarify the specific tasks each role undertakes, helping organizations identify their unique contributions. This categorization also aids in developing targeted training programs, ensuring individuals are placed in roles matching their strengths, thus enhancing organizational performance. Moreover, it fosters a balanced environment where both management and leadership styles are valued, ensuring stability and growth, and aligning strategic and tactical efforts for cohesive and successful marketing strategies (Kotter, 1990; Hogg, 2001; Katz, 1955; Maccoby, 2000; Bennis & Nanus, 1997; Snow & Hrebiniak, 1980).

### **Behavioral Differences**

Marketing management and leadership exhibit significant behavioral distinctions that are crucial to understanding. One of the simplest yet most complete definitions belongs to Bennis and Nanus (1997), who described the differences between leaders and managers in one sentence: "Leaders do the right things; managers do things right" (p. 33). Kotter (1990) further claimed that management seeks stability and order, whereas leadership aims to promote change and fluidity within companies. Leaders are responsible for making strategic decisions, while managers implement these decisions. According to Kotter (1990), the way leaders and managers think is fundamentally different; leaders possess soul, passion, and creativity, whereas managers have a mind, logic, and tenacity. Leaders and managers differ in their understanding of chaos and order, motivation stemming from personal experience, and approaches to thinking and behavior. Leaders provide novel solutions to long-standing difficulties and make decisions open to new possibilities, while managers act to restrict (Zaleznik, 1981). Zaleznik (2004) also argued that managers' objectives are driven by necessity, but leaders' goals are driven by active attitudes.

Marketing managers tend to adopt a more managerial and operational leadership style, focusing on achieving short-term goals, managing resources efficiently, and ensuring that their teams meet performance targets. Their approach is often more directive and task-oriented. Managers are process-oriented, seek stability and control, solve problems methodically, and focus on maintaining existing processes. They are primarily concerned with systems and procedures, making decisions based on data-driven insights and market analysis, relying on metrics and performance indicators to guide their actions and ensure marketing activities are optimized for efficiency and effectiveness.

Conversely, marketing leaders embrace a visionary and transformational leadership style. They inspire and motivate their teams, fostering a culture of innovation and creativity. Leaders emphasize the importance of long-term goals and strategic thinking, encouraging their teams to think outside the box and embrace change. They accept turmoil, empower the problem-solvers in the organization, and are typically rebels against regularity. Leaders are concerned with people and development, focusing on strategic decisions that shape the future direction of the marketing



department. They consider broader market trends, competitive dynamics, and long-term business goals, making decisions that are often more intuitive and visionary, aimed at fostering innovation and growth. Leaders utilize vision and inspiration to motivate their people, while managers use formal power to exert control (Ratcliffe, 2013; Snow & Hrebiniak, 1980; Maccoby, 2000; Zaleznik, 1981).

Thus, the behavioral differences between marketing management and leadership highlight the distinct approaches each role takes in guiding their teams and achieving organizational goals. Managers prioritize stability, control, and efficiency, while leaders drive change, innovation, and strategic vision, reflecting their fundamental differences in mindset and behavior.

### Functional Differences

Marketing managers develop detailed strategic marketing plans and ensure their successful execution. This includes setting budgets, timelines, and performance metrics, emphasizing the tactical implementation of marketing strategies. On the other hand, marketing leaders set the overall strategic direction for the marketing department. They develop and articulate a long-term vision that aligns with the company's mission and goals, driving the strategic planning process to ensure that marketing initiatives support the broader business strategy.

Furthermore, Marketing managers focus on optimizing existing processes and ensuring that marketing activities run smoothly. They implement best practices and make incremental improvements to enhance efficiency and effectiveness. In contrast, marketing leaders drive innovation by identifying new market opportunities and fostering a culture of continuous improvement and adaptability. They encourage their teams to experiment with new ideas and approaches, pushing the boundaries of what is possible.

Marketing managers collaborate with other departments such as sales, finance, and product development to ensure the successful implementation of marketing plans. Their focus is on executing strategies and achieving short-term goals. Marketing leaders, however, play a key role in cross-functional collaboration, working closely with the executive team to align marketing strategies with overall business objectives. They ensure that marketing initiatives support the company's long-term vision and drive organizational growth.

According to Zaleznik (1981 and 2004), leaders and managers make significant contributions to a company, but they do so in distinct ways. While leaders promote innovation and modern methods, managers fight for stability and the status quo. Managers carry out responsibilities, exercise authority, and are concerned with how things get done. In contrast, leaders focus on understanding people's views and obtaining their commitment. Leaders identify, choose, motivate, coach, and retain talent by creating trust, while managers are taskmasters of planning, budgeting, assessing, and facilitating (Maccoby, 2000). Managers are preoccupied with systems, controls, processes, rules, and structure, whereas leaders inspire the mission (Bennis, 1989).

In Zaleznik's (1981, 2004) view, managers encourage stability, wield power, and seek to get things done. In contrast, leaders sponsor changes and innovative ways, working to understand people's views to gain their commitment. While managers focus on structural, tool-, and work-related processes, leaders are active in professional, social, and communication aspects (Ylitalo, 2004). Perloff (2004) argued that leadership develops and sells visions to people who must implement them, assesses their performance, and determines the next steps. He used a metaphor

of trains to explain the distinction between managers and leaders: managers ensure that the trains operate on schedule, whereas leaders determine the trains' destinations, their cargo, and the people they will transport.

## Structural Differences

Structural differences between marketing management and leadership are primarily related to their roles within the organizational hierarchy and their scope of responsibility. Marketing managers typically report to marketing directors or CMOs and are responsible for managing teams of marketing professionals. They are positioned within the middle management tier, focusing on specific marketing functions and ensuring that tactical plans are executed efficiently. In contrast, marketing leaders occupy higher positions in the organizational hierarchy, such as Marketing Directors, CMOs, or Heads of Marketing. They are responsible for the overall direction of the marketing department and play a key role in the executive team, influencing the broader business strategy. Marketing managers focus on specific areas such as product management, digital marketing, or market research. Their responsibilities are more specialized and task-oriented. On the other hand, marketing leaders have a broader scope of responsibility, overseeing multiple marketing functions and ensuring alignment with the company's strategic goals. They are involved in high-level decision-making and cross-functional collaboration.

To provide a clearer understanding of the distinctions between marketing management and marketing leadership, we have summarized the key differences in a comprehensive table. Table 1 categorizes these differences into behavioral, functional, and structural aspects, highlighting the unique roles and contributions of marketing managers and leaders within an organization. This structured approach will elucidate the specific responsibilities and approaches of each role, offering valuable insights into their complementary nature and the critical impact they have on achieving organizational goals.

<b>Table 1</b>		
<b>MARKETING MANAGEMENT AND MARKETING LEADERSHIP CATEGORICAL DIFFERENCES</b>		
<b>Category</b>	<b>Marketing Management</b>	<b>Marketing Leadership</b>
<b>Behavioral Differences</b>		
<b>Leadership Style</b>	Managerial and operational; focus on short-term goals, resource management, and performance targets.	Visionary and transformational; inspire and motivate teams, focus on long-term goals, and foster innovation.
<b>Decision-Making</b>	Data-driven insights and market analysis; rely on metrics and performance indicators.	Strategic decisions; consider broader market trends and long-term business goals.
<b>Motivation</b>	Process-oriented; seek stability, control, and solve problems methodically.	Use vision and inspiration; focus on understanding people's views and gaining commitment.
<b>Behavioral Approach</b>	Encourage stability and control; focus on systems and procedures.	Promote changes and innovation; focus on people and development.
<b>Functional Differences</b>		
<b>Strategic Planning</b>	Develop detailed marketing plans; ensure execution with budgets, timelines, and metrics.	Set overall strategic direction; develop and align long-term vision with company goals.
<b>Innovation and Change</b>	Optimize existing processes; implement best practices and enhance efficiency.	Drive innovation; identify new opportunities and foster continuous improvement.

<b>Cross-Functional Collaboration</b>	Collaborate with sales, finance, and product development; focus on short-term goals.	Key role in cross-functional collaboration; align marketing with business objectives.
<b>Role Execution</b>	Execute tasks, exercise authority, and focus on processes.	Understand people's views, gain commitment, and promote innovation.
<b>Structural Differences</b>		
<b>Position in Hierarchy</b>	Report to directors or CMOs; manage teams; positioned in middle management.	Higher positions like Marketing Directors or CMOs; responsible for overall direction.
<b>Scope of Responsibility</b>	Focus on specific areas like product management or digital marketing; task-oriented.	Broader scope; oversee multiple functions and align with strategic goals.
<b>Team Leadership</b>	Manage and coordinate team tasks; ensure efficient execution.	Lead and direct the team; build relationships and influence strategy.
<b>Budget Oversight</b>	Implement budget directives; ensure efficient resource use.	Manage overall budget; make high-level budget decisions.
<b>Creativity</b>	Implement creative strategies; ensure brand consistency.	Set creative direction; foster innovation.
<b>Analytics &amp; Reporting</b>	Analyze and report on campaign data; ensure objectives are met.	Review high-level performance data; focus on long-term impact.
<b>Communication</b>	Communicate task details to the team; ensure clarity.	Communicate vision; ensure strategic goals are understood.

## DISCUSSION

As a significant contribution of this paper, we aim to further illustrate these distinctions by providing detailed case studies and examples from various companies. These real-world examples demonstrate how marketing leaders and managers can effectively collaborate to implement successful marketing strategies. By examining these practical instances, we can better understand how these roles complement each other to drive organizational success. This paper seeks to bridge the existing gap in literature by offering a comprehensive analysis of the differences between marketing management and leadership, supported by empirical evidence and practical applications. Through this, we hope to provide a valuable resource for both academic researchers and industry practitioners seeking to optimize marketing performance through effective leadership and management integration.

Barbara Martin Coppola, CMO at Grubhub, was responsible for setting the strategic direction of a social media campaign aimed at connecting with urban millennials. She envisioned the campaign's potential impact and aligned it with broader business goals, fostering innovation by creating a sense of humor and engagement that resonated with the target demographic. On the other hand, marketing managers under her supervision executed this vision through meticulous planning, resource allocation, and performance monitoring. They ensured the campaign's operational success and efficient execution, enabling Grubhub to significantly boost its social media engagement by 76% among urban millennials. This synergy between Coppola's visionary leadership and the marketing managers' tactical implementation played a crucial role in strengthening Grubhub's market presence and consumer trust.

Keith Weed, CMO at Unilever, highlights the critical role of marketing leadership in driving innovation and change. Weed set a bold vision for integrating sustainability into Unilever's core business strategy. He emphasized product innovation and strategic initiatives, such as uniting six key sustainable brands under the Sustainable Living Plan, to foster a strong

brand image centered around sustainability and social responsibility. Concurrently, marketing managers ensured the smooth execution of these strategies by optimizing existing processes, implementing best practices, and managing day-to-day marketing activities. This integrated approach enabled Unilever to significantly enhance its business performance and establish itself as a leader in sustainability, demonstrating the importance of both visionary leadership and effective management in achieving marketing success.

Antonio Lucio, CMO at Facebook, provides a clear example of how leadership and management roles can complement each other to enhance brand trust and engagement. Following the Cambridge Analytica scandal, Lucio identified the strategic opportunity to restore consumer trust through a massive PR campaign featuring real stories from users, setting a visionary direction for the brand's public relations and social media presence. He focused on long-term goals, such as rebuilding brand equity and fostering a culture of transparency and accountability. Marketing managers, on the other hand, handled the operational aspects of these campaigns, including coordinating with media outlets, managing content schedules, and analyzing engagement metrics. This collaboration ensured that strategic initiatives were effectively implemented, resulting in improved trust metrics and a stronger social media presence for Facebook.

Jonathan Mildenhall, the former CMO of Airbnb, exemplified visionary leadership by setting a strategic direction focused on building a strong brand narrative. His emphasis on storytelling and creating a sense of belonging for users was innovative and aligned with Airbnb's overall mission and values. Meanwhile, the marketing managers at Airbnb translated this vision into actionable campaigns. They executed detailed marketing plans, managed social media channels, and ensured consistent brand messaging across all platforms. This collaboration was evident in campaigns like "Live There," which resonated deeply with consumers and significantly increased brand loyalty and user engagement.

The "Share a Coke" campaign by Coca-Cola is another excellent example of successful collaboration between marketing leaders and managers. The campaign, which involved printing popular names on Coke bottles, was led by a strategic vision from Coca-Cola's marketing leaders. They aimed to personalize the brand experience and connect with consumers on an individual level. The marketing managers played a crucial role in executing this vision by managing the logistics of printing names on bottles, coordinating with retail partners, and rolling out the campaign across various markets. Their efforts ensured that the campaign was not only innovative but also operationally feasible and impactful, leading to a significant boost in sales and consumer engagement (various channels such as email, web push, and on-site messages).

In this article, we have thoroughly examined the distinctions between marketing management and marketing leadership, emphasizing their unique yet complementary roles within an organization. By categorizing the differences into structural, behavioral, and functional aspects, we have provided a comprehensive framework for understanding how these roles contribute to organizational success. Marketing managers and leaders both play crucial roles; however, their approaches and responsibilities differ significantly.

Marketing managers focus on the tactical execution of marketing strategies, ensuring that day-to-day operations run smoothly and efficiently. They are responsible for detailed planning, setting budgets, managing resources, and implementing processes. Their primary goal is to maintain stability and optimize current practices to achieve short-term objectives (Kotler & Keller, 2012; Scott, 2013). On the other hand, marketing leaders are visionaries who set the strategic direction for the marketing department. They inspire and motivate their teams, foster a

culture of innovation, and drive long-term growth by aligning marketing initiatives with the company's overall mission and goals (Papagni, 2022; Coursera, 2024).

It is important to note that the separation of management from leadership can be detrimental to an organization. As Gosling and Mintzberg (2003) stated, "Management without leadership encourages an uninspired style, which deadens activities, while leadership without management promotes hubris." Effective organizations require a balance of both management and leadership to ensure cohesive cultural consistency and the successful achievement of business goals. Marketing leadership plays a critical role in shaping the company culture, while management upholds it through their behavior and guidance (Day & Antonakis, 2012; Bolden et al., 2016). Continuous collaboration and communication between these roles are essential to address any arising issues promptly and maintain organizational alignment.

Moreover, the distinction between marketing management and leadership significantly impacts organizational success. Leaders inspire success by setting a clear vision and motivating employees to achieve it. Managers drive success by keeping employees aligned with the vision and ensuring tasks are completed efficiently (Algahtani, 2014). Both roles are vital; leaders provide the inspiration and strategic direction, while managers ensure execution and follow-through.

Real-world examples further underscore the importance of this collaboration. At Grubhub, Barbara Martin Coppola, the CMO, exemplified visionary leadership by setting strategic directions and fostering innovation, while marketing managers ensured the operational success of these strategies through meticulous planning and resource management. Similarly, at Facebook, Antonio Lucio's strategic vision was operationalized by marketing managers who coordinated campaigns and managed content schedules to ensure alignment with broader business objectives. These case studies illustrate how the synergy between marketing leaders and managers drives organizational success (Mildenhall, 2019; Weed, 2018).

In some cases, companies may not be able to afford full-time marketing leaders and managers. Employing a Fractional CMO can be a practical solution to fill the leadership role and assist in hiring or managing a team to drive success (Kotterman, 2006). Furthermore, Peter Drucker emphasized that traditional management practices often impede productivity (Forbes, 2013). Managers historically have been grouped into five categories: planning, organizing, directing, coordinating, and controlling (Fayol, 1916). Their role is to maintain organizational stability, plan resource utilization, and implement processes effectively (Wajdi, 2017).

Our main contribution in this paper is the detailed comparison of marketing management and leadership, categorizing the differences into structural, behavioral, and functional categories. This categorization not only enhances clarity and understanding but also aids in developing targeted training programs and effective role allocation within organizations. By providing a clearer understanding of these roles, this research contributes to more effective organizational strategies and improved marketing performance.

## CONCLUSION

In conclusion, recognizing and leveraging the unique strengths of both marketing managers and leaders is essential for achieving sustained success in today's dynamic business environment. The interplay between these roles ensures that an organization can both maintain stability and drive innovation, ultimately leading to long-term growth and success. Future research should continue to explore these dynamics, providing further case studies and empirical

evidence to enhance our understanding of how to best integrate marketing management and leadership for optimal organizational performance.

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