

Let's start with a quiz

Speaking of free market capitalism, who said:

"We have unleashed a monster that no one can control, even that minority that profits from it. Unashamed self interest is a vice, not a virtue. We must recognise that the usefulness of an activity is not necessarily measured by its profitability, and that what someone earns is not an indicator of their talents and abilities, still less of their moral stature."

Karl Marx?

Fidel Castro?

Naomi Klein?

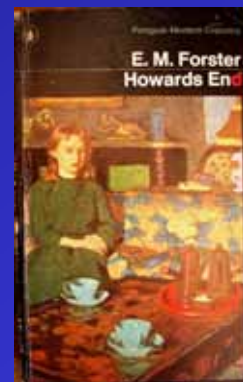
No

It was a Professor of marketing:

Michael Thomas

"go and read the literature"

So I went and read E M Forster
(1908)



E M Forster: Only connect

- The logic of business: *“I complain about the quality of his sultanas and he answers in one breath that they are the best sultanas and how can I expect the best sultanas at that price?”*
- We require business to be single minded, so they see *“life more steadily, though with the steadiness of the half-closed eye”*
- We must beware: we need tough & independent regulation if we are to avoid *“the inner darkness in high places that comes with a commercial age”*

The business literature

Those who do not learn from history are condemned to repeat

Scholarly Research in Marketing: Exploring the “4 Eras” of Thought Development

William L. Wilkie and Elizabeth S. Moore

Today's study of marketing thought is expanding geographically, pushing previous boundaries, and is an increasingly professionalized, quantitative, rigorously vetted field of research. It is also worldwide in scope, with a focus on a diverse range of issues and markets. If only of observing the roots of the field on the basis of an extended look across the last century of marketing thought, the article poses a wide-ranging period of 100 years' general course that has been taken by the study of marketing thought over its “4 Eras” and 100 years of research development of marketing thought during such period. The idea here is to provide a general overview of the field of marketing thought and to provide a general overview of the field of marketing thought.

Since its inception, the article is the second report from an extended, multi-year project in which we have been attempting to explore the nature and scope of our academic field of marketing, the article, “Marketing's Contributions to Society,” appeared in the *Journal of Business Ethics* in 2004. It was originally conceived of as a historical overview presented here as a survey of a discipline's history. The article, but a general overview of the field of marketing thought, we are pleased with the realization we have received throughout the process. However, this work continues to also expand as it becomes increasingly evident that the current state of the field is clear that our field has been benefiting from increasing research specialization. However, this period of time has also seen an expansion in our discipline within the community of scholars as to whether we are studying within a particular central collection for the field of marketing or being that although we do not attempt to make a claim in this article, we now do so as an important note because for years researchers in a broad range of areas, including the article, have a question that some higher levels of marketing analysis, such as those exploring larger issues of the appropriate marketing mix, have been increasingly diverging from the primary perspective of their academic marketing colleagues. Thus, the primary goal for this article is to outline a broad range of thought paths in the field with a focus that will attempt to shed light on the current state of thought about the scope of the field and its understanding of its relationship with the broader issues of marketing thought that should be clear that it is difficult to maintain one perspective and direction about the same subject matter for long.

The academic field of marketing formally began shortly after the turn of the last century and is now about 100 years old. Both the real world of marketing and the real world of society have undergone massive

changes during this time. A rich body of marketing literature has been developed. However, all scholars should recognize that an examination only of today's research cannot come close to capturing the total expanse of thought in the marketing domain. This point is especially clear when it is recognized that the focus of today's academic field of marketing is squarely on firms and household consumers and that few people, even in the mainstream of marketing thinking, have deeply considered marketing from a broadened, more aggregate perspective. However, across the span of the last century, many interesting insights on the field of marketing have been developed. Beyond this, many interesting insights into marketing's broader relationships with society have also been developed. This article explores the advances that have occurred across this time.

Rather than a simply, cumulative advance of a unified body of marketing thought, the past century has experienced periodic, shifts in dominant or prevailing modes of thinking. Table 1 outlines what we consider the “4 Eras of Marketing Thought” upon the field's formal beginnings.¹ As we will discuss, distinct issues and approaches affected mainstream marketing thinking during these times and very much affected interest in and treatment of marketing's relationship to society.

Table 1's first era, “Pre-Marketing,” is included to acknowledge that considerably thought about marketing-related phenomena was available prior to the formal beginnings of this field of study. From the time of the ancient Greeks through the time of the great economists of the 1700s and 1800s (including Smith, Malthus, Jevons, Ricardo, Mill, and Marshall), the concepts of markets, market analysis, value, production, human as social and economic entities, competition, and the role of governments had already been raised and extensively debated (e.g., Dixon 2002; Shaw 1991). As of the turn of the twentieth century, therefore, the area that would become “marketing” was firmly enmeshed within the field of economics.

¹Table 1's four time periods, its names, and descriptions represent our perspective based on the study of many primary books and articles published over the past 100 years. Our interest is in the early stages of the field, not, of course, in the more recent, published literature.

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Journal of Public Policy & Marketing

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Fall 2008, 103-109

Well before the second world war marketers were interested in how the relationship between consumers, marketers and Government could *“facilitate the maximal operations of the system for the benefit of the host society”* (Wilkie & Moore, JMPP '03: p118).

Box 8.6 Marketing and society

Wider social issues have always been a concern of marketing thought, as Wilkie and Moore's summary of the broader questions early marketers were addressing shows:

- Are there too many middlemen? Does distribution cost too much?
- Does advertising raise or lower prices?
- What control, if any, should be exerted over new combinations in distribution?
- Of the total costs paid by consumers, which elements are desirable? Indispensable?
- What about 'non-essential' services such as credit availability – should these be eliminated?

Source: Wilkie and Moore (2003)

Arnold & Fisher

(Jnl Macro Marketing 1996)

Three strands to marketing thought:

- 1) **'Apologists'** Take a traditional view: marketing is good because it helps the economy. Its domain is, and should be limited to, the firm. (eg. Luck)
- 2) **'Social marketers'** Turn the power of marketing to social good, thereby compensating for its deficiencies with better outcomes. (eg. Kotler, Levy, Andreasen)
- 3) **'Reconstructionists'** Critical of marketing concept and process, not just outcomes. The 'human concept' – “more responsive to human needs in their totality than the marketing concept” (Dawson, Lazer & Kelly)



"In the councils of government, we must guard against the acquisition of unwarranted influence, whether sought or unsought, by the military industrial complex"
(Eisenhower's Farewell Address to the Nation January 17, 1961)

Arnold and Fisher conclude that the apologists have stood the test of time:

"Despite these semantic battles won by the Reconstructionists and Social Marketers, the vantage point of the 1990s suggests that the Apologists' more circumspect view of marketing has been validated For the marketing academicians, it appears to be business as usual."

A bad mistake

Like the discipline's founders we have to

"facilitate the maximal operations of the system for the benefit of the host society"

A definition:

“Social marketing is concerned with the application of marketing knowledge, concepts, and techniques to enhance social as well as economic ends. *It is also concerned with analysis of the social consequence of marketing policies, decisions and activities.*”

(Lazer & Kelley 1973: *pix*)

Written back in 1973,
but even more apposite today

why critical analysis matters

1. It is in our DNA

structure

- Past
 - The origins of (social) marketing our critical DNA
- Present
 - The post GFC wake-up call
 - What's the big deal: marketing 101
- Future
 - Fully critical social marketing: continuous learning
- Conclusions





India [+] 129 recent

Bhopal gas leak & BP oil spill: Indian lives cheap?

Agencies Posted on Jun 08, 2010 at 13:11 | Updated Jun 08, 2010 at 15:14

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Earn a MS in Banking & Financial Mgmt Online at New England College. MSBFM.OnlineNEC.com

Ads by Google

New Delhi: Eight people accused of criminal negligence in the Bhopal gas tragedy of 1984 on Monday were jailed for two years but promptly got bail and walked away. If that's outrageous, then [the compensation](#) paid to victims of the [gas leak](#) will have you fuming.

About 2,000 more deaths were directly attributed to the gas leak from the Union Carbide chemical plant, and [government](#) records indicate that 578,000 people were affected. Union Carbide India Ltd (UCIL) paid \$ 470 million to settle with the victims, with each getting an average of \$ 550.

Union Carbide

YOU WANT TO GIVE US ANDERS

BHOPAL

CORPO

THANKS. IT'S BEEN A TREASURE!

PLEASURE.

IRAQ WAR



BLACKWATER

NEW MONEY CLEAN ELECTRICITY
PUBLIC CAMPAIGN

the Wire Voter Blog Donate Join

Rebuilding Iraq:
Campaign Contribution at a Time

led out billions of dollars in contracts since 2003
rebuild Iraq. These companies are supposed to
untry by restoring electricncy, reconstructing
hools. So much of this rebuilding work has been
contractors that there are now more civilians
inse contracts in Iraq than soldiers or
stationed there. [1]

unsought, by the military industrial complex"
(Eisenhower's Farewell Address to the Nation January 17, 1961)



And then there are the terrible triplets of public health

The damaging impact of the marketing of all three on morbidity and mortality has been well documented

The Economist

We cannot ignore the competition

The Economist

“This has been a year of sackcloth and ashes for the world's business schools. Critics have accused them of churning out jargon-spewing economic vandals. Many professors have accepted at least some of the blame for the global catastrophe. Deans have drawn up blueprints for reform. The result? Precious little...for the most part it is business schooling as usual. The giants of management education have labored mightily to bring forth a molehill....

(The Economist, September 26, 2009)

“Business schools need to make more room for people who are willing to bite the hands that feed them: to prick business bubbles, expose management fads and generally rough up the most feted managers. Kings once employed jesters to bring them down to earth. It's time for business schools to do likewise.” (ibid)

I hereby volunteer



But there is a problem with hating Haliburton



But there is a
problem with hating
Haliburton



But there is a
problem with hating
Haliburton

Business creates
the taxes that pay
most of our wages



The editorial in a special issue *British Journal of Management* shows the way forward:

“Given that the business school is complicit in the current financial crisis, we feel a degree of discomfort with the anti-performative emphasis of some CMS literature. Instead, whilst remaining critical and reflexive about our practice, we feel obliged to offer some way forward....

(Currie et al 2010)

“we hope we can help business schools, deans and faculty, and the users of business schools (students, clients), become more reflexive in considering how to respond to economic events that may prove a tipping point in what the world expects of business schools and, indeed, business.” (ibid)

We understand marketing can and should be at that tipping point - pushing

why critical analysis matters

1. It is in our DNA
2. It responds to the current crisis of confidence in business
3. We understand marketing; we know its power; we can turn it to good uses

structure

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- Conclusions

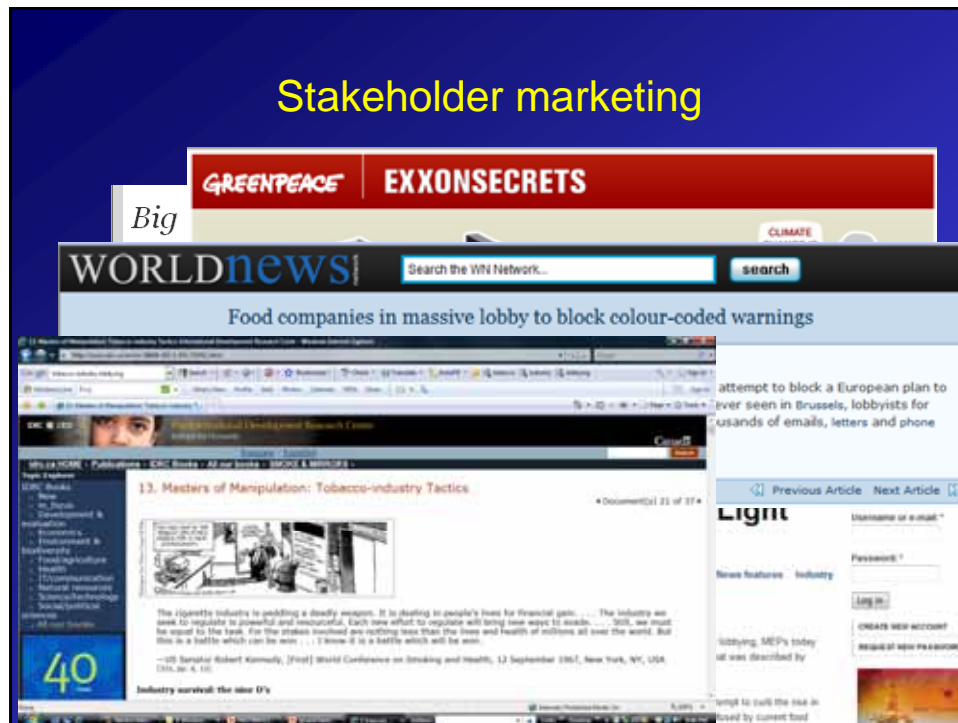
Competitive analysis is standard marketing practice



standard marketing practice







Stakeholder Marketing

Like any other form of marketing:

- understand your customer
- deliver to their needs
- communications alone won't do
- strategic; build relationships

Just that the target is a cabinet minister not a recalcitrant teen

It's what we do

why critical analysis matters

1. It is in our DNA
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3. We understand marketing; we know its power; we can turn it to good uses
4. It's marketing 101

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It will strengthen our brand and improves our offerings

- Its very depredations prove its power
- The alternative is uncritical acceptance and guilt by association
- It is a fantastic teacher
 - a. hearts and minds
 - b. the power of community

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Health Select Committee Enquiry

Internal marketing planning documents: Client/Agency Contact Reports; Client, Creative and Media Briefs; Media Schedules; Advertising Budgets; Market research reports

The Sources of the Documents		
PRODUCERS	BRANDS	COMMS AGENCIES
Beverage Brands	WKD (an alcopop)	Big Communications Bray Leino PR Five by Five (digital)
Diageo	Smirnoff vodka	AKQA JWT
Halewood International	Lambrini (a perry) Sidekick shots	BJL Cheethambell JWT
Molson Coors Brewing Company	Carling	Beattie McGuinness Bungay (BMB)

Health Select Committee Enquiry

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Alcohol advertising: the last chance saloon

Although the content of alcohol advertisements is restricted, Gerard Hastings and colleagues find that practitioners still show 1 and spend 2.6 times as much on advertising as in 1970. An evaluation of Smirnoff's Facebook™ presence showed that almost three quarters of members of Smirnoff related groups belonged to groups where there is a significant

British Medical Journal Jan 2010

© BMJ 23 JANUARY 2010 | VOLUME 340 105

Brief

You are part of the brand management team for Carling the UK's leading beer brand

Listen to the brief from the consumer research team and think through how you might use it to help enhance the brand

What is the big idea?

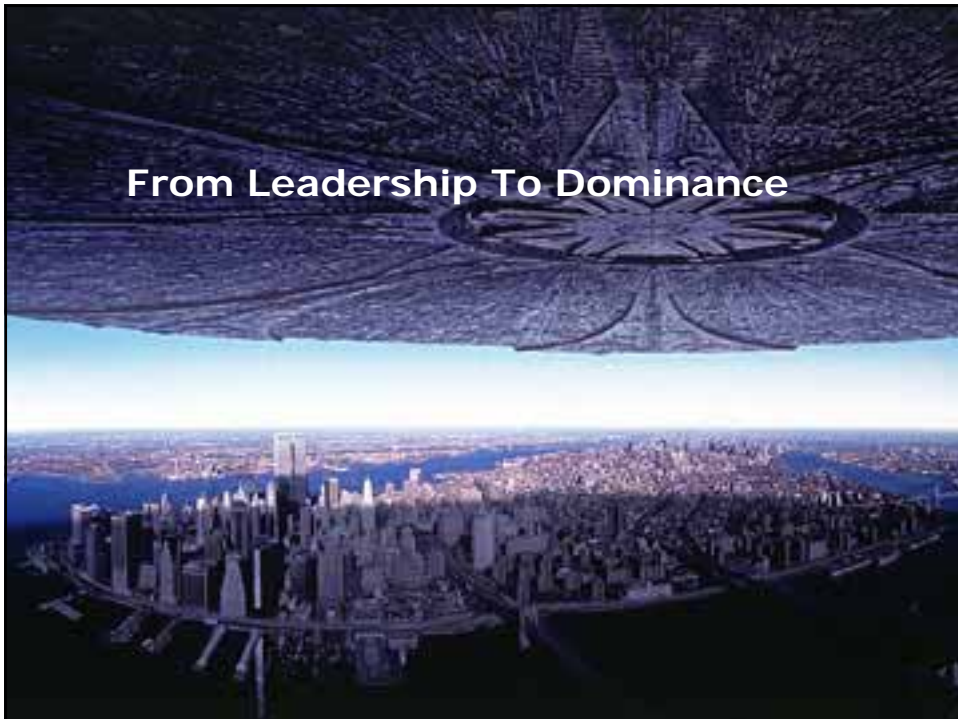
45



The 'Problem' With Britain's Biggest Beer Brand



From Leadership To Dominance



But It All Starts
With 'Who's Got
The Biggest
Insights?'




"Men wanted for hazardous journey. Low wages, bitter cold, long hours of complete darkness. Safe return doubtful. Honour and recognition in event of success."

*Ernest Shackleton The Times
1912*

Leadership Insight



Leaders invite
followers
to join them





Category Insight


To own sociability
is to dominate
the booze
market



Brand Insight



Carling is Britain's
most sociable,
most
sessionable
pint



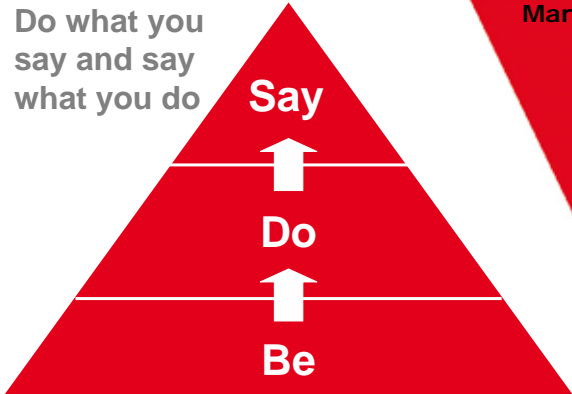


Consumer Insight

Young drinkers live, think and drink together in packs ▪






Do what you say and say what you do



Marketing Insight

Tell people what you do and *why* you do it








North
South

Regional Insight



Confirm what the Northern pack believes,
Invite the London pack into the bigger group

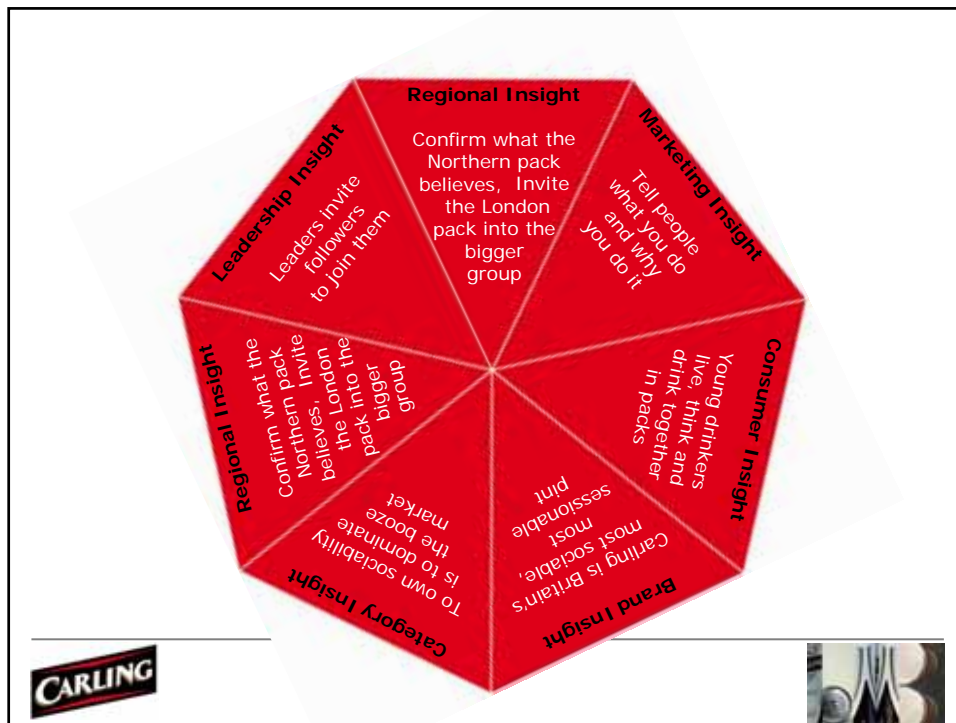


Regulatory Insight

It's time to start a new club

LOW TAR as defined by FTC
TAXOFTL Caution: Quitting Now Greatly Reduces Serious Risks to Your Health
CIGARETTES CAN SERIOUSLY DAMAGE YOUR HEALTH





Brief

You are part of the brand management team for Carling

Listen to the brief and think through how you might use it to help enhance the brand

What is the big idea?

sociability


When I Becomes We



Invite the Individual Into The Group





Strategic Idea



Join Us

Carling celebrates, initiates and promotes the togetherness of the pack, their passions and their pint



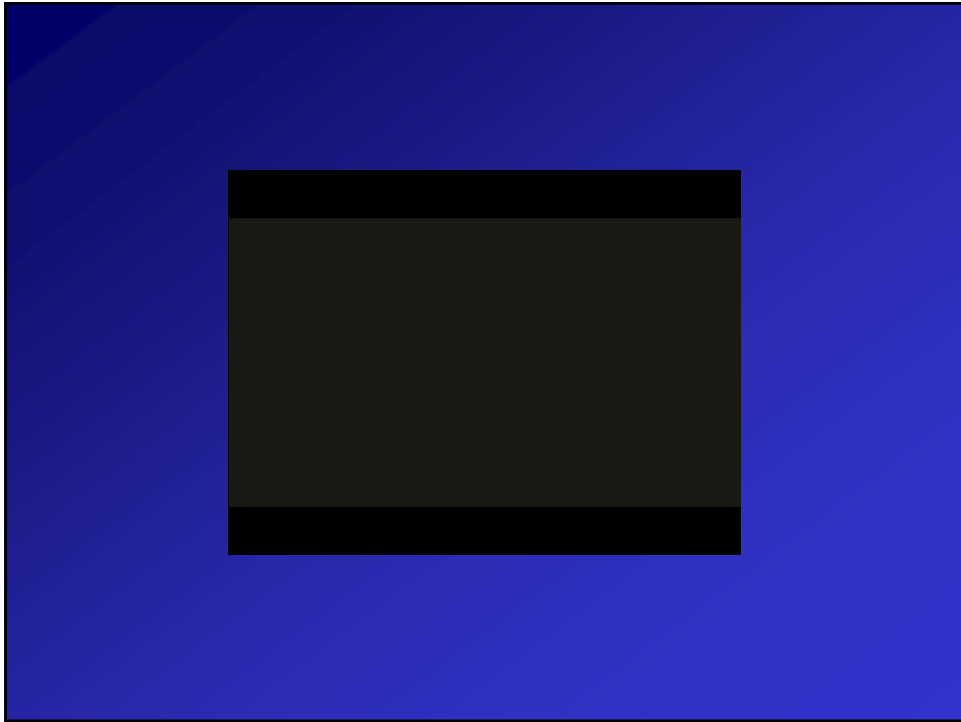


Beer drinking is not about hops and
flavour, its about mates and friendship
Forget facts and statistics this is hopes
and dreams territory
Hints, nudges, associations and
images
Branding

Beer drinking is not about hops and
flavour, its about mates and friendship
Forget facts and statistics this is hopes
and dreams territory
Hints, nudges, associations and
images
Branding
But for Carling there is another
problem

The self-regulatory codes state that
alcohol can not be linked to the social
acceptance or the social success of
individuals, events or occasions. More
specifically, advertisements must not
imply that drinking can enhance an
individual's popularity, confidence, mood,
physical performance, personal qualities,
attractiveness, sexual or social success.

The magic of branding provides an
enchanted solution...



Branding
Image
Feelings
Stories we can tell about our selves



Our look at Carling provides three key lessons on branding:

- ✓ It is much more about image than reality
– it often defies definition (and regulation)
- ✓ It matters enormously: it helps define who we are; beyond the individual - social norms
- ✓ Its about being there

Social marketing has singularly failed to learn these lessons:

- × It is perennially short term
- × It insists on being didactic, if not crass
- × Coke is a hundred years old, Marlboro fifty; where are our brands?

It will strengthen our brand and improves our offerings

- Its very depredations prove its power
- The alternative is uncritical acceptance and guilt by association
- It is a fantastic teacher
 - a. hearts and minds
 - b. the power of community

The Story of Helen

- Setting: the King's Head
- Characters: Dave, my pal; Catriona his wife and Helen the landlady
 - “remember, Catriona has had her hair done”*

The essence of marketing

- Consumers needs, not product characteristics: Helen sells marital harmony (and beer)
- Her customers define her product; her focus is on relationships
- In a malevolent, manipulative way, this is what the tobacco industry does. They don't sell nicotine to young people, they sell hope, adulthood, rebellion...
- The power of community

The Kamayoqs

The Andes: the lives of the Quechua and the work of ITDG, an international development NGO



The Kamayoqs

Animal husbandry

- *To begin with, people were mistrustful. They were used to a vertical relationship with state agencies, even with development agencies. For them, a vet was someone who turns up in a car wearing good boots and a new jacket and says: 'This is what we're going'.*
- *What most characterises ITDG's work is our great emphasis on local culture. We think change has to be rooted in campesino institutions otherwise it won't be sustainable.*
- Trained local innovators in animal husbandry – kamayoqs (Quechua for 'knowledge bearers')

The Kamayoqs

The power of kamayoqs is palpable

"I used to take orders from my husband and sometimes he was violent. In the past women didn't have rights. I began to think this has to change. I started to respect myself more. My husband got very uncomfortable. He said: 'Whatever you're learning, it's no good for this household because you're answering me back. You're not respectful any more since you've been running around.' In a friendly way, I told him I'm taking better care of the animals. I don't waste money getting them cured. Now he says carry on."

The Kamayoqs

Three great strengths:

- Effective ('one of us') → trust
- Efficient: local labour + lower costs
- Sustainable: stay in the community – a movement, not an intervention
- We need Kamayoqs
- All these lessons can be applied in social marketing....



AMNESTY INTERNATIONAL AUSTRALIA

HOME ABOUT NEWS CAMPAIGNS HOW

YOU ARE HERE: HOME CAMPAIGNS DEMAND DIGNITY

Healthy homelands

Sarah Marland 11 MARCH 2010, 10:27PM

Sarah Marland discovers the benefits for Aboriginal Australians of living on their homelands... while both the federal and Northern Territory governments returns to failed policies of the past.

An Aboriginal community in the Northern Territory (NT) is showing the government how to close the health gap between indigenous and non-indigenous Australians.

A study by the *Medical Journal of Australia* published in 2009 found that despite the steady rise of obesity and diabetes nationally, the people living in Utopia were significantly healthier than other Aboriginal Australians.

About 1,400 people live in the Utopia homeland communities, which are in the Central Desert, 200 kms northeast of Alice Springs and cover an area of more than 34,000 sq/km. These communities have addressed the problems of obesity, diabetes and smoking so successfully that adult mortality rates from all causes have consistently been 40 per cent lower in Utopia than among Aboriginal people in the NT generally. Deaths from cardiovascular disease are an impressive 50 per cent lower.

History, homelands and hubs

- Historically, governments tried to centralise and assimilate Aboriginal people. In the early 1970s this

Aiyawar women collect rhyzyne antling (red malee seeds), Utopia homelands, August 2009. © Al Fluty Stewart

“communities have addressed the problems of obesity, diabetes and smoking so successfully that adult mortality rates have consistently been 40% lower than among aboriginal people in the NT generally”



The image shows a screenshot of the Amnesty International Australia website. The article is titled "Healthy homelands" and discusses the benefits of living on homelands for Aboriginal Australians. A blue callout box on the right side of the page contains the text: "Three drivers of this success:" followed by three bullet points: "mastery and control over life circumstances is a fundamental determinant of good health", "the region's health service is community controlled", and "people can pursue (their own) cultural and economic activities".

Three drivers of this success:

- “mastery and control over life circumstances is a fundamental determinant of good health”
- “the region’s health service is community controlled”
- “people can pursue (their own) cultural and economic activities”



The image shows a screenshot of the Amnesty International Australia website, identical to the one above. A blue callout box on the right side of the page contains the text: "The name of this enlightened place?" followed by the word "Utopia" in a larger font.

The name of this enlightened place?

Utopia

In the 'developed world' we have bequeathed Utopia to the marketers

They are the ones who give us:

- ✓ Respect ("Because you're worth it")
- ✓ Empowerment and control ("Just do it")
- ✓ Happiness ("I'm Lovin' it")
- ✓ Even social connectedness (retail therapy)

Sad but true

- This links directly 'Community-based Prevention Marketing' (Bryant et al 2007)
- Combines community development: mobilization; working with people to define problems + assets; build capacity to deliver and monitor change
- with social marketing ideas: "satisfying exchanges and an integrated strategy based on marketing's four *Ps* – *product*, *price*, *place*, and *promotion*), competitive analysis, audience segmentation, use of formative research to make strategic decisions, and ongoing monitoring and evaluation"
- Takes Helen and the Kamayoqs to scale

structure

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conclusions

Six reasons why critical analysis matters:

1. It is in our DNA
2. Post GFC it's a no-brainer
3. We understand marketing; we know its power; we can turn it to good uses
4. It's marketing 101
5. It boosts our brand
6. It's a great teacher

conclusions

Marketing is a powerful and pragmatic discipline

It has the potential to unlock behaviour and solve some of the world's most intractable problems

But to reach this potential it needs the robust but constructive criticism only we can give it

And we need the learning and independence that results

conclusions

Without critical analysis marketing will continue to be seen as a ruthless juggernaut turning us all into fat, drunken wheezers

...and social marketing its weedy, ineffective lapdog

With critical analysis social marketing can save the world

So my final reason why we should get critical...

conclusions

..it's bleeding obvious