



MACROMARKETING
S O C I E T Y

PROCEEDINGS OF THE 49TH ANNUAL MACROMARKETING CONFERENCE

17th to 20th June, 2024
Helsinki, Finland

49th Annual Macromarketing Conference
Helsinki, Finland
17th to 20th June, 2024

Conference Co-Chairs:

Pia Polsa, Hanken School of Economics

Petteri Repo, University of Helsinki

Conference team:

Joel Hietanen, Päivi Timonen and **Saara Kallio** (University of Helsinki)

Conference assistants: Oscar Ahlberg, Meri-Maaria Frig, Ilona Kousa, Miro Penttinen, Sonja Sarasvuo, Tuomas Soila, Katri Weckroth and Sickan Åberg.

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Welcome to the Macromarketing Conference 2024!



Ben Wooliscroft

President of the Macromarketing Society, Inc.

May 28, 2024

As president of the Macromarketing Society Inc. it is my pleasure to welcome you to the 2024 Macromarketing Conference. Welcome back to those returning to the conference and a special welcome to those joining us for the first time. We are a community of scholars that meet around the central theme of the interactions between markets, marketing and society (and in the context of the environment). We meet yearly at a conference that moves around the world (unlike many of our more geographically bound conferences).

The discipline of macromarketing is focussed on macro level studies. We consider the system in which behaviour is embedded and the impact of time and repeated behaviour.

Macromarketers aim to make the world better, so macromarketing research typically has recommendations for policy and/or system change rather than focussing on single actors.

At time of writing we have over 130 registrations for the conference (Editor's Note: There was a total of 174 participants including invited speakers and companions), in a post-Covid environment. The many countries and cultures represented in the registrations is heartening and reflects the fact that we are a discipline that aims to "save the world".

Macromarketing research is important research. We don't research something small so we can get a publication, we take on the big questions so we can make a difference.

Welcome to the 49th Macromarketing Conference!



Thank you, thank you, thank you! It is a great privilege to be chairing a conference which is the subject of such enthusiasm. The conference programme is as comprehensive as ever, with quality of life, social conflict and sustainability receiving much attention among the plethora of topics in the 25 tracks, representing both macromarketing staples and new directions.

Track chairs play a key role in formulating the conference themes, maintaining academic rigour and running the tracks during the conference. The high level of interest in the conference is a wonderful result of your skilful and successful work. Thank you for your efforts!

Organising such a great event is the result of many successful collaborations. Thank you Macromarketing Society for trusting us and giving us free hands to extend the legacy at the 49th conference! Claudia Dumitrescu and Renée Shaw Hughner showed us how to do it at last year's conference in Seattle, and all the online conference organisers during the pandemic era gave us confidence that the Macromarketing Conference would prevail no

matter what happened in the world – thank you! Indeed, the large number of academics involved shows that there is a growing interest in discussing difficult and complex issues at our conferences.

The theme of the Helsinki conference explores the possibilities of the 'common good' in today's society of increasing contradictions and growing inequality. Our distinguished keynote speakers, June Francis and Heikki Hiilamo, address these possibilities in their presentations on structural racism and the sustainability of the Nordic welfare model. Panels as well as scholars across the tracks will discuss the topic, as it is a key focus in macromarketing.

In turn, the Nordic model of organising a conference as a joint academic effort stands out in today's academic business world. We are very grateful to our sponsors, the Hanken School of Economics, the University of Helsinki, the Foundation for Economic Education and the City of Helsinki, for the wonderful venues, the keynote and staff opportunities, the exciting reception and many other forms of support and collaboration that we could not even think of when we set out to organise the conference.

We thank key members of our team, Joel Hietanen, Päivi Timonen and Saara Kallio, for organising pivotal activities such as peer reviews and social events, among many other tasks. Saara Kallio, as our Chief Conference Manager, has been invaluable in managing the many interactions with all the communities contributing to the conference, planning and arranging the many activities that take place at the conference as well as being a member of the editorial team for this very conference proceedings - thank you!

There are a number of young scholars from the Hanken School of Economics and the University of Helsinki who are helping us to organise the conference - thank you Oscar Ahlberg, Meri-Maaria Frig, Ilona Kousa, Miro Penttinen, Maria Sandberg, Tuomas Soila, Sonja Sarasvuo and Sickan Åberg.

The spirit of a conference is created by its participants. We thank you for coming and invite you to exciting academic debates as well as fun socializing and networking activities!

Pia Polsa and Petteri Repo

Co-Chairs of the 49th Macromarketing Conference in Helsinki

Keynote Speakers

Dr. June Francis (PhD, MBA, LLB) | Co-Founder and Principal

Dr. June Francis is Co-Founder of The Co-Laboratorio (CoLab /CoLab Advantage Ltd.), Director of the Institute for Black and African Diaspora Research and Engagement, Cofounder of the Black Caucus at SFU and a Professor in the Beedie School of Business, and was the Special Advisor to the President of Simon Fraser University on Anti-Racism. She is also Board Chair of The Hogan's Alley Society, an organization whose mission is to advance the economic and cultural



well-being of people of African Descent. In 2022, Dr. Francis was appointed Chair of the Anti-Racism Data Committee by the Province of BC, which is mandated to collaborate with the Province on initiatives to help identify and eliminate systemic racism in the public sector. She is an advocate for equity, diversity and inclusion for racialized groups as well as human rights through her research, consulting, the media and as a volunteer. Dr. Francis' extensive experience spans the private sector, public sector national, regional and local, as an entrepreneur with civil society on governance boards and as an academic.

Through the CoLab, June Francis works with a wide range of organizations to audit and address structural barriers to participation of Indigenous, Black and other racialized groups – in workplace culture, supply-chains, policy, programs, partnerships and service designs. She works with municipalities, school boards and cross sector bodies to address racism in education and for newcomers and immigrants. June has been recognized by the

Province of British Columbia and the National Congress of Black Women as a Trailblazer and was named to Vancouver Magazine's 2022 and 2023 Power 50 lists. The City of Vancouver also recognized her for her contributions to education and to the City, and she is the recipient of the 2021 Rosemary Brown Award for her exemplary work to bring equality for girls and women and received the Service Award from the Beedie School of Business for her contributions to the community, among other accolades. An award-winning professor, June served on the Steering committee for the Beedie School EMBA in Indigenous Business Leadership program and has taught in the program since its inception. Her teaching pioneers decolonization and anti-racism in the context of business.

Dr. Francis's research focuses on the intersection between racism in academia and marketing, diversity, inter-culturality, leadership and participatory engagement approaches, as well as the advancement of non-traditional intellectual property law, including traditional knowledge. She has published influential papers on Black Lives Matter, racism in the marketplace, Covid 19 from community, business and national perspectives.

She is frequently sought out as a thought leader and subject matter expert, serving and advising numerous committees and has given over one hundred public lectures, media appearances and other contributions over the past three years. She serves as the Honorary Consul for Jamaica in Vancouver. A former netball player, she was named to the Jamaican national squad and captained her university team. She has three children and two grandchildren.

The title of Dr. Francis' keynote is "Leading Change: Macromarketing's pivotal role in fostering anti-racism within the academy and marketing practices".

Heikki Hiilamo, PhD | FIHW, University of Helsinki

PhD Heikki Hiilamo works as a research professor at the Finnish Institute for Health and Welfare (THL) and as a professor of social policy at University of Helsinki. Previously Hiilamo has worked as research professor at Social Insurance Institution on Finland. He has worked as visiting professor at University of California San Francisco and VID Specialized University Oslo. Hiilamo has the title of Docent from University of Tampere and University of Eastern Finland. Hiilamo's research interests include family policy, poverty, inequality, comparative welfare state research and tobacco control.



The title of Dr Hiilamo's keynote is "Do We Need GDP Growth to Make Nordic Welfare State Sustainable?"

The lecture introduces the core principles of the Nordic welfare model, outlining its reliance on economic activity funded through high taxation. It sets the stage to question the traditional dependency on GDP growth for the sustainability of this model in the face of modern challenges like aging populations and environmental degradation. The lecture concludes by reaffirming the importance of economic growth for the sustainability of the Nordic welfare model, especially in a global context where environmental and social challenges require substantial investment. A call to action encourages continued exploration of how economic growth can be managed responsibly and sustainably to support welfare systems.

Conference Tracks

Conference Tracks and Chairs/Co-Chairs are listed below in alphabetical order. A detailed description of each track is presented after the list.

Tracks	Chairs
Agribusiness and Food Marketing	Claudia Dumitrescu, Claudia.Dumitrescu@cwu.edu Renee Hughner, renee.shaw@asu.edu
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Future of The Circular Economy, New Markets and Marketing	Katie Louise Leggett, katie-louise.leggett@aru.ac.uk Markku Anttonen, Markku.Anttonen@laurea.fi Minna Lammi, minna.lammi@aru.ac.uk
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Globalisation, (Neo)Colonialism, and Marketing	Marcus Wilcox Hemais, marcus.hemais@iag.puc-rio.br Olga Kravets, Olga.Kravets@rhul.ac.uk
Healthcare Marketing: Challenges and Opportunities for Macromarketers	Mark Peterson, markpete@uwyo.edu Jeff Wang, jeff.wang@monash.edu
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Imagining a Regenerative, Plenitudinous Economy	Eric J Arnould, eric.arnould@aalto.fi Anu Helkkula, anu.helkkula@hanken.fi
Leveraging Artificial Intelligence in Macromarketing Research and the Quest for Data	Alex Reppel, alexander.reppel@rhul.ac.uk Petteri Repo, petteri.repo@helsinki.fi
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The Use of Literature in Macromarketing	Raymond Benton, Jr., rbenton@luc.edu

Panel Discussions

Topic	Panel	
"What are the possibilities of 'common good' in contemporary society marked with increasing contradictions and growing inequality?"	Chair: Panelists:	Niilo Kauppi (University of Helsinki). Laura Ihanainen (K-Group) Janne Hukkinen (University of Helsinki) Mark Peterson (University of Wyoming)
"Unlocking Our Potential: Collaborating with Local and Global Institutions to Advance a More Just, Safe, Inclusive, Peaceful and Sustainable World"	Co-Chairs: Invited panelists:	Cliff Shultz (Loyola University Chicago) Andrés Barrios (Universidad De Los Andes) Meryl Gardner (University of Delaware) João Felipe Sauerbronn (School of Communication, Media and Information at Fundação Getulio Vargas) Marcus Hemais (PUC-Rio) June Francis (Beedie School of Business) Frederic Jallat (ESCP Business School) Tina Facca-Miess (John Carroll University) Dominic Chai (Boston College) Nicky Santos (Creighton University) Petteri Repo (University of Helsinki)
"The 'End' of Macromarketing"	Panelists:	Ben Wooliscroft (Auckland University of Technology) Stanley J. Shapiro (Simon Fraser University) Christine Domegan (University of Galway) Cliff Shultz (Loyola University Chicago) Anthony Samuel (Cardiff University) Stefanie Beninger (Nyenrode Business Universiteit)

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Global Human Trafficking Victim Participation Structures in Agriculture: Implications for Strategic Interventions

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There are currently an estimated 50 million victims of human trafficking in the world (Walk-Free.Org 2022). The United States (U.S.) Department of Homeland Security estimates that human traffickers make roughly \$150 billion a year in profit from the trade. The cross-border nature of human trafficking requires the problem to be addressed from a macromarketing perspective (Pennington et al. 2009). The nature of trafficking situations, both within and across borders, ranges from “highly coercive and exploitive to cooperative, consensual, and mutually beneficial relationships,” according to Weitzer (2014, p. 21). Successful messages to combat trafficking should address the nature of different situations. A multi-tiered framework consistent with Weitzer’s continuum was devised to provide a taxonomy of types of victim situations (Murray et al. 2015). This Victim Participation matrix considers three ways people become victims and how they continue to be victims. Entry may be voluntary (e.g., without interpersonal coercion), semi voluntary (e.g., under social pressure from a loved one), or involuntary (e.g., abduction.) People may continue as victims because they are forced to (involuntary), because they are discouraged from leaving (semi-voluntary), or voluntarily continuance when it is the lessor of two evils (i.e., starvation). This model offers important distinctions for messaging to combat human trafficking. A father who accepts an exploitive situation to send small sums home to feed a family is in a different situation than the runaway abducted off the street and chained. Thus, while all slaves are categorized as human trafficking victims, not all human trafficking victims are slaves.

Acknowledging different victim situations represents a move away from the conceptually limiting “Exploitation Creep” wherein all human trafficking victims are referred to as “slaves” (Chuang 2012). While this characterization is dramatic, it is,

perhaps, more beneficial for fund raising than changing the dynamics of the human trafficking industry. A victim intervention marketing strategy disaggregates the mass of victims into segments of similar types (Murray et al 2015). This can enable theorists and practitioners to find more effective interventions and social marketing messages. Based on this model (Frazier and Sheth 1985) attitude-behavior consistency is a potentially effective foundation for developing influence strategies against trafficking.

Across the human trafficking domain, theorists and practitioners agree that sex and labor are typical forms of exploitation (Bales and Soodalter 2009; Walk- Free.Org 2022). The U.S. State Department lists “agricultural fields” as an area for labor trafficking (TIP 2023). Recently, a United (UN) nations report referred to “the growth of agribusiness and the power of corporations...” as risk factors expected to worsen the problem of human trafficking (UN 2022).

The “Counter Trafficking Data Collaborative,” a UN affiliate, includes agriculture among its list of a dozen areas of labor trafficking. This discussion is focused on cases for 638 agriculture workers from 84,000 adult cases available from the Counter Trafficking Data Collaborative (CTCD). The CTCD does not contain cases for all human trafficking victims, not even a random sample. For example, the agricultural workers in the database are from just four nations: Ukraine, the United States, Russia, and Poland.

Human trafficking victims can be categorized using the taxonomy of victim types devised by Murray et al. (2015). The taxonomy was devised to help design marketing strategies to prevent or end human trafficking situations among current and potential victims. Most victims in this sample, 69% of the 638 agricultural workers, fit criteria for being “Tricked and Trapped.” These job seekers were deceived after accepting a position. They were enslaved, and thus forced to work without compensation. About 18% of the sample voluntarily accepted work under deplorable conditions, working long hours at physically demanding and even dangerous work for very little or no compensation. They remained victims because of ongoing economic desperation, and are referred to as “Willing Assimilators.” The final category of cases, about 9%, accepted employment under conditions which might be deplorable, but are subsequently discouraged (but not

prevented) from quitting. Their employer might take their passport or threaten them with the prospect of jail or deportation. This category is called “Disillusioned Contrastors.”

In this sample of 638 cases from the agricultural sector, traffickers used deception and exploitation on their victims. In 59% of cases, the victim was offered False Promises and in 57% of the cases, victims were forced to work Excessive Hours. Features of agricultural labor trafficking for each of the four nations are shown in the Victim Participation Structures (i.e., the percentages of a nation’s victims who fell into each of the nine cells.) The most egregious case was Ukraine, where all human trafficking victims in the agricultural sector were tricked into accepting jobs and subsequently enslaved. This was followed, in this order, by Russia, the United States, and Poland. Russia had the largest percentage of victims who accepted agricultural jobs on the advice of a loved one but were subsequently enslaved. The CTDC dataset does not indicate whether that loved one was involved in the subsequent enslavement of the victim.

Overall, solutions for the complex problem of agricultural human trafficking victims are not easily found. Many impoverished people are willing to risk their freedom in order to earn an income. The two most viable interventions appear to be economic support, and reduction of victims’ risk via information sharing about trafficker deception.

References available upon request.

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When Markets Leave Segments Underserved: Causes, Consequences, and Possible Solutions to Food Well-Being for Disadvantaged Populations

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Introduction

Although not all marketing actions will contribute to a better world, “on the balance, marketing actions must be understood, designed and measured to help achieve that ideal” (Laczniak and Shultz 2021, p.204). Marketing is particularly situated within organizations to represent the wants and needs of customers, and by extension, society’s interests (Ghoshal 2005). Without being proactive in our role in shaping society, we might find that the marketing profession will be “held in public contempt, further regulated, and could be found on the wrong side of history” (Laczniak and Shultz 2021, p.204). As marketers, serving our customers, we focus on what assortments they need, the price they want to pay, and how to make that happen within the context of extant suppliers and economic conditions. Nevertheless, marketing also shapes society; what we eat, how we dress, what we drive, where we live, how we spend our free time are all aspects of our life that have been—and still are—greatly shaped by marketing. In this research, we aim to provide a better understanding of the challenges, especially for disadvantaged populations, created at the marketing and society interaction. Food is the context of our research due to its connection to quality of life; for example, food alleviates hunger, sustains health, and offers opportunity for socializing. Marketing plays a major role in food well-being and marketing strategies can contribute to food-related problems and solutions alike (Block et al., 2011). Building on these colleagues’ food well-being (FBW) framework, we aim to identify challenges (and propose solutions) within two primary domains of the FWB core: food marketing and food availability.

Food Marketing and Well-Being

The cultural fixation on low prices has its own price. While individuals enjoy the alleged benefits from a good bargain and corporations sell more, the consequences are dire.

Global corporations like Walmart and Aldi capitalize on “every-day-low-price” approaches and, in the current economic climate, more and more companies are competing on price. The easiest marketing road is the one that reduces costs and increases sales—not the one that uses smart offering of value to the customers (The Economist 2013). The low-price strategy however presents numerous problems at the individual and societal levels. Consumers in the United States of America (US) pay less for food than citizens of any other developed country, which questions the way that the food is grown, processed, and sold in the US and around the world (Shell 2009). Another stream of research points to the fact that consumers prefer larger portions because they receive more value for their money (Vermeer, Steenhuis, and Seidell 2010). This preference has been fueled by widely used marketing strategies such as value size pricing, which means pricing larger sizes at a lower price per weight unit than smaller sizes. Unfortunately, this marketing tactic is associated with increased caloric intake, often without noticing that the portion is larger (sometimes double) and without acknowledging more satiety (Rolls, Morris, and Roe 2002). While consumers obtain value for their money, consumption of large portions of high-caloric and high-sugar foods/drinks is linked to health issues such as obesity, diabetes, and heart disease.

This has become an acute problem for the disadvantaged populations. Individuals in lower socioeconomic groups appear to be more price sensitive and thus, more prone to consume low-priced (and less healthy) food products (Paraje 2016). The socioeconomic differences in food consumption trends have been long documented, with lower socioeconomic consumer segments purchasing and consuming higher proportions of food items and/or beverages that are deemed less healthy (Pechey et al. 2013). Research also shows that prices tend to be higher and food quality lower for disadvantaged populations. For instance, the cost of food in the designated food deserts – “areas with limited access to affordable and healthy food” (Dutko, Ver Ploeg, and Farrigan 2012, p. iii)—is often significantly higher than in other areas, even though the residents’ income is lower than that of the general population. Numerous studies found that convenience store and fast-food restaurant prices are higher in food deserts (Chung and Myers 1999; MacDonald and

Nelson 1991), and they are often the main source of food for the residents with limited means of transportation. To sum up, these are but a few examples of how regular marketing practices, especially pricing, negatively impact the health and well-being of consumers from the disadvantaged groups.

Food Availability and Well-Being

Research suggests that areas with poor food access are simply classified as unprofitable for supermarkets or large grocers (Cleary et al. 2018; Ellickson 2007). They have low consumer demand coupled with high costs of locations, and while policies might exist to encourage demand and offset some costs for retailers to enter food deserts (e.g., Supplemental Nutrition Assistance Program or SNAP; Healthy Food Financing Initiative), numerous communities have inadequate access to affordable healthy food (Hughner et al. 2021). Food budgets of individuals and families living in poverty are insufficient to ensure optimum diets (Darmon and Drewnowski 2015), and the consequences can be daunting at individual and societal levels. For example, food insecurity and hunger in children are related to poor health outcomes at all life stages, from weakened attachment to parents in infancy; developmental delays, hyperactivity, poor ability to follow directions, low school performance, obesity, and chronic illness during the school years; higher risk of depression and suicidal ideation, including substance abuse in adolescents; and increased maternal depressive disorders (See Ke and Ford-Jones 2015, for a detailed review of the relevant literature). Low food budgets also imply lower ability to respond to external pressures. Studies of various income quartiles found that price changes greatly affect the behavior of those in higher income brackets, who have room to maneuver and reserves. They behave differently than individuals in the lower income brackets, who are already strapped for resources and judicious in their purchases, and who will give up quality and diversity to maintain calories (D'Souza and Jolliffe 2013).

Access to fresh and nutritious foods is associated with the individuals' socioeconomic status and obesity in the US (Aggarwal et al. 2011; Wilde and Peterman 2006; Langlois and Chandon 2023); moreover, food insecurity may explain the relationship between socioeconomic status and body mass index in women (Beydoun and Wang 2010).

These examples show that, for the disadvantaged populations, market forces result in poor access to healthy, fresh, and nutritious products at affordable prices.

Possible Solutions and Final Remarks

Assortments represent the end result for marketing systems; the impact of the assortments on the quality of life of the relevant community denotes the effectiveness (or ineffectiveness) of a marketing system (Layton 2007). Marketing systems require identifying “the individuals, groups, and entities that comprise the system or systems, and the institutions, infrastructure, artefacts and devices that are part of the system setting and environment” (Layton, 2015, p.306). Having each element of the marketing system working closely with each other in a coordinated manner will define the efficiency and effectiveness of that marketing system. This multi-level coordination is at the center of many concerns expressed by marketers looking at issues such as those related to sustainability or distributive justice, and usage of common resources (Layton 2015). In the food context, researchers have highlighted the negative impact of many well-meaning food-related initiatives, which backfired because not all affected parties were considered in the design of those initiatives (Addis et al. 2022). As we move forward with this evolving research, our goal is to identify solutions, to better the food well-being for disadvantaged populations, by considering the decisions and interactions of key actors within the food marketing system and unique characteristics of the marketing environment (Claudy et al. 2020).

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“Unless You Dispel that Myth”: Stakeholder Perceptions of Exporting Gene Edited Foods and Country of Origin Branding

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Humanity faces many daunting food-related challenges at present. For example, environmental degradation and climate change pressures strain the stability of food security. Advocates propose that gene editing technologies^[1] (GETs) can address some of these issues by rapidly producing gene edited foods^[2] (GEFs) with enhanced quality, increased nutritional value, and greater climate resilience (Karavolias et al. 2021). However, there are also concerns about GETs, including social acceptance (Henderson et al. 2023) and regulatory challenges (Turnbull, Lillemo, and Hvoslef-Eide 2021). Stakeholders (e.g., industry, policymakers, and scientists) with diverging views of GETs, make it difficult to establish the GEFs role in transforming food systems to become more sustainable. Despite much research on GEFs regulatory status and social acceptance, little consideration has been given to how their potential uptake may influence country of origin (COO) branding. COO refers to perceptions attached to goods, such as food products, from a specific country. The act of COO branding involves matching positive images of a country with its products (Roth and Romeo 1992) and is a well-established means of differentiation for agri-food businesses to gain a competitive advantage on international markets (Newman et al. 2014). In debates regarding genetically modified (GM) foods, there were concerns that cultivating GM crops could lead to negative perceptions of food originating from a particular country (Knight, Mather, and Holdsworth 2005). However, not much is known about stakeholder perceptions of exporting GEFs and the role of COO branding in potential GET uptake. This research aims to explore stakeholders’ perceptions in New Zealand, a global leader in food exports, regarding the export of GEFs and the potential impact of COO branding on their potential uptake. To

achieve this aim, we utilised COO as a theoretical lens to interpret the data, guided by the following research questions:

- 1) What are stakeholder perceptions of exporting GEFs?
- 2) How does COO branding influence the potential uptake of GETs in agriculture?

We build on previous macromarketing research on origin labelling (Newman et al. 2014), nation branding (García-de-Frutos and Ortega-Egea 2014; Kerrigan, Shivanandan, and Hede 2012; O'Shaughnessy and O'Shaughnessy 2000), and place branding (Askegaard and Kjeldgaard 2007), arguing that New Zealand as a country brand (understanding brands as semiotic marketing systems) (Conejo and Wooliscroft 2014) is perceived by various stakeholders (e.g., scientists, trade representatives, and not-for-profit organisations (NGOs)) as 'compromised' should GEFs be adopted. For some stakeholders, this rebranding is a concern, for others it is seen as an opportunity.

An interpretivist methodology using qualitative methods was employed to answer the research questions. We conducted 28 semi-structured in-depth interviews with stakeholders in New Zealand. The interviews took place online (via Zoom) between February 2023 and July 2023 and lasted approximately 35 minutes to one hour. Interviewees included representatives from across the food system, including scientists, trade representatives, NGOs, and government agencies. Interviews were audio recorded and transcribed verbatim. The transcripts were analysed and coded using thematic analysis to draw out themes from the data (Braun and Clarke 2006). This involved attaching codes to text in NVivo, a qualitative data analysis tool.

Four key themes emerged from the data analysis. Table 1 provides an overview of the themes, a description, and an example quote from the stakeholder interviews.

Table 1. Key Themes from the Data Analysis

Theme	Description	Example Quote
Perceptions of exporting GEFs	Results uncovered that interviewees perceived exporting GEFs as a possible risk to the New Zealand agri-food industry, considering that consumer appetite for these products was believed to be low or uncertain.	<i>"We export the better part of 95% of our lamb, the better part of 85% of our beef. At the end of the day, if consumers overseas aren't</i>

		<i>wanting to accept it, it's pointless to us”(Industry)</i>
COO effects: Gatekeeper assumptions	Results indicated that interviewees generally believed utilising COO effects held significant value for the New Zealand agri-food industry. Interviewees discussed several versions of New Zealand’s COO brand. However, there were prominent concerns that exporting GEFs might conflict with historical and current imagery used to promote New Zealand agri-food exports.	“We're going out there with a clean, grass-fed model and that's how we're trying to sell to the world. That's how we're trying to drive premium in the market... we've got to be careful that this doesn't cut across the branding for the country around this clean, green, grass-fed product” (Industry)
Nation brand: GM-free nation	Results revealed that interviewees had strong collectively held images of New Zealand as a GM-free country. These images were associated with New Zealand’s portrayal as “clean”, and “green”, key imagery in their nation branding efforts. Some interviewees perceived that the uptake of GETs compromised these efforts.	“There is a school of belief, rightly or wrongly, that our products receive a premium because we are a genetic engineering (GE)-free country” (Scientist)
Brand dissonance: A concern or opportunity	Results uncovered tensions regarding the possible export of GEFs. Some interviewees considered this brand dissonance a concern while others believed it was an opportunity. COO branding influences the potential uptake of GETs in agriculture as uptake could alter established brand meanings.	“I think these new technologies have got a role to play in that revised version of the brand (NZ)” (Trade Representative)

To summarise these results, interviewees were uncertain about the social acceptance of GEFs and possible price premiums, a significant point of interest for stakeholders in food marketing systems more generally (Newman et al. 2014). When it came to COO branding, tensions challenged existing collectively held views regarding positioning New Zealand food exports as “natural” and “GM-free”. Considering that coherent and shared meaning across the market (Conejo and Wooliscroft 2014) has served New Zealand agri-food businesses well, this was a significant concern. On the other hand, some interviewees

discussed the need to take a “leap of faith” and use this as an opening to redefine what the New Zealand brand stood for. There was a perception among New Zealand stakeholders that agribusinesses utilising existing COO branding may suffer damage should GETs be exported. These perceptions were primarily based on assumptions regarding how New Zealand agri-food products are positioned in the minds of consumers in export markets.

These findings lend support to the claim that stakeholders view COO branding as an important factor influencing the potential uptake of GETs. This consideration is currently missing from existing GET debates. We also extend COO theory into GET scholarship and reveal new insights regarding how GET uptake could disrupt perceived consistent messages of existing collective nation branding used by New Zealand’s agri-food industry. Regarding the theoretical implications, we extend COO theory by providing new insights on how collective brand meanings can be viewed as ‘compromised’ among stakeholders. Previous literature on COO branding has primarily discussed positive outcomes that result from strengthening collectively held images within stakeholder networks (Brodie and Benson-Rea 2016). This research, therefore, adds to the understanding of how stakeholder co-creation of COO and nation brands can fracture after being considered a ‘strong brand’. Despite this fracturing in coherent brand meaning, a paradoxical effect occurred whereby some stakeholders saw this brand dissonance as an opportunity rather than a concern. Overall, stakeholders need to recognise COO effects and nation brands can be multifaceted, and the lack of congruency may not result in negative consequences to branding efforts. With this insight we can better understand potential GET uptake, particularly in countries where international trade is important.

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^[1] Gene editing technologies cover a range of techniques. CRISPR-Cas9 (clustered regulatory interspaced short palindromic repeats associated with protein Cas9) is now the dominant technology used to undertake gene editing of organisms. In this article, the authors define gene editing technologies as distinct from genetic modification (GM) which produces organisms containing foreign DNA.

^[2] Gene edited foods are defined as foods developed using GETs and primarily produce foods containing no trace of foreign DNA in the final food product.

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Contesting Frames in Brand Activism: The Controversy Induced by the ‘Milk Myths’ Campaign

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Amidst global crises, consumers are now trusting the corporate world over government and public service providers to take a stand and initiate a change (Edelman 2023). This shift is reflected in a growing interest in brand activism, a rising trend in the corporate world and in marketing research. Activist brands often initiate public debates by taking a stand on controversial issues that are known to divide people and opinions (Bhagwat et al. 2020; Olkkonen and Morsing 2023). Companies can thus seek to gain visibility for their ideas and ethical stands arguing that their goals are in alignment with some ideas of the common good (Murray and Nyberg 2021). Murray and Nyberg (2021, p. 1632) call this strategy frame alignment: making one’s “social construction of reality appear congruent with the interests of the target audience for mobilization”. Different social actors such as companies, regulators, activists, and consumers may seek to do this in framing contests, when non-collaborative actors seek to steer public opinion in their favor (cf. Murray and Nyberg 2021). As shown in this research, brand activism is a public act that has prompted public framing contests between actors who have different interests and draw on different ideas about what matters and what a given situation is about.

In this study, we explore and elucidate a prominent framing contest in Finland, perpetuated by a campaign by Oatly, an oat drink company that is known for using activism in its marketing. The company has highlighted a “need to fundamentally change the food systems [...] because we make ourselves and the planet sick” (Koch 2020, p. 600). However, in its outspoken attacks on the dairy sector, Oatly has also perpetuated conversations about the milk industry’s relationship with education, tradition, and the economy. In these debates, it is visible how ‘politics is personal’: cow milk has been

advertised in Nordic schools and its consumption has been promoted in official nutrition recommendations. The dairy industry also receives substantive agricultural subsidies from the European Union (EU) and the EU school scheme supports the distribution of milk in schools in the region, thus promoting milk consumption. Oatly actively addresses and tackles these various issues in milk production and consumption. As shown in this study, in 2020 it “managed to raise tons of noise and debate” in Finland with its Milk Myths campaign (Oatly n.d.). In this way, it engaged in the politics of sustainability (Levy et al. 2016) but also actively *initiated* a public debate about the role of milk in our breakfast tables, school cafeterias, and in the local economy within the broader conversations about what is considered fair and right. The debate that followed the Milk Myths campaign focused partly on the claims about climate and health impacts of milk consumption made in Oatly’s campaign materials but partly also on the overall role of business in society - whether it is acceptable or not for companies to engage in this type of debate. These events led us to ask: how do different social groups engage in framing contests in a brand activism induced controversy?

Our data focuses on Oatly’s Milk Myths campaign, in which the company aimed to bust common myths about milk by sending a leaflet to families with underaged children. The campaign led to an official notice from the Chamber of Commerce for advertising against good practice and using children's gullibility to Oatly's benefit (Chambers of Commerce 2021) and was largely debated in journalistic and social media. We investigate a versatile dataset of 47 news articles and 4,040 social media posts to dynamic frame contestations in a public debate about milk in the Nordic context. It has been theorized that in these situations of uncertainty, people draw upon different conceptions of worth (Boltanski and Thévenot 2006) to evaluate and contribute to the situation. In public framing contests, actors may justify their own actions or assign responsibility to other actors (Reinecke and Ansari 2016). Thus, we can examine framing contests essentially as attempts to change a situation and reconfigure the power structures in public disputes.

Our study shows how actors, including industries and companies, regulators, self-regulatory bodies, farmers, consumers, activists, and so on, draw on different conceptions

of a common good in different media spaces to justify certain actions and sway public opinion and regulatory decisions in their favor. The campaign engaged with several different understandings of the common good and sparked intense debate about broader topics such as the ethics of milk and dairy consumption in society. The results show that debates revolved around issues such as climate change, human health, animal rights, tradition, education, responsible marketing, and the economy. These results extend research on brand activism by explaining the dynamic borders between brand activism and corporate political activity in the form of public lobbying.

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A Fuzzy Cognitive Map Approach to the Evaluation of Household Food Waste Reduction Interventions: Recommendations for Macromarketers and Policy Makers

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Mitigating food waste stands as a crucial societal challenge, and due to its far-reaching ramifications, research on this issue has garnered increased attention from macromarketing scholars and other policy researchers (e.g., Aschemann-Witzel, Hooge, and Oostindjer 2018; Bolton and Reczek 2022; Cooremans and Geuens 2019; Kunchamboo, Little, and Cheah 2022). The objective of these scholarly endeavors extends beyond merely comprehending the reasons behind consumer waste. It also includes the vital goal of offering specific recommendations to macromarketers and policymakers, guiding their efforts towards the establishment of sustainable societies. For instance, Cooremans and Geuens (2019) advocate for advertising campaigns and education programs and propose incentives or regulations concerning product placement design for items categorized as unpleasant or abnormal. Similarly, Gruber et al. (2016) recommend education programs to heighten awareness and sensitivity to food waste among market actors. Their suggestions also encompass a reevaluation of the existing regulatory environment to provide clearer frameworks for food retailers, including the use of ‘expiration’ labels, flexibility in product shape and form, increased autonomy for in-store food processing, and enhanced autonomy in food redistribution, for instance, through food banks. In addition, Block et al. (2016) propose a reevaluation of the United State of America School lunch policy, particularly the inclusion of vegetables in student trays, a significant portion of which ends up as food waste. The authors also recommend policies to motivate individuals towards composting behavior. Moreover, Mesiranta, Närvänen, and Mattila (2022) critique current approaches to reducing food waste at the individual-country level in

Europe and advocate for a more uniform and collective food waste monitoring system for the European Union member countries.

Despite the escalating interest and recommendations, the global problem of food waste persists, with approximately one-fifth of all produced food worldwide being wasted, primarily at the consumption level (WRAP 2020). This persistence has prompted calls for more research on the intricate interactions among multiple factors leading to food waste (e.g., Bolton and Reczek 2022). The researchers recommend moving from micro perspectives to meso and macro perspectives to formulate more realistic recommendations for food waste policy.

Delving into the existing literature on food waste within public policy and macromarketing areas reveals a significant void concerning the effectiveness of recommendations made over the years. Despite proposing various factors contributing to food waste and potential strategies for its reduction, the effectiveness of these strategies and intervention programs remains underexplored. Reynolds et al. (2019) discuss the costliness of studying intervention consequences, highlighting the limitations of the commonly used method of self-reports due to their divergence from actual waste amounts. The proposed use of control groups is also hindered by challenges in designing reliable field experiments, rendering them challenging and cost-prohibitive. The direct measurement of waste amount through composition analysis, while offering accurate information, requires a longitudinal approach and substantial funding, leading to calls for new methodological approaches in food policy research.

In response to these challenges, this research proposes the utilization of Fuzzy Cognitive Maps (FCM) as a methodology to assess the effectiveness of food waste interventions. FCM has this potential since it provides a consistent base that can be underpinned by theory and previous findings and through which heterogeneous intervention alternatives can be tested and compared.

Cognitive maps, a well-known problem structuring method, are graph-based techniques used to model relations between concepts in various domains (Axelrod 1976). However, the determination of causal relations between variables remains challenging. To address

this complexity, Kosko introduced the FCM methodology in 1986 based on fuzzy logic and neural network methodologies (Papakostas et al. 2008). FCM allows for the expression of causal relations using fuzzy terms, making it suitable for summarizing expert judgments.

As such, the primary objective of this paper is to employ FCM to evaluate the household food waste (HFW) reduction capacity of various intervention alternatives. The study examines eleven real case interventions categorized into Informational Campaigns, New Food Provisioning Systems, and Technological Innovations. By considering interactions among factors, the research demonstrates the impacts of interventions on multiple facets within the HFW system. Ultimately, the study identifies the most and least effective interventions concerning HFW reduction. As, to our best knowledge, the first research that applies FCM methodology within the domain of macromarketing, this research offers a unique way to evaluate the effectiveness of household level food waste prevention initiatives, particularly when reliable and sufficient data cannot be provided. Therefore, the findings, we believe, have important implications for macromarketers and policy makers alike.

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Why Has Japan's Organic Produce Market Not Developed? An Explanation from a Macromarketing Perspective

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Introduction

When examining the reasons for the sluggish growth of Japan's produce market, it is important to consider consumer resistance to organic products. Ram and Sheth, in their classic paper (1989), discuss psychological resistances like value, usage, and tradition, and also offer solutions. Furthermore, studies using the innovation resistance theory framework have analyzed resistance to green products with new values (Szaban and Stefanska 2023). Our analysis reveals that resistance factors affect not only consumers but also all stakeholders, including producers, retailers, wholesalers, and policymakers. Therefore, focusing solely on the exchange between retailers and consumers is insufficient, when analyzing the market's issues. Instead, we need to broaden our scope to include all stakeholders and consider the social, economic, and ecological forces shaping their interactions (Akaka et al. 2021).

A notable solution is the practice of local organic supermarkets, which mediate value co-creation between producers and consumers. This concept is explained within the framework of Service-Dominant (S-D) logic (Vargo and Lush 2004), which aligns well with the macromarketing area. Hence, the contributions to the macromarketing research stem from our approach, emphasizing the importance of considering all stakeholders and applying the S-D logic in analyzing market dynamics.

Structural Inertia in the Japanese Organic Produce Market

When discussing resistance to the purchase of new products or the introduction of new technologies or methods as an organizational problem, organizational theory conceptualizes the tendency of organizations to revert to their existing ways of doing things for stability in the face of change as structural inertia (Hannan and Freeman 1984).

Table 1 focuses on the structural inertia that relates to each of the stakeholders that make up the Japanese organic produce market (Baek et al. 2023).

Table 1. Structural Inertia in the Japanese Organic Produce Market

Consumers • Japanese consumers primarily buy food from supermarkets and prioritize freshness, price, and safety (MAFF 2017), expecting key vegetables such as carrots and onions to be available throughout the year, • Lack of popularity for organic produce is due to its high price and limited availability in local supermarkets, leading to a reliance on farmers' markets and online subscriptions.
Producers • High pest and disease risks in Japan drive conventional agriculture's heavy reliance on pesticides and fertilizers, as opposed to the labor-intensive crop rotation system of organic farming. • Conventional farmers rely on shipping through agricultural cooperatives, which efficiently distribute their products to supermarkets and other outlets via wholesale markets. • Organic producers are hesitant to partner with supermarkets due to the demand for stable vegetable varieties and quantities they cannot always guarantee.
Retailers • Supermarkets aim to meet consumer demand by offering a variety of vegetables at low prices, often sourcing from different regions for year-round availability via wholesale markets (Ikeda 2021). • Challenges in carrying organic vegetables include low consumer demand and difficulty in emphasizing their safety without disparaging conventional options.
Wholesalers • Wholesale markets efficiently source vegetables nationwide but struggle to integrate organic vegetables due to their small-scale production, resulting in low handling rates.
Government • Historically, government policies aimed to modernize farming through increased pesticide and fertilizer use. In 2022, the government launched the "Green Food Strategy" to promote organic farming, but it faces challenges balancing this with support for conventional agriculture.

In the Japanese organic produce market, stakeholders like consumers, producers, and retailers typically operate independently. However, a lack of coordination among them can impede consumer-driven change due to structural inertia. This resistance arises from the reluctance of each stakeholder to adopt organic produce. Most important, these

stakeholders are functionally interdependent, reinforcing structural inertia through their interactions and limiting the actions of others. Additionally, the behavioral patterns of these stakeholders, including policymakers, reflect a focus on modernizing production and distribution, influenced by subconscious values and norms. Despite growing environmental awareness, the predominance of modernization values hinders the transition to a more sustainable society.

Co-Creation as a Solution

To overcome this inertia, a notable example is the practice of “value co-creation” facilitated by a regional organic supermarket named Shunrakuzen. The concept can be explained within the S-D logic framework, where value is co-created through interactions between producers and consumers. Producers may hesitate to grow organic products due to unpredictable quality and quantity, making it challenging to assess their market value. Similarly, consumers may be reluctant to buy organic items because they cannot easily determine if they are truly pesticide and chemical fertilizer-free, leading to concerns about accidentally purchasing non-organic products. This exemplifies market failure due to information asymmetry. To address these challenges, a certification system by a third-party organization has been introduced, but consumer awareness remains low in Japan, and many farmers do not apply for certification due to costs. Alternatively, a partnership between producers and consumers based on trust (referred to as “San-Sho Teikei” in Japan and equivalent to Community Supported Agriculture programs in Europe and the United States of America) offers solutions. Firstly, consumers agree to purchase all agricultural products beforehand, regardless of quality or quantity, enabling producers to cultivate organic produce without risk. However, some consumers may not fully appreciate the value of organic products, which are often smaller and less visually appealing than conventional ones. Secondly, as part of the partnership, meetings and study sessions are actively conducted at production sites to help consumers understand the “value” of organic produce. However, true value can only be understood when consumers grasp the production process. Value co-creation facilitated by Shunrakuzen fosters a relationship of trust, eliminates counterfeit products, and enhances the value of organic products.

Shunrakuzen plays a crucial role in this process by bearing the risk – i.e., taking all the quantities producers want to sell and offering consumers high convenience, as they can purchase only what they need and when they need it, unlike the San-Sho Teikei model.

Theoretical Implications

This research explores the reasons behind the stagnant growth of Japan's organic produce market. It argues that proposing effective solutions requires an analysis that goes beyond the traditional exchange between producers/retailers and consumers, encompassing various stakeholders in the market and considering the values and norms embedded within it. Since Hunt's paper (1977), macromarketing has provided insightful analyses that extend beyond simple dyadic exchanges, delving into the interdependence between society and marketing (Mittelstaedt 2015). This macromarketing perspective forms the basis of the analysis presented in this study. Furthermore, our research examines the compatibility between S-D logic and macromarketing, suggesting potential for further development through their theoretical integration (Hunt 2020; Layton 2008). For example, while S-D logic introduces the concept of service ecosystems (Vargo and Lush 2016), it lacks a comprehensive analysis of stakeholder interactions.

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A Systematic Review of Stakeholder Perceptions of Regenerative Agriculture

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In the agricultural sector globally, sustainability challenges persist, including soil erosion, monoculture vulnerabilities, and environmental issues such as water quality degradation and greenhouse gas emissions (Dominati et al. 2023). One avenue to address these challenges is a paradigm shift away from intensive farming methods towards holistic and environmentally friendly approaches. Organic farming, biodynamics, and regenerative agriculture are gaining prominence, emphasising self-sufficiency and ecological resilience (Dominati et al. 2023).

Global initiatives such as Regenerating Together^[1] illustrate the commitment to regenerative agriculture, with the aim of restoring ecosystems and enhancing farmers' livelihoods (Farmers Weekly 2023). Regenerative agriculture^[2] places emphasis on social models rooted in Indigenous principles, providing a critical foundation for holistic approaches to well-being and soil health (Grelet et al. 2021). In many ways, forms of regenerative agriculture can be seen as Alternative Economies Economy (Campana, Chatzidakis, and Laamanen 2017), or Alternative Food Networks (Michel-Villarreal et al. 2019). Alternative Food Networks are defined as the way in which individuals organise themselves and manage food systems in an 'alternative' and more sustainable way (Michel-Villarreal et al. 2019). These Alternative Food Networks can be characterised by local production and short supply chains and are emerging as a response to the conventional agribusiness "crisis" (Gori and Castellini 2023; Moya et al. 2013).

A concept that has emerged to analyse Alternative Food Networks is embeddedness; this concept helps to frame non-economic values sought by consumers and farmers. Feagan and Morris (2009) found consumer values of local farmers' markets in the United States of America (US), Canada, and Britain to be of social embeddedness

through social interaction, knowledge of vendors, and spatial embeddedness of values such as food freshness and supporting local. Consumers within these networks have also reported a higher perceived quality of life in a study by Neulinger et al. (2020) on subjective well-being and engagement in Alternative Food Networks in Hungary.

Research from a white paper released in Aotearoa New Zealand provided a glimpse of research on a consortium of diverse stakeholders from key sectors in the primary industry including arable, dairy, sheep, beef, and viticulture sectors. The research identified key principles shaping a ‘regenerative mindset,’ offering valuable guidance for navigating the complexities of regenerative farming practices (Grelet et al. 2021). However, to date, the literature does not provide a comprehensive understanding of how different stakeholders perceive regenerative agriculture. Specifically, there is a no holistic understanding of stakeholder perspectives, which include farmers, producers, manufacturers, retailers, consumers, scientists, and governmental agencies. Yet, understanding stakeholder perspectives and socio-cultural values associated with regenerative agriculture is crucial for informing future stakeholder studies to gain a broader and holistic understanding of perceptions as well as helping to further shape context-specific market understandings and definitions of regenerative agriculture. Moreover, providing a ‘voice’ to stakeholders provides a way to truly create a shared and co-created vision for regenerative agriculture. Subsequently, building on the rich history of food research (e.g., Charlebois and Labrecque 2009; Chaudhury and Albinsson 2015; Watson and Ekici 2017), and alternative economies (e.g., Campana, Chatzidakis, and Laamanen 2017) in macromarketing, this study aims to address this gap by conducting a systematic literature review, focusing on academic research on regenerative agriculture from various stakeholder perspectives, particularly emphasizing motives and benefits. We aim to answer the following research question:

RQ: What are the stakeholders’ motives and perceived benefits surrounding regenerative practices?

Our research employs a systematic literature review research method (Chapman 2021). The objective is to identify and synthesize all relevant research addressing a

specific research question, providing a balanced and unbiased summary of the literature (Nightingale 2009). To achieve this goal, the study follows the PRISMA guide for article selection, utilizing databases such as Scopus and Web of Science for systematic searches. Thematic analysis, supported by NVivo, is employed to categorize findings, and identify overarching themes within the literature. The review focuses on academic studies addressing motives and perceived benefits surrounding regenerative agriculture. Overall, this systematic review intends to synthesize existing literature to provide possible theoretical frameworks for subsequent studies, ultimately contributing to a deeper understanding of regenerative agriculture.

Our preliminary findings suggest that most regenerative farming research has explored socio-cultural factors shaping farmers including mindset shifts, wellbeing, and values. For example, O'Connor (2020) explored US farmers' barriers to regenerative agricultural practices adoption, while Seymour and Connelly (2023) took a more-than-human ethic-of-care approach^[3] to understand farmers' well-being and suggested a framework of a 'regenerative mindset' as a method of understanding the connection between a regenerative form of thinking, being, and doing for farmers. A similar approach is taken by Evans (2022) in an ethnography of Aotearoa New Zealand farmers' experiments with regenerative agriculture, where farmers are becoming reacquainted with the experimental nature of farm systems, and this is the start to a redevelopment of agriculture that rebalances the demands of the production-orientated agriculture industry with a way of farming that is 'livable' for all.'

However, despite the momentum within industry and government circles (e.g., COP28^[4]), a notable gap exists in understanding consumers' perspectives on regenerative farming practices and their connection with farmers. While regenerative agriculture is often perceived as an on-farm rural phenomenon, there is a recognition of its dual perspective: on-farm and beyond the farm-gate. Off-farm steps, including marketing, branding, and environmental metrics, complete the production-to-consumer cycle. Although organics has achieved significant market share and much consumer research (see Katt and Meixner 2020; Sohn et al. 2022; Taghikhah et al. 2021), regenerative

agriculture, still in its nascent stages, challenges the conventional production-oriented industry (Dominati et al. 2023).

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^[1] In October 2023, the Sustainable Agriculture Initiative Platform (SAI) introduced the “Regenerating Together” framework, endorsed by a coalition of food producers and agricultural companies, including Danone, Nestle, Unilever, and Cargill, among others. This initiative, involving over 170 international members, aims to promote regenerative agriculture practices for a sustainable food system (Farmers Weekly 2023; SAI 2023).

^[2] The SAI platform defines regenerative agriculture as “an outcome-based farming approach that protects and improves soil health, biodiversity, climate, and water resources while supporting farming business development” (SAI 2023, p.4). This approach emphasizes flexibility and context-specificity, acknowledging the diverse characteristics of farms in terms of production systems, size, assets, and socio-economic and agroecological contexts (SAI 2023).

[3] The utilization of MTH EoC (More-Than-Human Ethic of Care) for analysing transformation is rooted in the literature on more than humanism and geographies of care. This approach emphasises relational connections between humans and the natural world, offering insight into socio-environmental change. A more-than-human ethic proves relevant to the principles of regenerative agriculture (Seymour and Connelly 2023).

[4] COP meetings have convened annually since the Rio Summit to discuss global climate ambition, responsibilities, and the assessment of climate measures. COP21 resulted in the Paris Agreement, aiming to limit global temperature rise to 1.5°C by 2100 and address existing climate impacts (COP28 UAE 2023).

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Understanding the Dynamics of Veganism: Exploring Environmental, Health, and Ethical Perspectives in South Africa

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Introduction

Marketing scholars have omitted diets from the ongoing debates on sustainable consumption, given its impact and link to environmental sustainability (Beverland 2014).

Meat consumption is a large contributor to climate change (Thøgersen 2010). Dietary choices impact various marketing concerns such as sustainability, quality of life, fairness and progress, food security, and gender dynamics (Beverland 2014).

The global vegan food industry is estimated to reach USD 22 billion in 2025 due to ongoing interest in vegan practices (Ahn 2023). South Africa is known to have one of the most extensive biodiversity in the World, but the impact of the meat industry is harming it, as approximately 69% of agricultural land in South Africa is used to feed and breed livestock (Chapman 2015).

There is also little research on factors that influence purchase decisions of vegan products in developing countries such as South Africa, despite studies investigating consumers and their main reasons for adopting a vegan lifestyle (MacInnis and Hodson 2015). Despite numerous studies investigating veganism and its impact on society (MacInnis and Hodson 2015; Twine 2017), little research has been conducted on the influence of age and gender on veganism. Although some studies focused on age and gender as moderators, there is a lack of attention from developing countries such as South Africa. Furthermore, some researchers point out that concerns for personal reasons (such as religion and culture), environmental consciousness, health consciousness, and animal welfare are likely key factors that influence individuals' vegan diets (Chapman 2015; Le and Sabaté 2014).

To address these gaps, this study explores which factors influence South African consumers' purchase intentions towards vegan products and how age and gender influence the adoption of veganism in South Africa.

Literature Review and Hypotheses

Research shows that religion plays a fundamental role for some in following a vegan lifestyle, influencing their food behaviour in multiple ways (Raggiotto, Mason, and Moretti 2018). Religion plays its role in environmental conservation and protection through its beliefs and teachings; it guides the relationship between the individual and nature and offers a moral framework (Ecolife 2017). Also, food is an essential aspect of culture as it is often understood to have a social function. Over time, vegans encounter meat-eating cultures (Oliver 2023). Veganism is constructed in relation to vegan culture and primarily meat-centric society (Oliver 2023). Therefore, this study proposes the following hypotheses:

H1a: Religion is associated with the purchase intention of vegan products.

H1b: Culture is associated with the purchase intention of vegan products.

Environmental consciousness influences consumers' sustainable behaviour (Ahn 2023). Since environmental consciousness is associated with customers' acknowledgement of, value judgments on, and behaviour intentions toward, environmental problems, consumers with a high degree of environmental consciousness are likely to be more worried about environmental safety and more driven toward sustainable behaviours (Ahn 2023). Thus, the following hypothesis was developed:

H2: Environmental consciousness and the purchase intention of vegan products have a positive relationship.

Over the past few years, health consciousness has become a driving force in people's vegan diets (Craig 2009) as they become increasingly aware of the amount of processed meat sold and the preservatives and unhealthy chemicals in many foods. Governments recognise vegan diets due to their health benefits (Beverland 2014). This results in a demand for safe, organic, and healthy products and making healthy eating decisions. Therefore, it is expected that:

H3: Health consciousness and purchase intention of vegan products have a positive relationship.

Animal welfare is another fundamental driving factor in changing vegetarianism and veganism. Some individuals do not believe in the slaughter of animals if there is access to substitutes. In contrast, some vegetarians and vegans choose not to eat meat due to the unethical way animals are kept before slaughter (Chapman 2015). Therefore, this study proposes:

H4: Animal welfare and the purchase intention of vegan products have a positive relationship.

Studies on age and gender are not explored sufficiently in sustainable consumption; studies generally focus on each separately (Bulut, Kökalan Çımrin, and Doğan 2017). According to Adamczyk et al. (2023), societal gender norms contribute to the differing attitudes towards food and eating habits among men and women; eating meat is often associated with masculinity while opting for healthier, smaller meals is typically viewed as feminine. Also, young consumers are seen to exhibit more pro-environmental behaviour when compared to older consumers (Bulut, Kökalan Çımrin, and Doğan 2017). Therefore, it is expected that:

H5: There is a difference in the purchase of vegan products between men and women.

H6: There is an age difference in the purchase of vegan products.

Findings and Macromarketing Implications

Data were collected using an online questionnaire from 156 consumers who live in South Africa and are 18-35 years old. The study tested five constructs, which were measured on a five-point Likert scale. SPSS was used to analyze the data. There were more female respondents (53%) than males (41.6%). Four percent of the participants listed their gender as 'other', and 1.3% preferred not to answer. Almost sixty seven percent of the respondents said they were meat-eaters, followed by 20.1% who listed their diet type as vegetarian. Only 8.1% were vegan. The results suggest that religion and culture impact the purchase intention of vegan products among South Africans. According to Hasan, Wooliscroft, and Ganglmair-Wooliscroft (2023), religious beliefs influence ethical consumption. The study

found that environmental consciousness, health consciousness, and animal welfare positively affect the purchase intention of vegan products among South Africans. This is consistent with Ahn's (2023) and Chapman's (2015) studies. The findings also show that there are differences between the youth age groups (18-24), (25-30), and (30-35) in South Africa; the South African National Youth Policy states that the youth age group is 14-35 (NYP 2020).

The insights of this study extend the work on macromarketing in several ways. Of interest to macromarketing is the understanding of what factors drive vegan purchase intention; the results showed a positive relationship between animal welfare, environmental and health consciousness, and the purchase intention of vegan products. These factors have social consequences in reducing the impact of meat consumption through the purchase intention of vegan products. This makes it possible for marketing campaigns that are tailored to specific groups of consumers. The findings showed no difference in the purchase intention of vegan products between South African men and women. It was also found that animal welfare had the most substantial positive relationship with the purchase intention of vegan products. Vegan products campaigns thus must highlight compassion for animals to increase consumption and discourage products derived from animals. Youth consumers are seen to be the most aware of the impact of meat consumption on the environment and thus are the group most likely to switch to a vegan lifestyle. The youth make up a third of the population in South Africa, which is an ample opportunity from a macromarketing standpoint to drive societal change amongst this group on various sustainable consumption behaviours. Vegan product companies must understand youth consumers and the factors influencing individuals to purchase vegan products, to implement strategies accordingly. One limitation of the study is that only 13 respondents listed their dietary preference as vegan. While this might point to low consumption levels of vegan products amongst youth in South Africa, it creates an opportunity for producers, food retailers, marketers, and government to understand the challenges of the vegan market and find avenues to drive more consumption of vegan products.

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DEGROWTH AND MARKETING

TRACK CHAIRS: Lotte Levelt

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Macro-Social Analysis of Upcycling for a Degrowth Transition in Circular Fashion

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Given global health and ecological crises, academics, governments, and businesses join for a debate on degrowth alternatives to marketing and business as usual (Buch-Hansen 2018). Defined as “equitable downscaling of production and consumption that increases human well-being and enhances ecological conditions” (Schneider et al. 2010, p. 512), degrowth is cited as the sole possible solution to implement a sustainable life (D’Alisa et al. 2014; Lloveras et al. 2022). This transition necessitates broad transformations in macro-economic and societal value systems (D’Alisa et al. 2014). Balancing resource throughput and multi-stakeholder cooperative relations are essential for degrowth transition, which also necessitate reconfiguration of value creation (Latouche 2009).

As circular fashion practices such as repair, renting, and upcycling gain traction, their potentials and limits for a degrowth transition warrant further appraisal (Savini 2023). Upcycling as a fashion action and expression (Fletcher 2008) focuses on circular design and waste minimization, extending clothes’ materiality and reducing resources used (Hinton 2021). Yet, such focus necessitates rethinking of multistakeholder involvement in reconfiguring value creation around waste within planetary limits.

Marketing researchers provided valuable insights into consumer motivations, practices and challenges of upcycling (Bramston and Maycroft 2013; McEachern et al. 2020). However, industry dynamics of upcycling remain understudied. A macro-social marketing approach is required to implement systemic changes such as degrowth in fashion, as opposed to individual changes (Kennedy 2016). Critical accounts of circular economy also highlight the shift from individual consumer to collective responsabilization for waste valuation and minimization practices for degrowth transition (Savini 2023).

Our study aims to explore the industry dynamics of upcycling as a circular fashion practice, and assess its potentials and challenges for degrowth transition (Cristiano et al. 2020). In doing so, we aim to contribute to growing theoretical debate in marketing on degrowth (Lloveras et al. 2022) by bringing empirically supported arguments on the implementation of degrowth principles in circular fashion.

We conducted in-depth interviews with five small upcycling brands, five upcycling fashion designers, three NGOs and knowledge cooperatives for sustainable fashion, and three focus group interviews with textile manufacturers who supply to major fast-fashion retailers, and exporters union in Turkey (major textile hub for Europe). By conducting interviews with various stakeholders in the industry, we aimed to acquire deeper insights into the opportunities and challenges of upcycling and enhance our understanding of the industry for degrowth potentials. We asked their perceptions, motivations and practices of circular fashion in general, and upcycling in particular. We also investigated the scale and scope of their upcycling practices, challenges experienced in practicing upcycling, and solutions to overcome these challenges. We also collected secondary data from archival news media and online data such as podcasts, YouTube videos with upcycling designers and small brands, and designers' and brands' websites and social media accounts, which allowed us to expand our understanding of the industry-level upcycling practices.

Drawing from our data, we organized our findings on one of the major principles of degrowth, conviviality (Illich 1973), and assessed the potentials and limits of upcycling accordingly. Illich's (1973) notion of conviviality refers to instruments and institutions by which humans fulfil their capacity for agency, attain autonomy, meet their needs, and enrich cooperation and social solidarity. Convivial relations are essential for transition to degrowth living (Lloveras et al. 2022). A way to establish such relations is to increase accessibility to material and immaterial necessities to build, use, modify, and adapt the means of production for degrowth transition (Vetter 2018). Our findings reveal that convivial relations ease access to waste for upcycling and thrive through (1) creating knowledge and skill assemblages with personal and local networks, disadvantaged stakeholders (e.g., stay-at-home anatolian women) and knowledge hubs and innovation

coops, (2) preserving local heritage (material and cultural), and (3) platformization of access to waste. Small upcycling brands and designers use upcycling as an activist pedagogical tool to educate consumers and symbolize materiality of clothes and cultural heritage for reestablishing emotional connections with clothes. Hence, not only material but also emotional longevity is aimed, which are essential for degrowth transition (Hankammer et al. 2021).

We argue that conviviality shall not be taken as merely an ethical and moral virtue (Illich 1973), and that the complexity of sociotechnical configurations should be heavily considered, expanding our ontological frameworks towards human and more-than-human convivialities (Gertenbach et al. 2021). Furthermore, current understandings of conviviality as counter to technology (Illich 1973, Lloveras et al. 2022) should be revisited to incorporate the sociomaterial entanglements of human and more-than-humans in a degrowth scenario (Gertenbach et al. 2021). One such entanglement concerns human-waste relationships. Our study reveals that convivial liaisons through technology enable access to share material, equipment, and knowledge through digital waste-sharing platforms. Kostakis et al. (2018, p. 1684) argue that platforms are required to converge digital and knowledge commons with existing physical infrastructures and local manufacturing technologies for degrowth communities to achieve collaborative production. Indeed, the future of circular fashion necessitates commoning of machinery, materials and equipment, forming industrial consortiums for carrying out waste management (Lloveras et al. 2020).

Value of waste is repurposed to not only reduce resource throughput but also to enable donation and gift giving. Findings from focus groups with textile manufacturers emphasize assigning new uses to the material, such as giving the upcycled products to employees and charities. Upcycling is viewed as a convivial tool for donation/gift to employees and charity associations. Gifting emerges as an institutional non-market exchange (D'Alisa et al. 2014) in upcycling initiatives, shifting focus from monetary to social value of waste (Savini 2023). Moreover, suppliers' upcycled collections are positively

received by fast-fashion retailers. However, suppliers mention lack of upcycling literacy in the industry and strive to educate fast-fashion retailers towards this goal.

Consequently, with this research, we contribute to theoretical debates on degrowth by expanding on the convivial relations between humans, waste, and technology, as observed in the current macro-level upcycling practices, and the resulting revaluation of waste to encompass socio-ecological, sociomaterial, and local liaisons.

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The Climate Dilemma: Examining the Nexus of Business (De-)Growth and Climate Mitigation

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This paper examines the intersection of decarbonisation and business growth. Scientists have underscored the importance of limiting global warming to 1.5 degrees to avoid some of the most radical consequences of climate change (IPCC 2022). However, the assessment of current emission pledges and actions provides little indication that the Paris Agreement commitments can be met (Climate Action Tracker 2023; IPCC 2022; Mastini, Kallis, and Hickel 2021).

Whether a sufficient scale back in global emissions can occur under the dominant economic growth paradigm has been questioned (Mastini, Kallis, and Hickel 2021). Advocates of green growth propose that new technologies can help achieve economic growth and climate goals simultaneously, but others have challenged the potential of green growth can achieve the scale of absolute decoupling required (Mastini, Kallis, and Hickel 2021). Degrowth literature suggests a critical lens on economic growth imperatives. Hickel (2021) defines degrowth as ‘a planned reduction of energy and resource throughput designed to bring the economy back into balance with the living world in a way that reduces inequality and improves human well-being’ (p. 1106). In this paper degrowth is explored as a strategy for planned emission reductions within for-profit businesses, whether achieved by degrowth marketing, or other methods.

Many businesses are investigating how to scale back their emissions, and researchers have examined the practices and motivations behind these efforts (c.f., Glienke and Guenther 2016). Green marketing has allowed organisations to promote their green credentials while seeking to increase production/consumption, i.e., green business growth (Lloveras et al. 2022). Businesses have achieved climate-friendly credentials by improving their emission-intensity (relative decoupling). The dual objectives of absolute decarbonisation and business growth are often more complicated: the degrowth view does not easily align with

the dominant modus operandi of for-profit businesses, i.e., largely driven by profit and revenue growth objectives (Cadez and Czerny 2016; Hinton 2021; Nesterova 2020; Nikula 2022).

This paper explores decarbonisation goals of for-profit businesses in relation to their economic de/growth objectives, and the role of marketing in this nexus. Understanding of organisational realities is critical in order to make sense of the macro-level complexities of pursuing growth and decarbonisation. The discussion is based on quantitative and qualitative data of for-profit businesses decarbonising on a voluntary basis.

The data on whether businesses were able to reduce their emissions consisted of third-party audited inventories of 31 New Zealand-based businesses, including Scope 1, 2, & 3, and emission intensity data. The complementary interview data (N = 12) provides further insights into the question of whether contraction/degrowth was considered as a method to reduce emissions, and to explore the link between marketing and decarbonisation, i.e., was climate mitigation a marketing strategy to attract consumers, or was marketing utilised to achieve decarbonisation goals?

The decarbonisation results were mixed. Most businesses (71 %) had reduced their gross emissions, while around one-third (29 %) reported an increase in gross emissions. Eighteen businesses (58 %) had both reduced their gross emissions and improved their emission intensity. Ten businesses reported mixed results and two businesses reported increased gross emissions together with worse emission intensity. One business had no emission intensity data. Various decarbonisation strategies were listed, such as reducing travel, energy efficiency measures, and electrification. Degrowth marketing or decrease in production were not mentioned.

The interviews supported the green growth/marketing approach: climate mitigation activities had to align with business growth targets, and climate credentials were used in B2B/B2C marketing. Preferred decarbonisation involved transition to low-emission energy sources, more energy-efficient practices, new technology, and optimisation of freight/business travel. Some of the businesses encouraged consumers to make less carbon-intensive choices, such as opting for low-emission shipping modes. However, none

of the businesses talked about using marketing to promote less/anti-consumption (Chatzidakis and Lee 2013). When prompted, a few respondents engaged with the tension between growth and emissions. De-growth/contraction was considered unfeasible.

The results show that businesses can successfully decarbonise, but this often need to occur within the constraints of acceptable levels of business growth, thus, better aligning with the green growth lens. Many businesses have yet to engage with the degrowth/degrowth marketing debates, or related strategies. Given the urgency of climate action, it is critical to begin involving more businesses in the degrowth debate to make the tensions between decarbonisation and growth, along with associated marketing and other business choices, more visible.

Further research should explore the complexities and limitations of applying a degrowth lens to individual organisations without considering their business model (e.g., does it meet a basic human need and/or improve human well-being?), and the extent to which a degrowth strategy that limits production within an individual organisation can result in unintended macro-level outcomes (Cadez & Czerny, 2016; Nikula, 2022). Furthermore, a longitudinal analysis of decarbonisation trajectories would be required to verify whether the progress reported in this paper was temporal or sustained in the long-term.

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Adopting demarketing as provocation and challenge

Exploring demarketing with commercial marketeers for a society beyond growth.

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Abstract

This article reports on a Participatory Action Research with marketing practitioners with whom we collaboratively explored marketing to address overproduction and overconsumption, since there is a notable lack of co-inquiry with marketing practitioners from commercial companies imagining marketing's role in a post-growth era. In this project, researchers and marketers from a range of practice contexts, with various levels of experience, met as co-inquirers around *demarketing*. Results indicate that the professional marketers who participated in this study are genuinely concerned about the adverse effects of their profession and are seriously looking for alternatives. Partly thanks to them, we have concluded that demarketing as a term has the potential to question current marketing theory and practice at a fundamental level. Demarketing is described as a process to fundamentally reform marketing as the world needs marketing to reform: questioning endless growth of demand as the function of marketing, questioning the market as a utopian organising principle, and questioning the power of marketers to control consumer behaviour. As such, demarketing can co-evolve with degrowth and deconsumption to address social violations and ecological overshoot.

Introduction

What is the relevance of marketing in a society in which we need to produce and consume less to stay within planetary boundaries? More than ever before, the state of the world demands from us that we not only ask this question but also look for answers. Indeed, in

the mid-twentieth century, marketing authors began to raise concerns about the neglect of social and environmental impacts in marketing practice (Katrandjiev, 2016). In 1971, the *Journal of Marketing* published an article by Harold Kassarian, the first marketing article that explicitly engaged with environmental issues (Lloveras et al., 2022). It triggered the birth of various marketing streams concerned with the future of our living environment, such as ecological marketing, green marketing, and environmental marketing (for an overview, see Lloveras et al., 2022). Nevertheless, marketing has not been able to shift towards even the slightest degree of sustainability. On the contrary, it has continued to stimulate consumption, in most cases at the expense of people and the planet. The transformation of marketing needs a far more significant proposition than what passes for responsible marketing today.

The fact that marketing has such a poor record in improving social and ecological conditions is hardly surprising: *“Historically, modern marketing thrived in a world dominated by expansive capitalism and its promises of boundless consumption [and economic growth]. In such a world, considerations of ecological limits to growth have been an afterthought at best, and, at worst, were simply absent”* (Lloveras et al., 2022, p. 17). Times have changed, however, and crises have deepened. Climate change and biodiversity loss are intensifying, and their impacts are becoming more evident. When drafting this article, we have had the warmest July ever (Ogasa, 2023), and ice-regrowth has seen an anomaly scientists find difficult to explain (Gilbert & Holmes, 2023). In California, it has become exceedingly difficult to insure a house against wildfire because the chance of occurrence has become too big (Lin, 2023). Many species are threatened with extinction, which is why some researchers say that our planet has entered the sixth mass extinction (Ceballos et al., 2015). In addition to ecological collapse and the climate emergency, we are increasingly aware of the injustice: much of Western material prosperity has not benefited everyone equally, and negative externalities have often fallen on those who have not benefited from progress in its entirety. Production capacity mainly benefits shareholders, and cheap products and services are at the core of overconsumption, which means people are exploited, especially in the global South. Moreover, the global North has

made communities elsewhere dependent on an economic system and a way of life of which the negative externalities are making their living areas uninhabitable first.

As a response to an increase in environmental awareness, collective efforts under the name of *green growth* - aimed at making our growing consumption and production system more energy and material efficient - have led to products and services that are more sustainable than some years ago. The environmental benefits of technological developments are apparent in products like electric cars, LED lighting and more energy-efficient household products. However, the original energy efficiency advantage of many consumption goods is cancelled by the growth in consumption resulting from it, an effect known as Jevon's paradox; when things get more energy efficient, people tend to use more of them or use them more often. Additional attempts to save energy and raw material throughput are often sought in the circular economy. In a perfectly circular economy, all resources are completely reused, waste does not exist, and resources are not depleted. Unfortunately, according to last year's circularity gap report (Circle Economy, 2023), there is no progress whatsoever in the circularity of the economy. On the contrary, more virgin materials than ever are being used.

What is left out of scope by green growth proponents are the fundamental contradictions of capitalism, driving our societies to overshoot planetary boundaries and ignore social injustice (Polewsky, Hankammer, Kleer, & Antons, 2024). Therefore, the provocative term degrowth was introduced to demand recognition of these contradictions and to raise awareness about the existence of objective limits to growth and human activity that need to be addressed democratically and fairly: "*Degrowth - décroissance- was initially and remains at its core a provocation*" (Pineault, 2019, p. 251). Kallis and March (2018, p. 326) elaborate: "*The purpose of using a negation for a positive project is not to frighten but to overcome a fear (...) [It is] the fear of a future without growth that has to be confronted if the discussion for a future outside of capitalism is to open up*". As could be expected, degrowth is often criticised as vague, politically improbable, and unappealing (nobody wants less) (Parrique, 2019) and often hyperbolised with the accusation of suggesting going back to living in caves. Yet, the degrowth movement is rapidly growing larger. For an illustration of

this movement, see the mentioning of the terms in English literature in Figure 1. From an obscure topic a couple of years ago, the last Beyond Growth conference held at the European Parliament in 2023 was attended by thousands of people who found themselves in an echo chamber of proponents searching for the ‘how’ and not the ‘whether’, going beyond degrowth as a provocation, embracing degrowth as a challenge, like Pineault (2019) proposed.

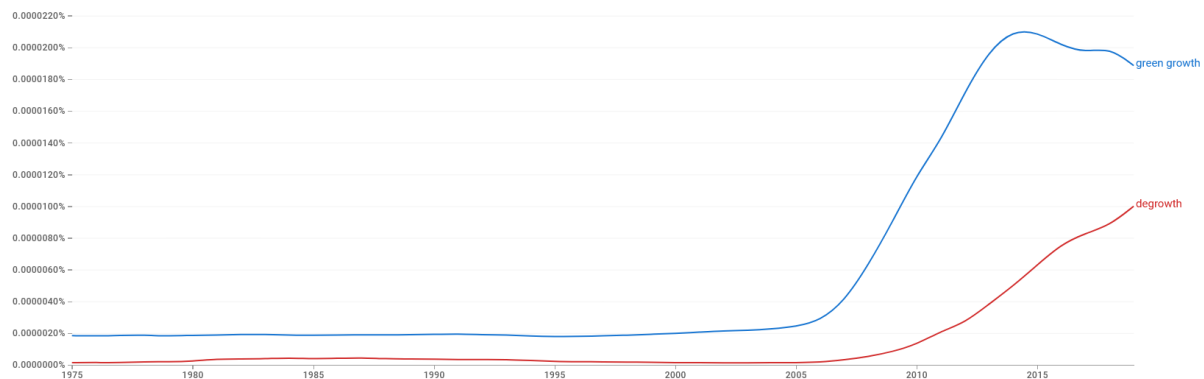


Figure 1: Google Ngram of 'green growth' (blue) and 'degrowth' (red)

https://books.google.com/ngrams/graph?content=green+growth%2Cdegrowth&year_start=1975&year_end=2019&corpus=en-2019&smoothing=3

As an accompanying social movement, anti-consumption, minimalism, and other forms of *voluntary deconsumption* are gaining attention and followers. Voluntary deconsumption is the act to voluntarily (though it can be questioned how voluntary it feels in the face of anticipated catastrophe) consuming less or not at all. Experienced proponents, considering themselves a small but significant opposition, try to convince others to reduce unnecessary consumption by bringing forward the positive consequences: an elevated state of being (e.g., feeling more freedom, more purpose and less stress), reformulated and realigned non-materialistic self-identities and feelings of inclusion into meaningful movements of positive change (Dugar, 2017).

Although the debate between proponents of economic growth and degrowth is far from completed (Polewsky, Hankammer, Kleer, & Antons, 2024) and the economic growth discourse is still predominant in everyday life, it is obvious to us that marketing scholars and practitioners cannot stay sidelined in this debate. As a bare minimum, they need to

think about the consequences of degrowth and deconsumption for marketing. Fortunately, we notice that various marketers *want* to take a proactive role in transforming the imaginary of endless growth and accompanying ‘malpractice’ in marketing. However, we do not see such rethinking taking place in any substantial and coordinated way in practice. Therefore, we decided to start this research of which the first stages are presented in this article. We report the results of a Participatory Action Research with marketing practitioners in the Netherlands. These marketers volunteered to participate because they were convinced that current- day marketing is problematic and will not be fit for the future. By participating, they hoped not only to develop new insights about marketing, but to gain a new perspective for their professional careers as marketers.

As a theoretical starting point for our exploration of the role and relevance of marketing for degrowth, we turned to the concept of *demarketing*, which Kotler and Levy introduced in the early seventies. The reason for turning to demarketing is that, like *degrowth*, it was introduced as a provocation of the idea that marketing should always grow demand. However, as we will explain in the next section, demarketing never successfully challenged marketing theory and practice, probably because it was never meant as an actual provocation. Introduced by ‘the establishment of marketing’ itself, it did not question the fundamentals of marketing, business as usual, and capitalism as degrowth does. If demarketing is to help us open a fundamental discussion, reflection, and profound search for alternatives in the way degrowth does, the concept needs to be further developed.

Conceptualising demarketing

The first proposal for defining the term demarketing in the literature is described in an article by Kotler and Levy published in Harvard Business Review in 1971. *“This instructive and sometimes amusing analysis answers [...] questions that have never before been raised in HBR.”* the magazine headlined. It challenged existing beliefs about marketing. The article explicitly broke with the idea that marketing is only about growing demand. They defined demarketing as: *“that aspect of marketing that deals with discouraging customers*

in general or a certain class of customers in particular on either a temporary or permanent basis". (Kotler & Levy, 1971, p. 75)

The article was published at the time of 'the great inflation' and 'the third consumer movement'. Spurred by a growing public concern, companies and governments pledged to protect the environment more. If marketing were only about growing demand, it would logically become superfluous and undesirable. Contrary to what critical non-marketers claimed, marketing would remain valuable, according to Kotler and Levy. They claimed that marketing was as relevant to the 'problem' of demand growth as it was to reduction. The marketing mix remained relevant to manage demand for a supply-demand balance. The central issue that the marketer could continue to work on was maintaining customer relationships, whether demand needed to grow or shrink. They concluded the article with the statement that the term demarketing was not necessary because demarketing practice is marketing 'as usual'. The term was only meant to "*dramatize semantically*" (Kotler & Levy, 1971, p. 80). It is fair to say that Kotler and Levy's definition and analysis did not indicate an intended contribution to a more sustainable and more equitable production-consumption system. It was (merely) a response to questions about the relevance of marketing in times of scarcity.

After the publication of the article, some reports appeared on applications of demarketing, such as reducing the pressure on public facilities with demarketing, demarketing of tobacco products and alcohol, and demarketing of places that suffer from over-tourism (Lawrence & Mekoth, 2023). While concerns about the environment and the limits to economic and population growth continued to increase initially, deregulation, market-based mechanisms and technological innovation became central to environmental policy and quite effectively swept away concerns about limits to growth. Logically, green, sustainable, and social marketing emerged to match this green growth zeitgeist.

A new branch: green demarketing

More recently, demarketing has been linked to (social) sustainability in literature (see (Lawrence & Mekoth, 2023) for a literature review). In an article about reinventing marketing

in the context of sustainability, precisely 40 years after the publication of his first article, Kotler explicitly advised the use of demarketing for this purpose (Kotler, 2011). Another six years later, when for many, the consequences of our climate and ecological crisis became highly noticeable, and the debate about the limits to growth flared up again, Kotler even welcomed the world into “*the age of demarketing*” (Kotler, 2017, p.124). In this chapter of his autobiography, Kotler presented demarketing as a strategy that governments could apply with social support to be able to consider earthly limits.

But what about demarketing in commercial companies? Is it not a waste of time and energy - and frustrating to the bone for the ‘responsibilised consumer’ (the active creation and management of consumers as moral subjects where social, financial, and environmental problems are framed as matters of their individual market choice to (de)consume) (Giesler & Veresiu, 2014) - when demarketing for sustainability is adopted by governments, while commercial marketers remain unquestionably growth-oriented?

Fortunately, there are some notable exceptions of demarketing by commercial marketers, but they are not always found under the term demarketing. In a literature review, Gossen, Ziesemer, & Schrader (2019) analysed reasons and potential practices for commercial marketers to promote *sufficiency* (i.e., a feeling of enough) *in consumption* which also contradicts the growth-oriented purpose of marketing, but linguistically in a less provocative manner. Reasons to promote sufficiency in consumption (not necessarily sufficiency in market share and profits) are: (1) society demands companies to adopt more responsibility, and thus not shift the burden to consumers alone; (2) companies can have altruistic motives to respond to social and ecological overshoot; and (3) companies promote sufficiency in consumption as a strategic response to stay in business now that the voluntary deconsumption movement is growing larger.

Adopting demarketing as provocation and challenge

The original conceptualization of demarketing as a provocative thought to enhance the relevance of marketing in times of economic inflation, has only recently been expanded to include reduction of demand out of ecological and social concerns. Also, other

fundamental contradictions, besides growing demand as main function, of current day marketing are not addressed. There is still much more work to do before we understand how demarketing can be employed as a serious alternative to destructive current-day marketing. The Participatory Action Research presented in this article was designed to engage in in-depth dialogues with Dutch marketing professionals as co-researchers. The researchers wanted to let common sense emerge, infused with practical experience, to explore what demarketing should provoke, according to concerned practitioners in commercial companies, to increase the possibility of a transition to a fairer and more sustainable production and consumption system and what hinders and eases accepting demarketing as a challenge. Therefore, there were three main questions for the dialogues: (1) which negative consequences of current day marketing should demarketing reverse, (2) which fundamental contradictions of current day marketing could demarketing provoke and (3) what is it like for a commercial marketeer to embrace demarketing as a challenge in practice?

Methodology

Participatory Action Research (PAR) (Kindon, Pain, & Kesby, 2007) was adopted as most appropriate for this research seeking to contribute to a transformation of marketing practice. A sensitizing phase and two reflective workshops were at the heart of the research design and will be discussed in detail below. The researchers participated in the workshops as co-inquirers, reflecting and acting as part of the collective learning process, whilst also analysing and interpreting the data.

Participants

The researchers wrote an inviting blog post for the Dutch Marketing Association (NIMA) asking for volunteers. The signups that followed ($n=20$) and some direct invitations offered us eleven ($n = 11$) marketing practitioners willing and able to join the first session. They were working within a range of practice contexts in commercial companies, employed in a variety of roles with a variety of years of experience (Table 1). Fourteen people, including

the authors, joined the first session. Of the eleven participants who started the project, six could not participate in the second workshop, but indicated that they were interested in staying informed of the outcomes and follow-up. The second workshop was held with ten people, including a business partner of one of our participants and a fellow marketing researcher. All participants indicated that they cooperated out of an interest in contributing to a more ethical and sustainable practice and to address an issue with marketing that they felt deeply.

Pseudonym	Current context	Current role	Started working in	Joined the 2 nd session	Main reason(s) to participate
1: Imme	Sustainable marketing agency	Owner	1998	Yes	Would like to contribute to more sustainable marketing
2: Jamie	Systemic marketing agency	Owner	2004	Yes, as a facilitator of 2 nd session with business partner	To integrate earth as a partner in marketing practice
3: Fen	Blinds reseller	Marketing manager	2006	Yes	Interested in how to change the mindset internally of selling as much as possible (instead of repair)
4: Stevie	Energy and oil company	Interim growth marketer	2010	No	Concerned about how marketing is practiced
5: Jacky	Interior design for health institutions	CEO	1998	No	Wants to introduce more sustainability into the company
6: Lenny	Social job search agency	Manager marketing & communication	1987	No	Feels uneasy with the title marketer as it is not social enough. Looking for alternatives.
7: Jaël	Energy supplier	Brand manager	2014	No	Frustrated by greenwashing and other malpractice
8: Billy	Commercial economics faculty	Graduate intern	-	No	Upon direct invitation, being noticed as a student who challenges the status quo of marketing
9: Mees	Commercial economics faculty	Graduate intern	-	No	Upon direct invitation, being noticed as a student who challenges the status quo of marketing
10: Savi	Marketing Strategy agency	Owner	1997	Yes	It fits the desire to reposition as a professional
11: Misha	Product based company	Marketing & retail specialist, product launch specialist	2005	Yes	Upon direct invitation, being known by one of the researchers as a marketing professional with a holistic view of societal/ecological impact

Table 1: Overview of participants

Action reflection cycle

The data generation methods consisted of a sensitizing booklet and two four-hour reflective face-to-face workshops over a three-month period. Participants received the

sensitizing workbook with exercises during the summer break prior to the first workshop. The idea behind the sensitization exercises, commonly used in design research, is that it can bring unconscious beliefs into conscious awareness and thereby make these beliefs available for sharing during the first workshop (Sanders & Stappers, 2012). Questions in the workbook helped participants analyse how we got where we are today and made them reflect on the possible contribution of demarketing in a more desirable marketing practice. They were asked to answer questions in a way that matched their preference: a collage, timeline, catchy statement, or something else. The workbook started by asking to formulate issues to which they thought demarketing could be an adequate response. Furthermore, they were asked to report on their personal process of becoming aware of this issue, what attempts they had seen to address the issue, and their ideas about why the issue persists. The workbook ended with a conclusion: a formulation of a central deadlock, surrounded by supporting beliefs visualised in a map.

The first workshop included an introduction to the aim and to collective learning (based on (Wierdsma, 2012) and (Weisbord & Janoff, 2000)), after which participants shared their reflections on the central deadlocks as prepared in the sensitizing assignment. Participants then developed new perspectives on demarketing and were asked to reflect on a small tilt they could make in their daily practice. We wrapped the session up with a conversation about the follow-up.

One of the participants, a trained (by the Hellinger institute) and experienced facilitator of systemic constellations saw a match with her work on systemic exploration and offered to organize the second workshop with her business partner. A systemic constellation creates a dynamic model of a system, using individuals who represent different elements of the system (e.g., actors, places) to reveal and transform its patterns and dynamics that remain otherwise hidden (Ritter & Zamierowski, 2021). Systemic constellations were initially applied in therapy known as family constellations, but practice and literature have expanded to also address organizations, societal transformation contexts and multi-stakeholder issues (Ritter & Zamierowski, 2021). The systemic constellation provided the research community with a unique way of engaging in dialogue and collecting insights.

To prepare the workshop on constellations, the facilitators co-designed the session with the authors. In the second workshop, before starting the constellations, participants reflected on their experiences since the previous workshop and the first outcomes were shared and discussed. Then one of the authors - who is vocally advocating a transformation of marketing through teaching and authoring books and blog posts for several years now - brought a question to the table as a starting point for the constellation: What is the role of marketing research in the bigger picture? With help of the facilitators, he decided which elements of the system to include in the constellation (earth, the consumer, marketing practice, marketing theory, organizations and affected communities) and who was to embody these elements in three rounds: past, present, and future. As representatives, participants were invited to find a position in the room that felt right, and they were asked to respond spontaneously, sharing each felt experience from that place. They were told not to play a role but to become present and available to any sensations, images, and thoughts. They were also invited to move if they felt the need. Directly after the constellation, the whole group engaged in dialogue and shared experiences and thoughts building on the feeling-as-information principle (Livotova & Livotov, 2015).

Data generation and evaluation of outcomes by participants

The generated data, meeting minutes and products of exercises were first analysed by means of several rounds of open coding to let themes emerge, followed by focused coding to support abductive reasoning (Timmermans & Tavory, 2022). The themes that emerged were then shared with the participants for validation and evaluation. The first draft of this paper was also shared, and feedback was processed in the definitive version.

Findings and discussion

In this section, findings from the data analyses will be presented and discussed in relation to existing literature and structured according to the three questions for dialogue introduced before.

Research question 1: which negative consequences of current day marketing should demarketing reverse?

Based on both sessions, the consensus was that both marketing practice and theory play a key role in fuelling: (1) dissatisfaction; (2) overconsumption; and (3) hyper individualism. Demarketing should reverse these negative consequences of the marketing discipline. These three topics will be elaborated on in separate paragraphs, after which we will zoom in on how participants became aware of these issues and wrap up with a short reportage of the systemic constellations on the issues and the role of marketing and how it contributed to our dialogues.

Negative impact of marketing and consumption on people's happiness and quality of life by fuelling dissatisfaction with the status quo

First, the marketing professionals that participated in this research referred to the direct negative impact of marketing on people's happiness. Marketers, brands, and companies offer false promises of happiness through consumption, appealing to the attraction of the new. There is an unhealthy addiction to consumption in Western societies, stemming from a permanent feeling of dissatisfaction that is fuelled by companies, and calmed by a purchase, but only briefly.

"In Western countries, there is little satisfaction that people try to compensate for by consuming. This is fuelled by companies." (Jaël)

"A purchase often serves to fill a void, but it only fulfils for a very short time." (Jacky)

"Marketing contributes to this, because everything (your phone, car, house, vacations, clothes, etc.) must be nicer, faster, and newer." (Jamie)

These reflections are consistent with older ideas about conspicuous consumption where people seek status through consumption, but never manage to end this search, resulting in a permanent feeling of having to keep up (Veblen, 1899). Also, more recent research addresses the link between happiness and advertising specifically. A large quantitative

study, using longitudinal data from 27 European countries linking an increase in advertising spend to a reduction in life satisfaction (Michel, Sovinsky, Proto, & Oswald, 2019).

As an alternative, demarketing should promote a feeling of enough and increase the appreciation for and the repairability of the stuff that has already been bought, contributing to lifespan extension, as Gossen, Ziesemer, & Schrader (2019) also summarised in their review on marketing to promote sufficiency in consumption.

"Demarketing could focus on getting the most out of products that have already been sold. For example, by promoting lifespan extension and setting up a good customer journey for repair or replacing parts yourself." (Fen)

Negative effects of marketing and overconsumption on fair distribution of costs and benefits and the (long-term) liveability of our planet (for communities elsewhere)

Secondly, the marketing practitioners in this study expressed that marketing also has a negative impact on quality of life because it encourages overconsumption which threatens the viability of the planet in terms of biodiversity loss, pollution, waste, climate change and depletion of natural resources, which is also acknowledged in literature in which marketing is put forward as one of the main drivers for overshoot (e.g. Merz et al., 2023). In addition, marketing contributes to the exploitation of people.

"It drives overconsumption resulting in the depletion of natural resources, exploitation of people, global warming, loss of biodiversity, etc." (Imme)

"Overconsumption: the depletion of the earth's natural resources. And, of course, all pollution at the micro and macro level caused by overconsumption. The urgency is becoming clearer, as problems become increasingly clear (PFAS, forest fires and myopia, for example)." (Stevie)

"This is precisely what is relevant to keep the earth habitable in the coming decades and for future generations." (Savi)

What demarketing could do in this regard is support the deconsumption movement and contribute to changes at the symbolic level of consumption, where we move away from fostering materialism to a focus on long-term well-being for people and the planet.

“The use of marketing skills/tools to combat overconsumption and materialism with the aim of long-term well-being for people and planet.” (Imme)

“Demarketing can help to contribute to - or provide insight into - changes in personal needs” (Jacky)

Negative effects of marketing on our social fabric due to a hyper-focus on the individual and advertising as a business model for polarising platforms

Lastly, the deterioration of our 'social fabric' is a recurring theme among the participants. They see increasing polarization and less room for dialogue. The way we organize our economy is linked to the exploitation of people and an unfair distribution of resources, and marketing contributes to this trend through a hyper-focus on the individual. At the same time, these individuals are only addressed as potential consumers. Some authors in marketing (and industrial design) have proposed that individuals should be addressed as human beings instead; marketing should not only be concerned with short-term hedonistic wants but address long-term interests as well (e.g. (Russell & Buck, 2020).

“The problem is that our society, and our marketing, is focused on the individual, while we are connected to each other and connected to nature.” (Misha)

Another observed problem is that marketers are sponsoring social media platforms that are failing to take responsibility for preventing the spread of fake news and polarisation by spending advertising budgets on these platforms. Demarketing could address this issue by reducing the use of social media for their activities and turning towards (local) newspapers and other trusted news platforms instead, accepting a decrease in effective targeting, that social media platforms enable. In addition, companies could support the social fabric by spending advertising money on (local) clubs and initiatives, making it easier for these initiatives to be economically viable.

“But I totally agree, because you just mentioned marketing and the use of Meta and Google, for me that's also a bit of the same social trend as what I was referring to, that you foster that conflict to ensure that people continue to consume and stay active on the socials. So that's also a thing that we, as marketers, have to try to get rid of. That gives a whole new palette of challenges.” (Fen)

Becoming aware of issues

Most participants reported that their awareness of the abovementioned issues of marketing and the pursuit of growth in general grew slowly. Some also mentioned specific events that spurred their awareness, such as the COVID crisis, changing jobs, coming across a specific insight in a course or book, or becoming a parent.

“It's a gradual process for me, that I became aware of the one-sided approach to economic growth.” (Savi)

“Also, insights that sustainable growth is an oxymoron, and that the greatest shortcoming of the human race is man's ability to understand the exponential function.” (Jacky)

“Corona made me much more aware. When planes stopped flying and the air became cleaner. When the shops were closed, and we could finally wear our full wardrobe and we found out if the car is superfluous. When our health and personal lives came first, and all material things became less important.” (Jamie)

For everyone, becoming more aware affected both their private decision-making (e.g., what stuff to buy, having children or not) and their professional decision-making as a marketer (e.g., how to develop oneself, the right company to work for). Becoming more aware often resulted in a search for meaning in one's work and a parallel feeling of alienation from business as usual.

“Even my desire to have children one day is affected” (Billy)

“I wanted to delve more into this, and I also noticed that launching new products no longer made me happy, and I wanted to contribute to stimulating overconsumption no longer, and wanted work with more meaning. That's when I decided to learn more about sustainability and combine it with marketing.” (Imme)

“It made me aware and that it is important to work from my heart. That's where the real satisfaction lies.” (Jamie)

Exploring issues and the role of marketing by systemic constellations

The systemic constellations contributed to deepen awareness and gave an opportunity to reflect on the role of marketing theory too, which remained unexplored in the first dialogue. In reporting the experiences in the constellations, we will refer to every representative with a capitalised first letter.

In the constellation on the past, Marketing practice had no contact with Earth, as it was not considered important. The attention of Marketing practice was vested into Organizations and The consumer, but it was also difficult to see The consumer for Marketing practice. The attention of Marketing theory went to Marketing practice. Marketing theory considered herself as a neutral actor in this constellation. After an invitation to move, Organisations felt happy that The consumer was in better sight. Marketing theory now wanted to see The consumer and Organisations too. She felt seen and wanted to be seen, perhaps suggesting the institutionalisation of the marketing discipline (Hunt, 2020). When in a last move, the Affected communities reported to feel a stomach-ache, there was a sudden awareness with Marketing theory that marketing theory is not neutral, but catalyses the effectiveness of Organisations and Marketing practice, which is also causing harm to Affected communities.

In the constellation of the present, Earth remained seated. He did not seek to join in into this violence. The consumer was now called The human being, but it felt fake to her, suggesting that a change of words from customer/consumer to human (being), as mentioned earlier, is not enough. She felt deeply sad and severely nauseous, perhaps reflecting the negative consequences on consumers as discussed before. Marketing theory

felt restless, which might reflect a current struggle of relevance and fragmentation (Hunt, 2020). Marketing practice has difficulty contacting The human being, and The human being wanted to get away from Marketing practice, perhaps reflecting social movements like anti-consumption as brought forward in the introduction. The human being was invited to make a move and moved next to Earth. This move felt of vital importance to have a future. Marketing practice was happy that The human being moved next to Earth. *“Now I can couple them. This is how I want to earn my money. If human beings make this move, I can start right away.”* However, to The human being, Marketing theory felt like a crucial support to make the actions of Organisations and Marketing practice bearable. Affected communities remained quiet and distant; she had no contact at all. *“No one cares about me. I feel like I have been sidelined.”* An awareness rose that The human being in this constellation was more properly called “western consumer”, as Affected communities remained disconnected. This constellation raised awareness amongst participants that affected communities are often left out of the sustainability transition, also by marketing theory.

In the constellation of the future, Earth walked away from a forming circle loudly laughing. She experienced a lot of irritation. Marketing practice and Organisations felt disappointed by this reaction. They had such good intentions. Marketing practice started wondering whether there was still a place for him. Marketing theory considered herself a step ahead of Marketing practice having a more macro perspective on the discipline. She wanted to share knowledge but did not know how and Marketing practice felt sceptical towards her. As part of an intervention to see what would happen, Marketing practice was removed from the constellation. Immediately, Marketing practice was missed: Organisations shrugged and concluded that they had to do marketing themselves, but this deeply concerned The consumer, and Marketing theory started wondering: *“So, what am I still doing here?”* Then Earth made an inclusive gesture to get Marketing practice back in. By the time Marketing practice came back, a deep transformation had taken place. There was a connection between the various elements - where this was not the case in the past and present. Marketing practice indicated that he remained totally confused as to why he had been

removed from the system in the first place. He was unaware of any negative consequences of his presence and mostly focussed on his good intentions.

Systemic constellations work does not give conclusive answers and reproducibility remains underexplored (Livotova & Livotov, 2015) and we have experienced that translating constellations to words and recognize what was felt as information is a challenge.

However, this experiment with constellation work, made possible by one of our participants, did bring additional insights to our dialogue, it did deepen awareness of known issues by providing a bodily experience and it did bring forward important, yet somewhat uncomfortable questions that will linger in our research community for a while that perhaps have an even more fundamental negating power than what we will present as answers to our second question 'what should demarketing provoke?' in the next paragraph: Will marketing practice (and in extension marketing theory because one does not exist without the other), despite good intentions, have a place in the future? How to increase awareness of catalysing destructive consequences of business as usual by marketing research? And how can academics play a much bigger role in transforming the marketing discipline, helping practitioners to become more aware - or more caring about - of undesired macro-consequences, like those destructive consequences for the easily neglected communities elsewhere and help shape alternatives?

Research Question 2: which fundamental contradictions of current day marketing could demarketing provoke?

Exploring the negating power of demarketing, we find that the word demarketing was indeed experienced as provocative by our research community - as once intended by the redaction of HBR, Kotler and Levy. The capacity to make room for transformation and discarding non-serving theories and models to become more future-proof was acknowledged.

"Demarketing is the process of getting rid of what is no longer appropriate and subservient within how marketing is, so that the understanding and execution of this discipline

becomes and remains future proof. Re-marketing is also needed: the development of new (strategy) tools and processes." (Misha)

One participant doubted whether demarketing was still capable of helping to make room for the kind of rethinking that is needed, because it has already been coined and charged with meaning. It was also questioned whether demarketing is the right term for the kind of marketing we should be doing. This is a familiar issue for degrowth, because the term asserts uncomfortableness, yet the negation is perceived as powerful for confronting anxiety: a world without growth (Kallis & March, 2018), and in our case a world without marketing.

"And on the other hand, we are also stuck with what is already defined before, because as we take a word like demarketing, that Kotler has already defined in a certain way, does it help us to break free?" (Jamie)

"Demarketing doesn't cover what I long for: I don't want less but more value" (Lenny)

For demarketing, we identified three specific negations that demarketing could and perhaps should serve: (1) reducing demand (and making the remaining more conscious); (2) reducing markets; and (3) discarding manipulation, which will be discussed in separate paragraphs again.

Reducing demand

The first and most dominant negation, both in the dialogue, in literature, and in practice, is that demarketing should be about reducing demand for (some) products and services. This should not be done from an organizational perspective to match supply and demand when it is difficult to increase supply, as Kotler and Levy (1971) argued in their initial demarketing article, but from a social or ecological perspective, as more recent literature suggests (Lawrence & Mekoth, 2023). In other words, demarketing is aimed at consuming less and especially less harmful, by increasing people's awareness of the consequences of consumption and their general motivation *not* to buy.

"In my view, the current definition of demarketing has a commercial connotation: the thought or intention to reduce or stop demand is done in the interest of the company. Decrease demand when a company (e.g. due to the production process) cannot meet demand. Or reducing demand due to a low profit margin (in certain regions, segments, etc.)" (Jacky)

"Where marketing stands for increasing interest in a particular product or service, demarketing stands for raising awareness when buying." (Jamie)

"Making certain products or services less attractive with the idea of reducing demand" (Lenny)

"In other words, consume less and consume 'better': sustainable products, products that last longer, circular products. Influencing people to make sustainable choices, thus stimulating sustainable behavioural change." (Imme)

"In my opinion, demarketing should have a social connotation or purpose: in connection with world scarcity and the environment, producing some goods is no longer desirable and demarketing should contribute to the realization that we do not actually need everything we buy. This applies to goods and services!" (Jacky)

Reducing markets

Demarketing was also imagined contributing to the creation of a different socio-economic system. A system that relies less on market (forces), that 'demarkets' certain parts of our society. If marketers can create and develop markets over time, referred to by Kotler (1986) as *megamarketing*, they might be able to do the reverse. Participants showed an interest in this function of demarketing as they see the free market as an organising principle that does not work (anymore) in our time nor for the challenges we face. Moving towards fundamentally different organising principles is a process, and demarketing is part of that process. Herenboeren was mentioned as an example. Herenboeren in the Netherlands is an initiative that is copied by several communities to collectively produce and share food, which is a customary practice related to voluntary deconsumption as a response to

increased awareness of unsustainable provision systems (Pocas Ribeiro, 2023). These reflections on demarketing certain parts of our society are consistent with other academics seeking alternatives to a free-market logic resulting in ideas described by, among others, the foundational economy (Bentham et al., 2013), universal basic services (Coote, Kasliwal, & Percy, 2019), and commoning (Bollier, 2020).

"Demarketing is a derivative of the social/societal/political conviction that the world can no longer go on like this, both economically and ecologically, and that different systems thinking is necessary." (Jacky)

"Telling the other story can "demarket" our society" (Imme)

Discarding manipulation

The third negation of demarketing that was explored was that demarketing should be about letting go of manipulation, telling honest stories, transparency, integrity, and trusting consumer decision-making. To clarify, influencing becomes manipulation if the methods used undermine the decision-making process of the other person (Susser, Roessler, & Nissenbaum, 2019). When marketers 'hinder' consumer's ability to make good decisions (social, for themselves and/or for the ecology) in favour of the organization for which they work – for example, by providing wrong, incorrect information, by deliberately omitting less attractive information, or by using opaque seduction methods – consumers are being manipulated. Because the abovementioned practices are common, our participants noticed that, as marketers, they are not viewed as credible by others and that marketing activities are seen as manipulative. This image of marketing is recognised when they look at some fellow marketers, but it is not the image they want to identify with.

"Yet I also get it, those prejudices and the fear of being misled by those beautiful stories of marketers." (Lenny)

"From a corporate perspective, it [demarketing] represents integrity and honesty; As a company, do you dare to be honest about what you sell?" (Jamie)

"Don't impose choices, but act on the basis of trust" (Jaël)

"And what would it be like if big clothing brands were honest about the production process or waste they create? Wouldn't consumers have to make more conscious choices?"

(Jamie)

Research Question 3: what is it like for a commercial marketer to embrace demarketing as a challenge in practice?

Barriers to employing demarketing

Although participants would like to see more (de)marketing to address issues as just defined, they also feel stuck in the current socio-economic system, of which marketing is a part, making it impossible to employ a genuine demarketing strategy overnight. A system in which financial goals such as profit and growth are leading, opposes the way practitioners would like to put demarketing to use. The societal definition of business success is one-sided, and even our governments are governed by financial parameters. Everyone acknowledges that in a world where profit and growth are loudest, it is difficult to produce a different voice.

"Governments and corporations have become addicted to growth." (Savi)

"More profit is always better." (Imme)

Convinced as they are that change can only happen collectively, participants experience that changing as an individual in a complex system is not only hard but also feels useless or counterproductive. If you stop doing 'bad' things, someone else (e.g. a competitor) will take advantage of the situation. Moreover, the diversity of interests and actors makes it unclear who is responsible for addressing societal challenges and who should make a move. Every effort is likely to be countered: actors in power maintain the current system because they benefit from it, which is self-authorized by a low moral standard.

"What do we leave behind? I feel powerless." (Fen)

“It is difficult to change and to accept the disadvantages of less consumption (for all parties) Also, the urgency may not always have felt high.” (Stevie)

“If our business stops with..., someone else will take over.” (Stevie)

“Many brands engage in greenwashing. Companies are not always honest and transparent about the value they add and do not take responsibility for value destroyed.” (Jaël)

Participants feel that there is little room for long-term thinking. There seems to be a lot of attention paid to the short-term among companies, and little attention is paid to the long-term consequences. Moreover, organisations focus on the interests of the organisation itself and its customers, but there is a lack of awareness of interdependence.

“In my [company name] time, [company name] gave revenue, growth, and a reduction of the footprint as main objectives for the company. These were not integrally linked to each other in models and processes. No need to guess which of the two will die under pressure of the other at the end of the fiscal year.” (Misha)

“We have forgotten the earth as a partner. We need to reconnect. Also, as marketing. Think and act more relational.” (Jamie)

Finally, there are practical obstacles for those who want to do things differently. For example, more circular business operations require people who are trained differently and who are not readily available. Repairs are often more expensive than new products, and repairable products are not always available. In a competitive market, operating truly sustainably might mean going out of business.

“Replacement is also more interesting for our entrepreneurs [than repair], more cash, better margins and relatively few assembly hours. You will get more out of your assembly team in times when staff is scarce.” (Fen)

“If I go really sustainable, I'll be overtaken by a competitor.” (Misha)

Reflecting on the role of marketing in the bigger picture, participants are bothered by marketing's reputation. Marketers are not trusted. Marketing is only focused on financial

gain. Marketing misleads. The deep distrust in what marketing does and causes makes it difficult for marketers who want to do things differently, because if marketing produces novel ideas or views, they are likely to be viewed with suspicion. Moreover, marketing lacks the theory, models, and resources to really do things differently.

"A distrust that is so ingrained that when I took a course on CSRD last year, amid financials, the lecturer told the group that 'you always have to watch out for those marketing people'".

(Lenny)

"Patagonia came up with the message 'don't buy this jacket' to activate consumers not to buy anything they don't need. A notable example of demarketing, right? Or is it just clever marketing?" (Mees)

"There are no proven holistic marketing tools, which makes it difficult to steer towards higher goals than sales and fulfilling individual needs." (Misha)

The barriers to implementing demarketing we found in our study are quite consistent with the ones that are reported in the review study on marketing for sufficiency (Gossen, Ziesemer, & Schrader, 2019). They made a distinction between systemic (growth paradigm, consumerist culture, freedom of consumer decision-making) and organisational barriers (orientating on sales and profits, short-term shareholder value, image). We also found some additional barriers, such as the current image of marketing or the shortage of qualified personnel.

Opportunities for employing demarketing

Whereas the review study on marketing for sufficiency identified barriers and not opportunities (Gossen, Ziesemer, & Schrader, 2019), participants in our study observed several hopeful developments, despite the challenges we face and the complexity of these challenges. First, they see a general trend in society that people, more than before, dare to challenge long-held views and are actively involved in the dialogue about change.

"I believe we need to look and think bigger. And that we must be willing to let go of existing ideas, theories and working methods. That we need to look more at the desired result. What do we really want? When will marketing make sense again? The solution lies elsewhere."

(Jamie)

"Many people are already struggling with the problems of hyper-consumerism, the rat race, individualization, and digitization. Some even show the desire to leave society" (Jacky)

"I don't recall that the problem has been tried to solve to this extent or scale before. Maybe on a small scale by activist or intrinsically motivated entrepreneurs, but not to the extent that it is now getting attention and more followers" (Imme)

This trend is supported by top-down change in terms of laws and regulations, most notably the Corporate Sustainability Reporting Directive (CSRD). Secondly, participants are also hopeful when it comes to bottom-up change from economic actors. They see consumers with changing preferences and entrepreneurs becoming more ambitious when it comes to achieving positive impact, although expectations for the transformation of larger companies remain low.

"Recently, I visited an accountancy firm to investigate how I, as a marketer, can contribute to raising awareness among clients that the introduction of the CSRD offers opportunities. Opportunities to add value as a company and to make a positive contribution to the impact on people, the environment and society through business operations. Integrated reporting is not an end, but a means aimed at creating a regenerative and meaningful society."

(Lenny)

"When consumer behaviour changes, the consumer society changes" (Mees)".

"I believe in entrepreneurship as part of the solution". (Savi)

"I believe that start-ups and scale-ups and SMEs with owners or investors who are focused on the long term and growth in the broadest sense of the word can best bring about disruption in business operations, including a new status quo in marketing. To discover and

develop strategies with new norms and values within these companies. Large companies can then change too” (Misha)

Thirdly, employing demarketing could offer commercial companies a long-term competitive advantage, as we have seen with the use of demarketing in previous research (Armstrong Soule & Reich, 2015).

“Starting on time can also give you an advantage over competitors. Sustainability will also be a factor in the choice of more consumers.” (Fen)

Finally, as society changes, participants also draw hope from an opportunity for profound transformation in marketing: a co-evolution. Marketing can foster relationships within (e.g. with financials) and outside the organization and shift its focus to societal relevance, going beyond marketing as a consumer interface to marketing as a societal interface (Sodhi, 2011).

“It is a change of era. This requires existential choices about how we deal with political, social, economic, and ecological issues. Also in the field of marketing.” (Misha)

“So, it [marketing] is about relationship, relevance and listening” (Lenny).

“I believe that in close cooperation with the other business disciplines, an integrated approach is most sustainable and contributes to a reliable and honest brand. It is not reserved for the marketers in an organization.” (Lenny)

Experiences of employing demarketing

As is to be expected when you step outside the box and blaze new trails, participants confessed that it did feel lonely. It can be scary to speak up about concerns and ideas for change, especially if the proposed direction is still vague, ill-defined, difficult to measure and if tools and frameworks are still lacking. Moreover, sustainability as a topic often evokes strong reactions. Trying to contribute to a transformation can be a frustrating experience when faced with resistance and can create feelings of powerlessness about

true impact. It requires a lot of commitment and perseverance to change the system. Having to say yes to ‘business as usual’ due to financial or peer pressure, for example, can lead to distress of conscience because deeply held values are at stake (Weintrobe, 2020). It helps to be working in a mission-driven company with colleagues from different disciplines who are supportive of a change of (marketing) paradigm.

“I feel a lot of guilt. I want to do it right. I want to be a value director.” (Lenny)

“I feel a lot of frustration as an individual. The feeling of getting stuck, but also a lot of energy.” (Stevie)

“What I noticed, was that I was looking ridiculously hard for models, strategies, KPIs to be able to show: hey, this is what I have achieved. [...] if the objective is long-term well-being for all, we don't really have that yet. We must create, design, and develop that future together. So then I thought, yes, I should let go of that. We are so used to wanting to quantify everything or be able to proof it or throw it into fixed states.” (Imme)

“I am now also exploring the interim path, which is new to me, so that already indicates that there is pressure. And then, of course, I try to find sustainable, socially responsible assignments. But a friend who is going to think along with me who works for a company that delivers directly to the offshore. “Yes, one day a week and it's right up your alley. You've already done this at other companies, haven't you?” [...] And especially if you are going to make a kind of shift, that you first stood for something, as a marketer, or as a human being. Of course, that image is constructed. And then you must rebrand that. Trying to reinvent yourself. But of course, that also takes time for people to get used to that. And then you must be clear: what is it that you're bringing?” (Savi)

"You can endure a shit storm, if you believe in what you're doing" (Jaël)

Reflections on joining the dialogues

The time between the two workshops was considered too short to reflect on any real change, apart from some obvious suggestions not to boost sales as much as possible. Yet,

the marketing professionals indicated that participation in the research project had set something in motion inside of them. The workshops contributed to the feeling of not being alone in the chaos. Noticing a sense of urgency for change and searching for a transformation of marketing together with other concerned professionals, gives hope and breaks with the idea that other generations would not worry about this.

“Seeing another generation really concerned gives me hope” (Billy)

Participants showed a great willingness and desire to move forward and participate in initiatives to come. Not only as being part of this research community but also to make more noise in general, start small experiments, and reach out to other disciplines.

“I’m excited to start my new job and to discuss that sustainability/CSR/reducing consumption goes beyond just marketing. I feel proud that I can do that organization-wide in my new job. I feel like I’m going to add positive value that way.” (Mees)

“As a result of the first session, I immediately asked if we could look at it from a systemic perspective. So yes, the first session did set something in motion in me.” (Jamie)

“I think it’s really interesting, it just takes time. I would like to be there again next time.”
(Savi)

Conclusion

The marketing professionals who participated in our research shared the sense of urgency

Lloveras et al. 2022 (p.17) put forward: *“further work is urgently needed to put this [degrowth] agenda at the centre of marketing thought and praxis, so that marketers can begin to contribute towards this paradigm shift both within and beyond academia.”* A

radical decrease in material and energy throughput is needed, which is not delivered by more efficiency and cleaner technology alone. However, current-day marketing falls short in concepts and practical tools that would enable us to effectively mitigate the crises that we face. Since its introduction in the seventies, demarketing - the first concept in marketing that questions demand growth – has failed to challenge business as usual. On the contrary,

demarketing was presented as a counterstrategy for governments to deal with environmental and social issues caused by problematic consumption in the free market. A peculiar presentation and a strategy unlikely to be effective given the fact that governments hardly produce or sell goods, nor do they have large enough marketing budgets to be a productive counterforce. Moreover, moral decision making is a burden given away to the end of the value chain: the consumer. For demarketing to be truly effective in such a way that our production and consumption system can function within social and planetary boundaries, it needs to be redefined accordingly. Demarketing as presented in this paper, goes beyond demarketing as demand management (Lawrence & Mekoth, 2023) and beyond sufficiency (Gossen, Ziesemer, & Schrader, 2019) because it brings forward new ideas: some products and services should not be exchanged on a market or/and be brought (back) to other forms of social production and distribution, and when is power over consumer behaviour justified? Whereas more social definitions of marketing are formulated that propose marketing to have “*value for customers, clients, partners, and society at large*”, in this example by the AMA (2017), the meaning of marketing practice in the public opinion seems to have become synonymous to manipulating consumer behaviour for organisational purposes and propositions for transforming marketing until now seems to be focussed on changing organisational purposes to be more social or sustainable (e.g. Merz et al., 2023), but little attention goes to the accumulation of ‘power over’, through increasing knowledge of consumer behaviour and advancing technologies enabling that power to accumulate and whether that is justifiable.

What began as an exploration of the meaning of demarketing with practitioners became an inquiry into a transformation of marketing by practitioners and researchers who experience severe discomfort with their own discipline. Building on Hirschman (1972), we have several options to act on this discomfort: (1) exit, which entails finding another job, not as a commercial marketer; (2) loyalty, which means leaving ethics at the front door to accommodate business as usual; or (3) voice, which means speaking up and trying to contribute to transformation. Participants in our study clearly opted for the latter and agreed that their discipline is still worth their effort. And they believe that transformation is

possible because something needs to change for marketing to have a future. In general, something needs to change in the socioeconomic system for humanity to have a future. They also see that change is already underway. People are increasingly getting involved in the dialogue about change. New legislation that supports the desired change is becoming effective. Consumer awareness is rising, preferences are changing, and voluntary deconsumption movements are gaining momentum. More entrepreneurs are taking significant steps to become more ecologically and socially sustainable and concrete efforts for other forms of organising production, distribution and consumption are undertaken. Overall, the feeling is that the group of people who want change and who are working on change is growing, and their influence is increasing. It helps those who are worried about the future of marketing not to feel alone in their attempt to change it, something our action research seems to have achieved simply by bringing concerned professionals together.

Future research

Our research has just begun. We expect that there will be more fundamental contradictions in current day marketing that need to be re-examined than the three themes that emerged in the study reported here. As a research community of practitioners and academics, we wish to invite other interested and concerned marketing professionals, as we believe there are more marketers with good intentions but without adequate alternatives. In the meantime, we have received other applications for joining our research community. Our sample presented in this paper was dominated by marketers who chose ‘voice’ as the strategy to cope with their concerns, but it might be interesting to expand our exploration to those who recently chose to ‘exit’ or the ones who choose ‘loyalty.’ The latter group could provide us with insight into effective strategies to make them choose ‘voice’ too.

Finally, participants expressed a desire for more experimenting (muddling) in practice, which we did not do in these first steps. In terms of the model on collective learning of Wierdsma (2012), we descended to the underlying principles of marketing using

constellation work and the negating power of demarketing, but the exploration of the consequences of being a marketer or marketing researcher according to new principles for our ideas about marketing, insights, rules, and behaviour needs to be continued. Through further research with our community on demarketing, we plan to give further substance to the great need for a drastic overhaul of marketing theory, models, and tools (Lloveras, Marshall, Vandeventer, & Pansera, 2022).

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Social and Ecological Value Cocreation: An Approach to Advancing Degrowth-Oriented Practices^[i]

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“Of course we want growth. The degrowth people are crazy, I call them the bourgeoisie bohème” (Mariana Mazzucato).^[iii]

Abstract

This paper argues that the value cocreation approach can help advance degrowth-oriented economic practices. It constructs a theoretical framework based on value cocreation and the public interest perspective. From these two perspectives, the two major distinctions of valuator/beneficiary and private/nonprivate value are drawn and used to generate a value cocreation canvas. This canvas is instrumental in identifying strategies that can promote the cocreation of nonprivate and social/public value, respectively. In the light of this paper’s approach, degrowth practices can emerge from engaging in appropriate modes of value cocreation that are based on reflected needs, justified or justifiable with reference to the knowledge gained by degrowth scholars.

Introduction

The climate crisis and the many other crises we have been facing for decades pose an existential threat to many societies and deepen inequalities within and between them. This anthropocentric perspective needs to be broadened to include nonhuman beings (animals and plants) and the state of ecosystems on this planet. Degrowth scholars see growth strategies as the source of the wicked problems facing human societies (Lloveras and Quinn 2017). They oppose the view that continuing on the GDP-oriented growth path can contribute to solving these problems and improving the well-being of people or future

generations on this planet. Among the reasons for this view is that the resources this planet can provide to sustain the Western lifestyle are not only limited, but already overexploited.

The call for papers for the track “Degrowth & Marketing” defines “degrowth” “as an equitable downscaling of production and consumption to increase human well-being and enhance our environmental conditions.” Germany, but not only Germany, is a long way from adopting such a policy. Instead, we observe a fearful adherence to the ideology of growth in German politics and media. For example, a renowned German economist concluded from the weakness of German economic growth over the past four years: “Without growth in the form of increases in personal wealth, the thread that held German society together is missing” (Handelsblatt Morning Briefing 2024). In his view, it was not democracy or any other value^[iii] that held German society together, but personal wealth based on growth. In a world where human well-being is so closely tied to the upscaling of production and consumption, degrowth squares with a climate of anxiety dominated by claims of impending welfare losses from “green policies” of eating less meat, using less land, consuming less energy, or flying less. Degrowth perspectives, especially radical degrowth ideas associated with post-capitalism or alternative economies (Haase, Becker and Pick 2017; Lloveras and Quinn 2017), are stigmatized as backward-looking, parochial, or narrow-minded.^[iv]

Moreover, new technologies such as carbon capture or hydrogen fuel technology are seen as instrumental to solve the wicked problems without requiring changes in the way and amount we produce, use, and value resources (Hickel and Jason 2022; Ribero and Soromenho-Marques 2022a, b). The narratives of the liberal and conservative parties in Germany revolve around the alleged loss of freedom and scope for action, i.e. the paternalism they claim to have observed in connection with the so-called “green policies.” This critical, paternalistic narrative has managed to dominate public discourses on German climate change policy, and it limits its effectiveness. Thus, we observe that the necessary transformation of our economies lacks a compelling narrative that works in the long term, i.e., can bridge liberal and ethical perspectives on economic action, and can motivate actors to reflect on their needs and change their market and nonmarket behavior.

This paper explores the potential of a social and ecological value cocreation approach to analyze a “positive” narrative for advancing transformation discourses, that is, to change the semantics of the respective policies from a loss to a gain perspective. Drawing on the concept of social value cocreation (Haase 2021), first applied to social enterprises, I will show that a change of perspective is possible and can be reasonably linked to degrowth ideas. In an attempt to provide a positive narrative, this paper links the value cocreation and degrowth perspectives. The name “social-ecological value cocreation” is derived from the value* categories used to assess the benefits of value cocreation to nonhuman (social and natural) entities.

The concept of degrowth is embroiled in elaborate debates that address a wide range of issues, including economic growth, resource depletion, the relationship between the global North and the global South, decolonialization, social movements, global and local environmental policy, the purpose of business, and socio-economic action. This paper addresses only those aspects of possible degrowth policies or practices depicted at the left part of Figure 1:

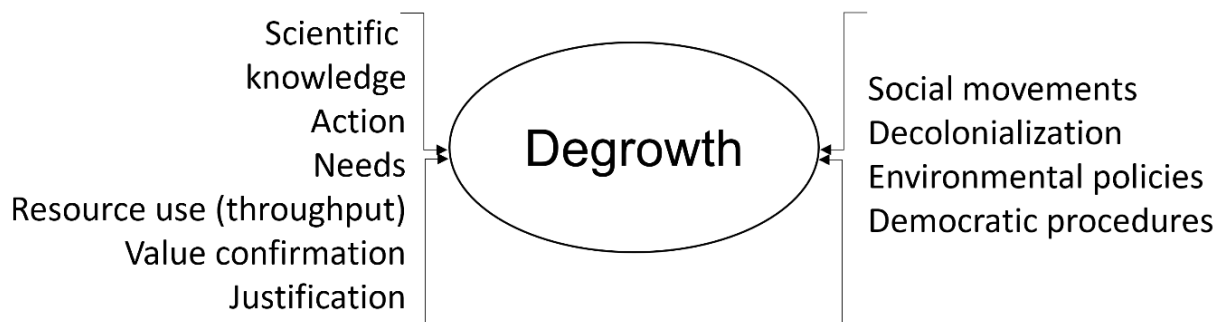


Figure 1: Sources of degrowth policies and practices.

The theoretical framework of the paper builds on the value cocreation approach and the public interest perspective to argue that value cocreation can be undertaken with the goal

of generating both private and nonprivate value. This may sound trivial, but it requires specifying the procedures that can generate nonprivate value. The paper contrasts the *invisible hand approach* (Aydinoyat 2008; Sugden 2018), according to which private and nonprivate value are cocreated *uno actu*^[v], with a *visible hand approach*, according to which the majority of actors must intentionally choose strategies that link private and nonprivate value cocreation.

Private value is determined by the actors themselves and is aligned with private interests. The term “nonprivate value,” aligned with the public interest, can refer to different categories of axiological *values**, such as social, ecological, public, or economic values*. To make the two main contributions of this paper, I draw primarily on perspectives from macromarketing, service-dominant (S-D) logic, economics, and public management: First, the distinction between private and nonprivate value is adapted with reference to the concept of collective needs, which originates from German political economy or *Staatswirtschaftslehre* (Sax 1887; Sturn 2010; Weinberger 1925). Second, a cocreation canvas that can guide the strategic choices mentioned above is presented based on the theoretical analysis (Figure 2).

The value cocreation perspective, which is constantly evolving in marketing ethics (Haase 2015; Laczniaik and Santos 2011; Santos and Laczniaik 2009) and social science research, including marketing, public management, and social enterprise, is seen as an alternative to market failure approaches in public policy and social enterprise studies (Mazzucato 2023; Haase 2021; Bozeman 2002). In these fields of research, “cocreation” is mainly used in the context of “value” (for marketing, see McColl-Kennedy and Cheung 2019). Anchored in the axioms of service-dominant (S-D) logic, value cocreation is an important but still somewhat fuzzy concept. Confusion may arise from the diffuse meaning of “value,” as well as from the applications of the concept of cocreation at different levels of analysis (micro, meso, macro, and mega [Frow and Payne 2019]; Laczniaik and Santos 2011; Vargo 2008) and its relationship to multiple issues such as division of labor, market interaction, or market making.

My approach is in the camp of subjective value theories in that it does not assume that value is inherent in objects or their attributes (for Adam Smith, see Shapiro 1993). This excludes the view that firms (or other organizations) can *create value for* their customers or clients (McColl-Kennedy and Cheung 2019). Theories of action explain how actors act in the social world. Economics is known (and criticized) for its theories of rational action, which are perhaps the most striking example of the fact that scientific theories of rational action and the everyday theories of life-world actors systematically fall apart (Rona-Tas 2019; Svetlova 2021). This is also true for valuation theories. I am referring in particular to the approaches developed by French pragmatic sociology (see, for example, Heinich 2020). Therefore, a distinction must be made between the level of scientific theory and the level of everyday theory.

This is the case with Carl Menger's (1968 [1923]) theory of needs, which is my point of reference for several reasons: (i) it separates needs from valuations (thus separating needs from choice); (ii) it includes the distinction between purpose and need (thus emphasizing reflection on and justification of needs); (iii) it explores action in a dynamic setting (thus giving attention to theories of expectation, uncertainty, and change); and (iv) it is nonpsychologistic but not anti-psychologistic (thus leaving room for extending the concept of needs to nonhuman entities^[vi] and theoretical abstractions [such as society]). This paper focuses on three of the four, without going into how expectations get formed. Menger (1968 [1923]) has also dealt with collective needs, but from an individualistic perspective in which collective needs are grounded in individual needs. I add what is missing in this approach, namely a nonindividualistic approach to collective needs.

The paper is organized as follows: The second and third sections introduce the theoretical framework. The cocreation of private and nonprivate value is introduced in the second section. The third section presents Menger's theory of needs and the cocreation canvas. To the distinctions between private and nonprivate value and valuator and beneficiary, introduced in section two, the third section introduces the different types of actors (individuals, associations [Verbände], the state) and the different options for action

illustrated in this *configuration space for cocreation* or *cocreation canvas*. This framework allows a precise language to be used in the discourses associated with the various dimensions of degrowth (Figure 2); and it can strengthen the arguments of those discourse participants who prefer to analyze degrowth within a “positively transformative” framework (Laczniak and Santos 2011, p. 142).

The penultimate section examines the normative aspects of the modes of value cocreation illustrated in Figure 2. Based on the insights gained from degrowth research and their connection to the *truth of needs* called for by Menger, a social experiment conducted in collaboration between a discounter and its customers and the conclusions drawn from it are discussed. The final section presents the conclusions of the paper.

Cocreation of Private and Nonprivate Value

In this section, I introduce the two distinctions between private and nonprivate value, and between the valuator and the beneficiary and then relate them to Menger’s objectivist reading of needs and to his views on collective needs.

Value (Co-)Creation and Valuation

I refer to the meaning of the terms “value,” “value creation” and “value cocreation” in the S-D logic. “Value” is defined as “an emergent, positively or negatively valenced change in the well-being or viability of a particular system/actor” (Glossary 2019a, p. 740). “Value creation” refers to the processes, procedures, or activities (or valuation practices) that lead to the determination of value (Kjellberg 2019). And, finally, “value cocreation” is defined as “The process through which multiple actors, often unaware of each other, jointly contribute to an actor’s well-being” (Glossary 2019b, p. 740). Despite the positive connotation of the term “value,” “cocreation” does not mean that there is always a beneficiary. Valuations can lead to negative assessments, i.e. value destruction instead of value creation (Echeverri and Skålén 2011). In other words, the values determined can be negative. While value results

from valuation (Haase 2021, 2020; Heinich 2020; Menger 1968 [1923]; Meynhardt 2009; Mongardini 1975) and implies the existence of valuers, “value cocreation” refers to the division of labor between entities and their cooperation required to generate offerings (resources) that can eventually be subjected to valuations.

“Cocreation” refers to the activities and processes that involve the parties in the service exchange process at all levels of analysis (Vargo 2008). More specific terms such as “resource integration” or “usage” are used to describe the details of “multidirectional” (Vargo 2008, p. 211) processes. The concept of cocreation connects the levels of analysis in that it “works” both bottom up and top down: Bottom up, it becomes more abstract from level to level. Top down, it can become more concrete from level to level. By zooming out from the dyadic perspective that has long dominated marketing to “higher” levels of analysis (Gummesson and Mele 2010; Grönroos 2011; Grönroos and Voima 2013; Frow and Payne 2019), the axioms of S-D logic reflect the efforts and commitments of the multiple actors involved in value cocreation (Axiom 2) as well as, in the form of institutions (Kleinaltenkamp 2019), the social environment in which this cocreation takes place (Axiom 5).^[vii] This is where this paper contributes by specifying an epistemic-ontological “configuration space” (cf. Vargo 2008, p. 213) for descriptive and normative analyses, i.e. a private and nonprivate value cocreation canvas (Table 2).

Taken together, the two axioms that include the word “cocreation” can lead to the view that value is cocreated, i.e., that something valuable can result from the division of labor in the service exchange process. In a sense, this would be a misconception because “cocreation” does not mean “creation” in the sense of “determination.” Although Axiom 4 does not use the term “value creation,” it expresses the distinction between value creation and value cocreation by using the term “determine”: According to Axiom 4, “value is always uniquely and phenomenologically determined by the beneficiary.”

Two aspects of Axiom 4 that are only hinted at, but not elaborated upon, have provoked discussion: First, it is (or seems to be) limited to an individualistic perspective (Kjellberg 2019). It is unclear, how phenomenological determination can be related to corporate

actors (Kleinaltenkamp et al. 2022). Second, it is also unclear what exactly “determination” means; in particular, how determination relates to valuation. Therefore, the concept of the corporate actor is in need of theoretical investigation. How does an organization proceed to identify its objective needs? How does the corporate actor go about valuing and drawing conclusions? How do they identify the entities to be evaluated? Addressing these and other questions is an interdisciplinary research project of interest to the social sciences, not only to marketing.

Separation of valuator and beneficiary

According to S-D logic’s axiom 2, “value is cocreated by multiple actors, always including the beneficiary.” Axiom 2 assumes that the beneficiary and the valuator are one and the same entity. This is because, when axiom 2 and axiom 4 are taken together, a form of “determination” must have occurred for value to emerge. All actors are capable of making valuations, but not all bearers of needs are actors. There are nonhuman beneficiaries of cocreation practices or policies^[ix], present in both the social and natural realms, who are unable to make determinations or valuations (Haase 2020, 2021). They come into view from a visible-hands perspective that does not rely on positive externalities.

From the perspective of S-D logic, there is no value without valuation. Valuation can be understood as a *verification or falsification procedure* for the promises or commitments of actors involved in value cocreation. Against this background, value is that which results from the (dis-)confirmation of the respective promises of cocreators to the respective need bearers through valuations. Even though they cannot determine nonprivate value, actors can pursue different kinds of value: private value and nonprivate value. According to the invisible hand metaphor (Sugden 2018), “markets can generate socially beneficial consequences that no human agency has consciously planned, or even *could* consciously plan” (Sugden 2018, p. 107; italics in original). This approach falls short in that it does not require what I call social and ecological value. For this reason, I call belief in the metaphor or approach “strategy 0” and contrast it with the strategic orientations discussed below (Figure 2).

In the English language, the word “benefit” has several meanings, including (i) an act of kindness; (ii) something that protects, aids, or promotes well-being; (iii) a useful aid; (iv) a natural advantage; and (v) an entertainment or social event to raise funds (Webster 1971, p. 204). For an entity to benefit from actions of the type listed above, it is not necessary for the beneficiary to have made conscious or unconscious judgments. The nonhuman beneficiaries can be assigned needs and involved in the exchange of service (Löbner 2017). An entity can benefit from the activities of another entity, state of affairs, or development without having requested it or even being aware of it or a benefit event. In terms of service interactions in nature (Löbner 2017), for example between a rhino and a bird that picks insects from the rhino’s back, this means that recipients and providers of services do not have to think about their own benefit or that of other parties (entities). Many of them are even incapable of doing so.^[4] On the other hand, Menger (1968 [1923]) recognized that animals can have needs (needs in the sense given by his objectivist theory of needs), i.e., that animals can be capable of forming future expectations and acting in a goal-directed manner. In the case of plants, it is more difficult to identify intentional action in their behavior; however, it is not excluded that plants may be capable of expressing intentions or engaging in something comparable or similar to intentional behavior.

For the argumentation in this paper, it is important to distinguish between value and benefit. Benefit, but not value, can arise without valuation by the beneficiaries. Therefore, it is necessary to separate the beneficiary from the valuator and to address the problem of how to understand the benefits of those who are not valuers in terms of theory and in light of the distinction between private and nonprivate value. To this line of thought I add the idea of *valuation in representation*. This requires the recognition of legitimized valuation processes that are not performed by a concrete benefiting entity, but for it and based on the knowledge that the *valuers in representation* have gained about the entity or issue in the case.

Modes of Value Cocreation

Menger's theory of needs

Carl Menger (1840-1921) is considered a main exponent of subjective value theory in economics and the founder of Austrian economics, which is characterized by “human action, means and ends, subjective value, marginal analysis, methodological individualism, the time structure of production, and so on” (Klein 2007, p. 10). The second edition of the *Principles* (Menger 1968 [1923]) is of particular interest to the history of economic thought and to the subject of this paper because Menger was responding to theoretical developments in economics and beyond (e.g., in psychology) that had taken place after the publication of the first edition of the *Principles* (Menger 1871).^[xi]

Menger's theory of needs separated need from valuation; and he distinguished between valuation and its result (value). Economic action is taken to achieve goals that are instrumental to the satisfaction of needs. However, in Menger's approach, economic action is not motivated by instincts or meeting the wishes and desires of the moment, which demand immediate gratification, but from evaluating options for action. Crucially, needs, “can be discovered and thereby become objects of our pursuit of knowledge” (Dekker 2021, p. 45). Actors may base their insights and strategies on many sources, including expectations, knowledge, and values*. They may draw on all kinds of value* categories (e.g., ethical, social, or ecological) to justify their actions motivated by the goal of achieving private value. Thus, actors pursuing private value may also have the achievement of nonprivate value in mind, even though they are unable to *determine* it. When an entity seeks to satisfy its own needs, whether in a reflected form or in a justified form, these needs can be thought of as *true* needs (Dekker 2021).

According to Menger, individuals and (private as well as public) organizations (*Verbände*^[xii]) can be actors. Menger's theory of action was up to date in sociological terms. He relied on sociological ontologies or distinctions of social entities that were in line with the sociology of the time (Tönnies (2012 [1914]; von Wiese 1924). In addition to individuals, the concept of

actor subsumes all social entities that have established the formal structures that enable them to act and that are legally authorized to act, i.e. all kinds of organizations (including government agencies). Moreover, Menger's interpretation of the role of government agencies is consistent with the approach of German *Finanzwissenschaft* (comparable to public economics), which perceived "the public sector as a whole (...) as a co-evolving part of the modern economy" (Sturn 2010, p. 287).

Hermann (1870, p. 116) introduced the concept of collective need in the German political economy or *Staatswirtschaftslehre* (Adolf Wagner, Albert Schäffle, Lorenz von Stein) in the first half of the 19th century. For Hermann (1870), collective needs are those for the satisfaction of which an offer is made that is not oriented to a single, individual need. Responding to the discussion of collective needs, Menger distinguished individual needs and collective needs (i.e., the needs of individuals when viewed as part of a group or community of persons with needs) from the needs he associated with corporate actors (*Verbandsbedürfnisse*). According to Menger's (1968 [1923]) theory of needs, collective needs are satisfied by an offer to a group (totality [*Gesamtheit*] of individuals), of which each individual makes his or her own valuation.

Note the difference in the concepts of collective needs introduced by Menger and Hermann. In contrast to Menger, Hermann conceived of collective needs as needs of a community; collective goods are provided for the community without regard to individual needs. This is what I call a *nonindividualistic approach to collective needs*; and *nonprivate value* can arise from the meeting of this kind of collective need. This paper maintains the distinction between Mengerian and Hermannian collective needs. In Table 2, nonprivate value (a) stands for Menger's individualist approach and nonprivate value (b) for a nonindividualistic approach in the sense of Hermann.

Private and nonprivate value

"Social value" and "ecological value" denote those forms of value that do not arise from the shared (private) needs of individuals, but from the needs of nonhuman social and natural

entities that cannot themselves engage in valuation. For example, degrowth policies may lead to the protection of landscapes and the animals and plants that inhabit them. Thus, an ecosystem may benefit from such policies without being able to engage in valuation itself. Purely individualistic approaches to individual action, such as Walras's or Pareto's approaches to pure economics, associated with their respective *theories of logical action* (Mongardini 1975; Tarascio 1969; Schumpeter 1949), have not taken such beneficiaries into account. For them, value is only private value. Theories of social welfare based on the Pareto criterion can include nonhuman beneficiaries only insofar as their benefit is included in human utility functions. For example, an individual may enjoy the renaturation of a landscape.

The positive message that emerges from this perspective is that there is no contradiction between private and nonprivate value. All actors can form expectations about the nonprivate value of their actions, and they may even be able to derive private value from their actions or their presumed consequences. Social entrepreneurs, for example, can build expectations around the social value of their offerings. Their customers can do the same; and communication between them can reveal or lead to some degree of shared beliefs, values*, or expectations. Social enterprises operate in markets, but aim to create value beyond those markets. They make promises to their customers about the benefits they expect to see, for example, for the environment or biodiversity in a particular region. While customers can provide feedback on the private values they have gained by valuing the offer and can communicate that they share values* with the social enterprise, neither the social enterprise nor the customer is likely to be able to provide (reliable) valuations for the presumed nonhuman beneficiaries of their cocreation activities. If there is no entity that can do the valuation as a reliable representative of the beneficiary, then social entrepreneurs cannot escape the situation of making promises whose fulfillment remains unconfirmed. However, this problem is not unique to social enterprises, as it is faced by all actors—individuals, organizations, for-profit and nonprofit—who promise to engage in the cocreation of not only private but also nonprivate value.

Table 1 expresses the culturally shaped view that for-profit organizations engage in the cocreation of private value but not nonprivate value, at least not through their visible hands. This approach leaves the challenging task of integrating private and nonprivate value cocreation to social enterprise organizations.

Private value is the result of an individual or corporate actor's (organization's) valuation of its own needs. Because of their assumed public and democratic foundations (Hussain 2018), government agencies are assumed to seek only nonprivate value, that is, to satisfy only collective needs (Drakopoulos 2024; Jørgensen and Bozeman 2007). However, government organizations need resources to cocreate nonprivate value; they also need to maintain their ability to perform. In this sense, they also need to cocreate private value.

The intersection of collective need and private value/nonprivate value illustrates the difference between Menger's and Hermann's (see next subsection) understanding of "collective need": To Menger, "collective need" means the need of a group composed of individual need-bearers (Menger used the term "Bedürfnisgenossen"). This group is not recognized as a social entity with needs beyond those of group members. In contrast, Hermann's approach assumes social entity needs. Table 1 compares the types of needs with private and nonprivate value:

	Private value	Nonprivate value
Individual needs	Needs of single individuals	Includable but not determinable
Collective needs	Shared individual needs (Menger)	(a) Needs of a group of <i>need-bearers</i> (Menger) = individualist foundation (b) Needs of collective social or natural entities (Hermann) = nonindividualist foundation
Corporate needs		
For-profit organizations	Private interest	
Government organization		Public interest
Social enterprise organizations	Private interest	Public interest

Table 1. Needs and the private/nonprivate value distinction.

The Cocreation Cas

Figure 2 illustrates the configuration space for cocreation activities at different levels of analysis, paying attention to different types of actors and the two, for this analysis, crucial distinctions between private value/nonprivate value and valuator/beneficiary. The configuration space thus includes several types of actors, needs, and abilities to value or voice one's needs, which constitute the different modes of cocreation in our analysis. Actors are both the origin of needs and have to take into account the needs of those they cocreate value with at the different levels of analysis. Moreover, each actor involved in cocreation processes is challenged to act—in Menger's terms—on the basis of their true needs and to engage in social and ecological value cocreation. The configuration space as an expression of the actors' scope of action is the basis for descriptive and normative analyses.

Figure 2 matches private value (cell 1,0) and two subcategories of nonprivate value, namely (Mengerian) collective value (cell 2,0) and social and ecological value (cell 3,0), with basic concepts stemming from the theoretical framework. The letters A, B, and C stand for three strategic orientations that are introduced in the next subsection:



	Needs	Value	Benefit	Actors	Cocreation
Privat	(1,1) Subjective or objective needs	(1,2) Determined by the valuator	(1,3) Promises, to be confirmed	(1,4) Individuals or organizations	(1,5) Service exchange for the benefit of one's own and for the benefit of the other party
Nonprivate (a)	(2,1) Mengerian collective needs	(2,2) Determined in representation	(2,3) Promises, to be confirmed	(2,4) – Private organizations – Governmental agencies	(2,5) Intentional action to meet collective needs
Nonprivate (b)	(3,1) – Social needs – Ecological needs	(3,2) Determined in representation	(3,3) Promises, to be confirmed	(3,4) – Individuals – Organizations (private, social enterprise, public)	(3,5) Intentional action to meet social or ecological needs

Figure 2. Modes of value cocreation.

In line with economic theories of action, S-D logic assumes self-interested but cooperative actors, i.e. actors who exchange service for their own benefit *and* for the benefit of the other entity (Glossary 2019c; Vargo 2008; Vargo and Lusch 2004). The benefits that both parties promise each other are valued through the valuations made by the entities involved in the service exchange; and the values that emerge from these procedures are private values (cells 1,1-1,5).

The difference between cell (2,1) and cell (3,1) can be explained with reference to Menger's (1968 [1923]) theory of needs. Menger argued that collective needs are the needs of many, but not necessarily all, members of a group, community, or nation. For example, a number of individuals may share a need for a public park in their neighborhood. However, this collective need is rooted in individual needs, and "a clear individual benefit can be determined" (Dekker 2021, p. 52). Each individual is capable of valuing the benefits accruing from the establishment of the park (cell 1,2); therefore, the, according to Menger, private or public provider of the park (cell 2,4), the users of the park (cell 1,4), and the other actors directly and indirectly involved in the provision of the park at the different levels of analysis have cocreated both private value and nonprivate value (a).

As explained above, Menger's concept of collective needs is an approach to nonprivate, but not social or ecological, value cocreation. In the case of Mengerian collective needs, private or public providers may or may not make promises that address the well-being of society. In the light of our analysis, the promises of the actors addressed in cell (2,4) may be directed at the well-being of a group of individuals (Menger's *Bedürfnisgenossen*)—a group that, in the most extreme case, may be a social totality (*Gesamtheit*). However, a group, even a totality, is not the same as *the* social, *the* public, or *the* ecosystem. For this reason, a distinction is made between the nonprivate values (a) and (b). To return to the example of the park, the park was not established to serve nature, i.e., to benefit animals, plants, or the ecosystem (cell 2,5 instead of cell 3,5).

A government agency can engage in value cocreation with individuals for the sake of nonprivate value (a) or (b). If the government agency pursues the needs of a social entity (cell 3,1), then the confirmation of value presupposes *valuation in representation*. If the government agency pursues the shared needs of individuals (cell 2,1), then the individuals themselves can be asked for their assessment (cell 1,2). While it may be of interest that individuals confirm the emergence of what they consider to be their private value, these confirmations do not confirm the emergence of nonprivate value (a) or (b). For example, a survey of users of a public park may show that a high percentage of individuals perceive their respective private values as positive, but they cannot confirm the commonality of need and the existence of social value. The solution for the cocreator, such as a public agency, is to proceed in the same way as suggested here for confirming nonprivate value (b). In the case of nonhuman social or natural beneficiaries, the emergence of nonprivate value can be determined by legitimized representatives and procedures, but not by private actors. Therefore, it is possible to assess the *benefits* that have accrued; and such assessments can be made *on behalf* of the beneficiaries.

Three strategic orientations

Figure 2 illustrates the three strategies that actors can take in this configuration space, denoted by A, B, and C: Strategy A represents the case Menger explored with his concept of collective needs. Value is cocreated by individuals with shared needs and organizations that seek to satisfy those shared = collective needs (cells 1,4 and 2,4). While Menger refers to individual needs, there is no logical need to limit the analysis to individuals. For example, organizations can use lobbying organizations to voice their needs to the government.

As the distinction between nonprivate value (a) and nonprivate value (b) indicates, strategy A does not target social or ecological value. However, creating an infrastructure of interconnected parks may meet the needs of individual users of these parks; whether intended or not, these parks may improve the conditions of the city's ecosystems in the long run. Starting from cell (2,5), a change from "unintended" to "intended" is equivalent to the linking of strategies A and B (Figure 2). For-profit organizations are assumed to align their

value cocreation practices with cells 1,1-1,5, as shown in Table 1. While private organizations are not required to assess the potential social or environmental character (or truth) of their customers' needs, government agencies are: They are not supposed to satisfy the purely private needs of their customers or clients. Imagine a group of demanding racists who want a public park to be used for racist activities. Therefore, government agencies are obligated to act to connect A and B when the shared needs of a group of need-bearers are a prerequisite for nonprivate value cocreation. In doing so, they extend the limits imposed by the individualist foundation of nonprivate value cocreation.

The combination of strategies A and B is the *modus operandi* of social enterprises. For the social enterprise as cocreator of value, this strategy means that its promises must address the needs of its customers (cell 1,1) *and* the social and ecological needs of non-human, social or ecological entities. This presupposes that the social enterprise has customers who rely on strategy C, that is, they engage in intentional economic action to meet their individual needs and the (presumed) socio-ecological needs *uno actu*. They must also rely on the promises of the social enterprise organization (cell 3,3), which actually links strategies A and B.

In the eyes of many economists, as long as they are within the law, there is no problem of legitimacy with respect to individual needs (Sax 1887; Smith 2000; Stigler and Becker 1977).^[xiii] Menger's approach can be understood differently in two ways. First, while Menger foregrounds the relationship between purpose and means/ends, *true needs* presuppose a critical reflection that can draw on all kinds of values* (political, ethical, economic, etc.). Second, his objectivist reading of needs, when thought through, gives rise to an empirical and a normative theory that links human and nonhuman needs: normative in terms of "true needs" and empirical in terms of how actors (individual, organizational, or governmental) understand and address their needs and the needs of others.

The theoretical construction of the configuration space does not imply that actors pursue their goals on the basis of true or objective needs. However, based on Menger's theory of action, this is something that can be expected from a "logical" or (means-end) rationality-

based perspective. Apart from the importance that can be attached to the distinction between private and nonprivate values, the configuration space has no meaning of its own for understanding and promoting degrowth. For this, the space needs to be enriched with specifications.

True needs and other normative aspects related to the alignment of the cocreation canvas and the degrowth perspective are addressed in the next section.

Purpose and Reprioritization

Purpose and collaboration

As shown in Figure 2, the emergence of value, even in the case of “positive” valuations, may not be “positive” in social and ecological terms. For example, when lobby groups receive benefits from government activities, they are allocated resources that are not available for other purposes. The fact that resource use is critical to value cocreation processes that may ultimately lead to a positive value judgment by valuers does not justify the resource use in question, or that the resources in question are not made available for use by other cocreators (e.g., from the bottom of the pyramid rather than the global North; Lacznia and Santos 2011; Santos and Lacznia 2009). In a cocreation setting, adopting a degrowth perspective requires thinking about alternative equitable uses of limited resources, or about transforming entities into resources in the first place (Polanyi 1944). Not only are the countries of the global North no models for the countries of the global South that they have colonized (Hickel and Hallegatte 2022), but a new mode of distribution of the planet’s resources must be established.

In this context, “justice” does not mean that the Global South “develops” in a manner similar to the Global North. This is the mistake in Mazzucato’s rejection of the degrowth perspective (Nienhaus 2024). Contrary to what Mazzucato seems to believe, degrowth scholars do not demand that throughput in the global South stop increasing (Hickel and

Hallegatte 2022). The theories, models, or fundamental concepts applied to the study of the problem of, e.g., resource overuse, can be changed as well. For example, Amartya Sen (1999) spelled “freedom” in terms of capabilities, identifying instrumental freedoms which are critical to furthering the general capability of a person (Laczniak and Santos 2011). This is a model for all those involved in cocreating value, not just those in the global South.

Value cocreation requires collaboration (Dermody et al. 2021). This applies to all strategies in Figure 2. Even if there is a private interest in the value that can be cocreated by collaborating, not all those benefiting will actually collaborate. This can lead to the problem that their interests are less taken into account. Structural dominance and power can influence cocreation processes (Fergus et al. 2024). For example, socially disadvantaged families may not cooperate to the extent necessary, while interest groups may. Ecosystems do not cooperate. Neither do animals, plants, or future generations. This needs to be compensated by market actors, supported by appropriate institutional frameworks. For market actions, this means, for example, that contracts are only concluded with parties involved in social or ecological value cocreation.

Given the cocreation canvas and the insight that degrowth policies are in order, there are clear cases on both the positive and negative sides that degrowth policies should address. On the clearly negative side, there are (i) practices guided by the invisible hand metaphor or strategy 0, (ii) actors who favor keeping private and nonprivate value separate, and (iii) government agencies that act in favor of their own private value or engage in value cocreation with groups, neglecting nonprivate value (b). On the clearly positive side are individuals and social enterprises that act as connectors between private and nonprivate value, and government agencies that cocreate value with individuals or groups to promote the emergence of nonprivate value (b). Degrowth adds a specific dimension to all of this.

Identifying the value/values* system(s) in which potential value cocreators are involved is critical to the implementation of the strategic choice. Communication between potential value cocreators also plays an important role. As participants in market processes, actors must make trustworthy promises and act only within ethically recognized value/values*

systems (or orders of worth, Boltanski and Thévenot 2006 [1991]). From an S-D perspective, private value is cocreated through the exchange of service between entities capable of valuing the benefits that the parties have promised each other. The potential obligations arising from these promises are debated. Stakeholder theory argues that in dyadic, cooperative relationships, mutual promises can take on the character of obligations (Phillips 2003). Using a public value lens, Jørgensen and Bozeman (2007) promote a broad framework for the study of public value that assigns public value obligations to all private actors. In other words, they promote the choice of strategies C or A/B as the default mode of value cocreation.

The framework presented in this paper illustrates the diversity of communication possibilities between value cocreators at different levels of analysis. The cocreation canvas is therefore not identical with, for example, the “business purpose system” (Fergus et al. 2024), which implies or specifies certain goals and ethical, political or ecological values*. However, what Fergus et al. (2024) call a “business purpose system” can emerge from the choices made based on the cocreation canvas. Note the restriction of the meaning of the word “purpose” to positive meanings, which also affects the meaning of the term “business purpose” in Brosch (2023, p. 574; quoted by Fergus et al. 2024, p. 4): “Business purpose” is defined as “an organization’s reason for being in terms of an objective beyond profit maximization to create value by contributing to the welfare of society and the planet.”

This paper began with a discussion of the potential of positively framed narratives to advance degrowth practices in value cocreation settings. With respect to knowledge and the reliability of mutual promises, this theme is taken up in the following subsection. Because promises can be unreliable or broken, the experiment described below shows that cocreators’ narratives must be trustworthy.

A social experiment

This subsection refers to a social experiment conducted by the discounter Penny in cooperation with two German institutes of higher education in which customers were asked

to pay the “true price” for a limited number of items and for a limited period of time. Because the price increase for nonorganic foods was followed by a drastic drop in demand, Penny considered the experiment a failure. Economists, however, can point to the price elasticity of demand, which clearly supports the argument that full-cost pricing is essential to solving environmental problems. The example also shows that raising prices does not always reduce demand.

In the summer of 2023, the grocery store Penny (a discounter) ran a campaign in the food market in Germany. For a period of one week, the discounter charged its customers the “true price” of food products in its 2150 grocery stores. The true prices were supposed to reflect the full costs of 3000 products, including social and environmental costs (Kläsger 2024). For example, the price of 400 grams of Wiener sausages was raised from 3.19 euros to 6.01 euros (94 cents for climate, 1.17 euros for soil, and 62 cents for health). The price of organic food rose less because these costs were already included in the selling price.

The Universität Greifswald and the Technische Hochschule Nürnberg (university in foundation) evaluated the price experiment. They asked more than 2000 Penny customers about their purchasing decisions. With the exception of one vegan product, demand fell sharply in eight of the nine product categories included in the experiment, especially in eastern Germany. When asked why they were boycotting, 85% of boycotters cited price, 46% denied that environmental issues were important to them, and 30% did not understand the campaign at all. The researchers also asked nonboycotters about their reasons for buying: 90% said they routinely buy the product and care about environmental issues. 84% responded positively because Penny donated the difference between the regular price and the experimental price to an environmental project.

Penny presented the evaluation of the project at the Green Week food fair in January 2024. A spokesman for the company said that the results were sobering for them, that they would not repeat such a campaign, and that they would never again ask their customers to pay the real prices for the products they demanded. ^[xiv] Penny also concluded that retailers have an obligation to charge “affordable” prices for products, and that from now on it is not up to

them, but up to politicians, to solve the problem of prices not telling the truth through tax exemptions or special taxes or transfers.

In this light, the behavior of those customers who refused to cocreate nonprivate value with Penny can be interpreted as a boycott resulting from what they perceived as a broken promise. If a retailer like Penny promises its customers that it will provide them with resources at low prices^[xv]; if the customers of this store are not used to “seeing” the true price of the offerings they demand; in other words, if they are not accustomed to internalizing the externalities they cause with their demand, then a sudden increase in prices will not change the knowledge these customers have acquired about their own needs, which are neither objective nor reflected in the Mengerian sense of the term. No wonder, then, for reasons that may include the structure of their needs and their level of reflection, they were not interested in cocreating value with a grocery store that suddenly changed the “terms of trade” and thus broke its promises by offering them less resources for their money than before.

It appears that Penny had no other intention than to inform customers of the “true cost” of some of its offerings. Penny did not ask its customers to think morally about their choices or to make substantial, long-term changes. Perhaps this would have raised concerns about Penny, the limited number of products included in the campaign, and the limited time period of the campaign. Why should Penny’s customers be willing to accept short-term losses? Supporting the view that Penny did not aim for trustworthy communication is Penny’s response to what they called the failure of the experiment. They made no argument about the need to change the way they cocreated value with their customers. Instead, they put the onus on others, namely government agencies, to take action. Worse, a majority of German citizens seem to be blowing in the same horn, thinking that taking action to limit climate change is not their individual business, but the state’s (Blesse et al. 2024).

Reprioritization

Against the backdrop of Menger's approach to objective needs, actors should critically reflect on their needs—an act that transforms subjective needs into objective (true) needs. This critical reflection is an important source of change or what Bulkeley, Levavallier and Basta (2023), in the context of transformation, have called “reprioritization.” “Reprioritization” is a useful concept for analyzing the conditions for long-term changes in strategy choice (Figure 2). In comparison to consumer boycotts, “reprioritization” is an expression of a change in motifs. Boycott is a response to a specific event, political or otherwise, that results in a change in how actors perceive another actor (usually an organization). In anti-consumption literature, it is described as resulting from unethical behavior or broken promises. For example, a consumer boycott is intended to demonstrate the collective power of market actors (Hutter and Hoffmann 2013; Yuksel 2013) and can bring about a change in the behavior of a concrete entity that is the subject of the boycott. This paper uses the concept of reprioritization to refer to the emergence of a long-term reconfiguration of practices at multiple levels of cocreation. This reconfiguration can include all value cocreation goals and all axiological value* categories. Thus, while boycott is an expression of a boycotter's moral or political stance, reprioritization is an expression of a change in that stance. It is possible and desirable, but not a logical given, that reprioritization is consistent with the choice of just or democratic options (Witkowski 2021).

This paper attempts to bridge the gap between the theoretical underpinnings needed to understand value cocreation and the normative motives that influence evaluations, which can have positive or negative outcomes, validating or invalidating cocreators' promises. The cocreation canvas presented in this paper does not prejudge the results of such valuations. Terms such as “social value” can be associated with very different ethical, political, or ecological values*. It is therefore important to distinguish between private and nonprivate values as outcomes of valuations and values* as criteria of those valuations. However, individuals can hardly validate the truth of the needs they ascribe to nonhuman social or natural entities. Nor can they, as individuals without any further qualification or legitimation, engage in a valuation in representation, that is, a valuation on behalf of the presumed

beneficiaries. In terms of valuation in representation, unlegitimized outcomes (values) can result from procedures that are not (or not fully) accepted or stem from participants that are not (or not fully) legitimized.

Another reason for caution when dealing with valuations is the potential for error. As the cocreation canvas reveals, there are many possible sources of error. Actors may act on the basis of *untrue subjective needs*, and they may hold false beliefs about the needs of nonhuman *social and natural entities*. Private or group interests may dominate at all levels of value cocreation, and social or ecological needs may be blatantly ignored. Moreover, measurement approaches that focus primarily on economic variables can lead to misleading judgments. It is for this reason that, for example, public value scholars argued for a shift of potential value conflicts, which were dominated by the collusion of economic versus noneconomic perspectives, such as the “trade-off of public values—community health and well-being versus consumer sovereignty and liberty” (Bozeman 2002, p. 158, note 7).

Social (and other forms of) value can be interpreted in democratic terms; and this is indeed the interpretation I am aiming at. However, one should be aware that the term “social” has been captured by right-wing parties, which declare to aim at cocreating value with e.g., Germans by blood instead of identity card or downgrade the need for environmental or “green” policies relative to social ones. Addressing the ideas and beliefs of right-wing parties requires engaging with the (ethical, political, or ecological) values* to which these entities may or may not refer. We need to answer the question of what we value and what constitutes wealth, how to address the wicked problems justly and democratically, knowing that democracy can be lost through democracy (Hickel and Hallegatte 2022, p. 8).

Conclusions

The cocreation canvas unfolds the spectrum of action opportunities among different types of actors. All actions are in need of justification. The truth of needs is grounded in knowledge

about the appropriateness and legitimacy of the needs in question. The objectivist approach to needs relies on an epistemic basis. Actors are able to understand that value cocreation practices are unjustifiable if they expand the planet's resource carrying capacity, deny large portions of the world's population and future generations their fair share of resources, and drive large portions of nonhuman entities (animals and plants) to extinction. While the actors need to be open to knowledge and self-criticism, procedures that lead to legitimate valuations in representation need to be developed. Science, including marketing, cannot leave actors alone with the problem of not being able to determine social or ecological value.

The key point here is not just that the global North needs to use fewer resources to cocreate value. The key point is that the legitimacy of forms of value cocreation that focus only on the generation of private value has begun to erode. The emergence of private value is no justification for engaging in value cocreation. However, as has been argued, it can be a precondition for the cocreation of nonprivate value. It is hard to believe that actors engage in value cocreation that regularly neglects the emergence of private value as a reason for action.

The paper's analysis can help degrowth researchers frame their analyses in terms of the connection between private and nonprivate value. Three points are worth mentioning here: (i) knowledge about the need to use fewer resources; (ii) the redistribution of property rights that grant access to resources; and (iii) rethinking the practices and rights that transform entities into resources.

In a climate shaped by the ideology of growth, self-interest and shareholder value, actors are likely to be less inclined to cocreate private value in a way that uses fewer resources or substitutes problematic resources for less problematic ones.^[xvi] For marketing theory, this requires paying attention to both the descriptive and normative dimensions of value cocreation at all levels of analyses. I highlight two problem areas:

First, marketing scholars have addressed value cocreation/valuation through a focus on what Holbrook (2006) has called economic value. As has been called for by marketing scholars for decades (e.g., Holbrook 1999; Marinov 2020), marketing needs to incorporate all types of value categories into its theory and practice. The study of valuations must include not only the value* categories endorsed by actors adopting strategy 0, which can be modeled quantitatively or in economic terms. Actors may draw on all kinds of values* to justify their economic actions, including economic, ethical, political, or social values*. Both knowledge and values* are crucial for reflecting on goals and the nonprivate value to which actors can aspire.

Second, there is a verification or confirmation problem with respect to the beliefs that actors hold about the needs of other actors and nonhuman entities and the actions required to satisfy those needs. The needs of nonhuman entities and the public interest have been addressed by marketing, especially macromarketing. To advance this approach, marketing should examine its own role in the analysis, design, and control of processes devoted to valuation in representation.

The cocreation approach implies that valuation theories will gain even more importance in the social sciences and (marketing) ethics. Value and valuation research can contribute to understanding the preconditions for reprioritization (crucial for governance). Cocreation also implies that all actors must be held accountable for the kind of value they seek to create or deny (crucial for regulation). That actors cannot determine nonprivate value does not mean that all promises are inherently unreliable. There is a difference between the unconfirmed and the unreliable. Revisiting the social experiment conducted by Penny, the behavior of Penny's customers can be read as documenting the alliance of selfishness, disinterest in environmental issues, and disinformation present in the majority of Penny's customers in the sample. But it can also be read to show what can go wrong when for-profit companies stick to strategy 0 but try to motivate their customers to choose strategy C (Figure 2).

Marketing as an academic discipline can provide actors with the information required to assess whether and how both private and nonprivate value can be achieved. To date, marketing practitioners often see their role as limited to the cocreation of private value. A degrowth perspective requires a switch from strategy 0 to strategies C or A/B. Although private economic actors cannot determine nonprivate value, they play a crucial role in facilitating it. Marketing has a role to play in communicating the consequences of actors' strategic choices. It can provide the insights that actors need to assess whether nonprivate value can actually be cocreated. Yet, all too often, marketing occupies the limbo of the configuration space. It's the place of the lost sense of community (*Gemeinsinn*, see Betz 1993/1994).

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[i] I would like to thank the two anonymous reviewers for their comments, which helped me to improve the paper.

[ii] Interview conducted by Lisa Nienhaus in the *Süddeutsche Zeitung* (Nienhaus 2024). The complete answer reads: “Of course we want growth. The degrowth people are crazy, I call them the bourgeoisie bohème. If millions of people in the world don't have safe drinking water and there is unemployment, then of course growth is necessary” (own translation). “Bourgeoisie bohème” refers to Brooks (2001).

[iii] I use the asterisk to indicate the difference in meaning between the two homonyms “value” (referring to axiological values*) and “value” (referring to the results of valuing). I also use the term “axiological values*” in a broad sense to include both philosophical values* (the values addressed by philosophical value theory) and nonphilosophical values* in what González (2013) calls the “axiology of research.”

[iv] In this sense, the *Neue Züricher Zeitung* commented, after the Greens lost the office of the mayor in Berlin, “Berlin does not need Bullerbü” (Kissler 2023).

^[v] I distinguish between the fuzzier invisible hand metaphor and the implications of the two fundamental theorems of welfare economics. “Adam Smith’s metaphor of the invisible hand captures an idea that is at the heart of the liberal tradition of economics—the idea that markets can generate socially beneficial consequences that no human agency has consciously planned, or even *could* consciously plan” (Sugden 2018, p. 107). As implication of the two fundamental theorems of welfare economics, for-profit organizations that seek private value (in the sense of profit) serve society *uno actu*.

^[vi] While an animal psychology is conceivable, an ecosystem psychology is not.

^[vii] “Service” is defined as “The application of resources for the benefit of another actor or oneself” (Glossary 2019c, p. 740).

^[viii] For the statement of S-D logic’s axioms, see <https://www.sdlogic.net/foundations.html>

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Who is responsible for Saving the World?

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Climate change and its impact on humanity have become a major concern for consumers, marketer, and politicians alike. As the world begins to experience the consequences of climate change firsthand, many consumers turn towards brands that align with their environmental values (Shirdan 2022), forward-thinking marketers reduce their environmental footprint and seek competitive advantage through green ambitions (Shirdan 2022), and progressive politicians envision new regulatory environments to effect net zero emissions (Penz and Polsa 2018).

In this article, we address four interrelated questions that can inform our understanding of this latency: To whom, if not to themselves, do these three stakeholder groups - consumers, marketers, and politicians - assign the main responsibility for saving the world? In which areas of market activity, if any, do they see themselves as responsible? Where do they see others in the lead? And where do interests align in ways that could be leveraged and expanded to other market realms for wider societal impact?

Prior research provides valuable insights. Giesler and Veresiu (2014), for example, show how a nexus of marketers, research companies and policy makers have “responsibilized” North American consumers to save the world through buying green (and thereby shirking responsibility themselves). Döbbe and Cederberg (2023) demonstrated how individuals collectively questioned the legitimacy of responsibility and the consumption choices it encouraged. In a market economy, implementing environmental taxes, excise taxes, and advertising controls can be challenging when basic financial or political institutions depend on continued economic growth (Joutsenvirta 2016, Kallis 2011), leading to scapegoating.

What is lacking, is a comprehensive analysis of the mutual attribution of responsibility, including not only the mechanisms by which firms hold consumers accountable, but also the ways in which consumers hold marketers accountable, and the policy mechanisms that hold both consumers and marketers responsible. We argue that theorizing responsibility allocation requires an analysis at all three levels - consumer, business, and politics.

To pursue this goal, we analyze the case of “de-growth,” i.e., the emerging idea that unfettered economic growth should no longer be the ultimate goal of marketing systems if the global economy is to become sustainable in the near future (Layton 2015, Kallis 2018; Heikkurinen et al. 2019). De-growth – green growth or a-growth (Lloveras and Quinn 2017) are also often used terms –argues that economic and social concepts that do not assume infinite natural resources are needed to secure the long-term well-being of consumers and their natural habitat (e.g., Hickel 2021, Krpan and Basso 2021). The de-growth case allows us to observe how new ideas emerge, are received, and discussed, and potentially passed on. To capture the state and development of the de-growth idea, we analyze the “social representations” (Moscovici 1988, Penz 2006) that consumers, marketers, and policy makers perpetuate about de-growth in two countries, Austria and Finland. Despite both being stable democracies, their institutional frameworks differ notably in their approaches to business regulation, innovation, and governmental approaches. A comparison in the European Commission's New Growth Perspective regarding SDG targets shows that Austria is lagging behind its own ambitious target to achieve climate neutrality by 2040 (SDG 13, Climate Action), while Finland is performing well, having reduced GHG emissions by 27% between 1990 and 2020 (European Commission 2022a/b). In a recent study on degrowth perceptions, Kallis et al. (2024) find differences between Northern and Central European parliamentarians' opinions. Thus, we aim to explore everyday discourses in parliamentary debates, business dialectics, and consumers' narratives, among others, and analyze patterns of ascribing configurations of responsibilities within and between the three levels. In addition, while not explicitly addressed, non-governmental organizations

and initiatives on degrowth, such as the Beyond Growth Conference Austria 2024^[1] will be considered.

We follow an interpretive approach incorporating in-depth interviews at the outlined three different levels, along with the analysis of reports, press statements, media reports and news articles, and related user postings. A multi-level research design allows for an in-depth exploration of social representations, focusing on understanding meanings, interpretations, and symbolic constructions. Applying purposive sampling, we select participants from the different levels encompassing both political and economic stakeholders, providing insights into the intersection of business interests, political dynamics, and public opinion in Austria and Finland. The three levels include (1) political leaders, decision-makers, and experts, such as members of parliament; (2) businesses: representatives from companies, chambers of commerce, industry associations, etc. and (3) general public and consumers: voters, activists, members of civil society organizations. Besides conducting in-depth interviews, we access publicly available reports, policy documents, party manifestos, and other relevant materials to understand the degrowth discourses in each country. The analysis of published news articles on degrowth and the respective user comments helps to gauge public discourse (e.g., He et al. 2020). The research responds to calls for a systemic picture of attributed responsibilities and myths in the marketplace (Giesler and Veresiu, 2014) and helps to understand the three levels' permeability or rigidity regarding concessions and collaboration with the aim of the planet's and humanity's well-being.

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^[1] The congress takes place in May and is modeled on the same type of event at the EU Parliament in Brussels.

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ETHICS, EQUITY AND SOCIAL JUSTICE

TRACK CHAIRS: Cathy McGouran

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“Fair” and “Just” Generative Artificial Intelligence for the Base of the Pyramid Population

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Extended Abstract:

Generative Artificial Intelligence (GenAI) is a rapidly emerging technology used to generate seemingly intelligent responses to text-based prompts (Peres et al. 2023). ChatGPT is a web-based example of GenAI that allows users to have conversations using natural language and is expected to have a transformative impact on many aspects of society (Stahl and Eke 2024). Benefits of GenAI include the ability for individuals to find answers to questions more efficiently, as well as the ability of businesses to prepare personalized communications for fundraising or sales materials designed for specific audiences (Peres et al. 2023). This improved ability of GenAI stems from its ability to present information in ways that are more easily understood.

Negative aspects of GenAI include bias, misinformation, privacy, and security concerns (Paul, Ueno and Dennis 2023). It is specifically the ability to generate seemingly intelligent responses that leads to these negative aspects. The intelligent sounding responses of GenAI lead to their greater credibility, and so incorrect information can have a more negative impact. It is well known that GenAI responses can be biased due to algorithmic bias that results from limitations in the data used in the algorithms used to generate responses (Kaefer, Mora and Nath 2023). Another concern is that GenAI could be intentionally used to misinform people and violate their privacy.

While the concerns about GenAI are in general, these concerns get amplified in the context of the base of the pyramid (BOP) population. While some definitions of BOP

populations refer to low-income individuals, BOP populations can also include individuals who suffer from vulnerabilities such as lack of access to quality healthcare, sanitation, shelter, and education (Achol and Kotler, 2016). One specific concern for populations at the BOP is that market relations are not simply natural cultural developments, but are brought into being and shaped by various power relations (Arnould et al. 2023). As a result, populations at the BOP are even more vulnerable when they do not have any power relative to those that are introducing new products or services. GenAI can undoubtedly have numerous positive impacts for the BOP. However, the negative impacts on segments of the population that are disadvantaged and vulnerable are seemingly unfair and unjust.

To mitigate the concerns about the negative impacts of GenAI on the BOP, we use the integrative justice model (IJM) to propose guidelines for “fair” and “just” Generative AI for the BOP. The IJM has been presented in the marketing literature and includes five key elements of fair and just marketing to impoverished populations (Laczniak and Santos 2011; Santos and Laczniak 2009). These elements are authentic engagement with non-exploitive intent; value co-creation; investment in future consumption; stakeholder interest representation, and long-term profit management. Each of these is elaborated in the context of GenAI for the BOP.

Authentic engagement with non-exploitative intent:

The value of “trust” is at the core of an authentic engagement. When one trusts another, one does not expect to be cheated by the other, or that the other will take undue advantage of one’s vulnerabilities. Unfortunately, the corporate scandals at the beginning of the new millennium, the subprime mortgage crisis, the 2008 meltdown of the financial markets, and the more recent banking crisis (e.g. the 2023 Silicon Valley Bank failure (Ackerman and Eisen 2023)) contribute to a fundamental breakdown of trust in business. To develop trust with impoverished customers it is imperative for companies to ensure that they engage them authentically without trying to exploit them or to take undue advantage of their vulnerabilities.

One way that a company with an application that uses GenAI can authentically engage with consumers with non-exploitative intent is to support the formalization of

consumer rights that guarantee safety, redress, sufficient information and other basic requirements of exchange fairness (Facca-Miess and Santos 2016). To accomplish this, the company must make sure that the information presented contains guidance for safety (for example if chemicals are being used) and that if there is a negative consequence to the consumer from the use of the application that they have the opportunity to be compensated. This is different from many software applications today that require users to agree that the company is not responsible for any problem that is incurred due to the use of the application. This is more important for users at the BOP since they may not fully understand the potential consequences of using the application.

Co-creation of value:

While a firm might propose a value offering in terms of a product or service, ultimately, it is the consumer of that product or service who determines value (Vargo and Lusch 2004, 2006, 2008). Prahalad and Ramaswamy (2002, 2004a, 2004b) propose that value creation should not just take place at the time of exchange or use but rather at all points of interaction between the firm and the consumer. However, their position “is based on their perception of consumers being well informed, empowered, connected, and actively engaged” (Santos and Laczniak 2021, p. 145). But this perception is not necessarily true at the BOP, where people are uneducated, lack proper information, have little power and face a number of deprivations (Karnani 2007). Hence, Santos and Laczniak (2021, p. 146) propose that “it falls to the co-creating partner with greater power (normally the seller) to audit transactional outcomes so that they are mutually and socially beneficial.”

It behooves companies to find ways to create value not only for themselves but for their BOP customers. Companies benefit from their experience and knowledge gained in the BOP markets as it allows them to apply this knowledge for other lines of business. By involving their BOP customers in the creation of value, companies using GenAI will ensure that they are providing appropriate and beneficial services to their customers. This co-creation of value leads to a more sustainable approach. GenAI applications can be used by companies to ensure that products and services are offered at a reasonable cost. In a

study focused on agri-food channels in Indonesia, Utami, Alamanos and Kuznesof (2021) found that e-commerce enabled collaboration across the supply chain and helped deliver benefits to all members. They argue that digital technology positively impacts value co-creation “through the optimisation of local-BOP networks” (p. 843).

Investing in future consumption:

While at first glance, this characteristic seems to imply promoting increased consumption, Santos and Laczniak (2012) point out that it is influenced by the capabilities approach of the Nobel laureate in Economics, Amartya Sen (1999). According to this approach, a better participation in the market system can be achieved by expanding the capabilities and freedoms that people possess. Santos and Laczniak (2021, p. 146) propose that “long-term sustainable partnerships, particularly with disadvantaged consumer segments, require investment in those consumers to develop their future buying power and their ability to participate in and analyze market dynamics.” Such participation can be as “producers, innovators, employees, distributors, customers, consultants, etc.” (Santos and Laczniak 2021, p. 146).

In the long run, financial education can improve people's financial knowledge and skills and thus enhance the opportunities offered by new technologies for financial inclusion (Jonker and Kosse 2022). Furthermore, according to the Organization for Economic Co-operation and Development (OECD) financial education and financial inclusion contribute to the overall stability of the financial system (Jonker and Kosse 2022). As a result, better informed BOP populations will thus lead to greater opportunities for companies in the future.

Interest representation (of all stakeholders):

In August 2019, the Business Roundtable (2019) released a statement on the purpose of a corporation. In that statement, the signatories, consisting of CEOs of the top companies in the world, stated that they share a fundamental commitment to all of their stakeholders and that each of their stakeholders is essential. This commitment can be challenging especially if it concerns impoverished customers. Company executives who might have no idea of the lives of impoverished customers might tend to misrepresent

what they perceive as being in the interest of such impoverished stakeholders. Therefore, Santos and Lacznia (2021, p. 147) propose that “interest representation requires that potential sellers cultivate an empathy with their impoverished customers (or other stakeholders) if a genuine awareness helpful to creating sustainable transactions is to occur.”

One way that a company with an application that uses GenAI can make sure to represent the interest of all stakeholders is to make sure that the product/service information is easily understood (Facca-Miess and Santos 2016). To accomplish this, the company must make sure that the wording within the application is not too complicated or confusing.

Long term profit management:

The generation of profits and positive financial returns are undoubtedly important for the functioning of the business enterprise. However, an obsession with short-term profits can act against the long-term interests of the company. Long term profit management considers business success based on social, environmental, and financial returns. Santos and Lacznia (2021, p. 147) propose that “business case history seems to indicate that taking a long-term perspective is superior to short-run profit maximization as a financially advantageous and sustainable strategy.”

A company that is providing knowledge and information to people at the BOP (for example information regarding health care or agricultural expertise) should recognize that they are benefiting consumers who in the long-run will help grow the company. It behooves the company to provide their services at a lower cost initially to help the most consumers, who will in turn become long-term subscribers and users of the company’s services.

Discussion

To achieve fair and just GenAI at the BOP it is essential to consider the context in which consumers are situated. Market relations are not simply natural cultural developments and individuals without capital have little say in what should be produced

and how (Arnould et al. 2023). Marketing operates within the framework of culture, and the relationship of service-dominant logic with culture and inequalities of power must be questioned (Hietanen et al. 2018).

One way in which GenAI could have more magnified negative effects on the BOP has to do with social impacts. Because GenAI learns from data, some generated content can entrench social divides and worsen social inequality, particularly among historically marginalized groups. Recent research indicates that this pattern exists on a global scale and suggests that low- and middle-income countries may be more vulnerable to the negative social impacts of artificial intelligence (Hagerty and Rubinov 2019). For example, patterns of health inequality permeate artificial intelligence systems when bias and discrimination become entrenched in the conception, design, and use of these systems. Discriminatory structures become ingrained in the datasets used to train systems, deficiencies arise in data representativeness, and biases crop up across the development and implementation lifecycle (Leslie et al. 2021).

Guideline 1: To ensure that companies with applications that use GenAI authentically engage with consumers at the BOP with non-exploitative intent, companies need to make sure their applications are free from bias and that consumers fully understand the potential consequences of using the applications.

Recently, Pope Francis has called for foresight about the effects that artificial intelligence bring with it: “Moreover, from the digital footprints spread throughout the Internet, technologies employing a variety of algorithms can extract data that enable them to control mental and relational habits for commercial or political purposes, often without our knowledge, thus limiting our conscious exercise of freedom of choice.” (Francis 2024). Furthermore, these negative impacts of GenAI for the BOP may be even greater than they would be for the rest of the population. Due to the inequalities for internet access, there could be a much bigger gap in comprehension of GenAI for the BOP which may threaten them or be used against them. One example is that people at the BOP could be more easily overwhelmed/confused by being inundated with communications since they have less experience. By including their BOP customers in the creation of value,

companies with applications that use GenAI will ensure that they are providing appropriate and beneficial services to them and will ensure that they understand the potential negative impacts. This co-creation of value leads to a more sustainable approach.

Guideline 2: To ensure that companies with applications using GenAI co-create value with consumers at the BOP they should seek customer input and involvement to ensure mutually and socially beneficial GenAI applications and to make sure that consumers at the BOP understand ways that the applications could be harmful to them.

One way that GenAI can have negative effects on the BOP is that it could be easier to mislead people with false advertising since people at the BOP have less experience with personalized advertising. One specific risk of GenAI within personalized communications is the vulnerability to the abuse of naive users in which malicious individuals “jailbreak” a chatbot to elicit inappropriate responses or to expose confidential data (Vartak 2023). It is important for long term profitability to educate consumers at the BOP about risks and how to avoid them so that they will not be deterred from using the applications. Better informed BOP populations will lead to greater opportunities in the future for companies with GenAI applications.

Guideline 3: To ensure that companies with GenAI applications invest in future consumption without endangering the environment, the companies must provide education to consumers so that they use their applications appropriately.

Although there are people at the BOP in every country, those who do not speak English could have greater negative effects when using GenAI. Since the predominant language used in GenAI is English, even though generative AI has “instantaneous” translation, more errors could be introduced. In addition, numerous indigenous languages may not have sufficient documented examples for translation to be effective. (Lone, Giri and Bashir 2023; Tonja et al. 2023). Moreover, there are some people at the BOP that do not even have written language. Furthermore, GenAI applications are mostly restricted to voice-base interaction, and there can be different ways to spell some words (Lutz, 2019).

Guideline 4: To ensure that all stakeholders' interests are represented, companies with GenAI applications must develop strategies and processes so that all consumers are able to interact with their applications and obtain accurate and understandable information.

Another negative effect on the BOP is that they are more vulnerable to algorithmic bias since this segment of the population was not previously “visible”, since there is limited data that has been collected about them to date (Irving Fisher Committee 2018; Sharma 2023). This lack of visibility results in consumers at the BOP not being represented in the data that is being used to train the GenAI algorithms. As a result, companies with GenAI applications must take additional actions to make sure that these consumers are properly represented if the companies are to achieve long-term relationships with these consumers.

Guideline 5: To ensure that companies with GenAI applications achieve long-term profit management the companies must do all they can to make sure all customers are represented and that there is no bias in the algorithms used by their applications.

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Social Media as a Tool for Improving Police-Community Relationships: Facilitating the Common Good with the Integrative Justice Model

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The Police, as a social institution, are part of the fabric of modern society and are tasked, in part, with maintaining social order. However, to fulfill this role, citizens must have trust and confidence in police (Wetherell and Miethe 2022). There has been a significant decline in public confidence in social institutions, including law enforcement and the criminal justice system (Liu and Liu 2018; Jones, 2020; Wetherell and Miethe 2022; Wood and Alleyne 2010).

Millennials and Gen Z have notably more negative attitudes toward law enforcement (Jihong, Lu and Liu, 2018; Wood and Alleyne 2018). Although police have historically been one of the second most trusted public institutions, current statistics indicate declines. YouGov (2016) revealed that only 23% of millennials had ‘a lot of trust’ in the police and 21% had ‘no trust’ in the police. More recent estimates also show a decline in trust in police among Gen Z (Statista 2020). This can have far-reaching negative impacts on society, one of which is an increase in criminal activity (LaFree 1998; Messner and Rosenfeld 2007; Wetherell and Miethe 2022).

Social marketing literature has long posited that marketing can be part of the solution to “wicked”, complex societal problems, of which, one can argue, that crime looms large in most nation-states. Developing and impoverished countries are particularly vulnerable due to structural and social issues that create ideal conditions for crime to flourish. Given the symbiotic relationship between crime and economic activity, this is a major threat to the development of these countries, as escalating crime rates hinder tourism, and foreign direct investment and are an existential threat to the safety and well-

being of the citizens of these countries. For example, a recent study by the International Monetary Fund (IMF) showed that increases in homicide rates significantly reduce economic growth (IMF 2023).

Despite the impact of crime on the development of every country, it continues to be one of the most complex problems, as it requires collaboration between law enforcement and the communities they serve. However, this relationship has been impacted by declining confidence in social some institutions. Social institutions establish patterns of accepted behavior and are the mechanism by which social order is maintained (Wetherell and Miethe 2021). Trust among citizens is essential for social institutions, including the criminal justice system, to perform its functions. Declining legitimacy of social institutions results in lower social control and higher crime rates (Wetherell and Miethe 2021). Willingness to cooperate with law enforcement is influenced by citizens' recognition of police as a legitimate authority and those beliefs are influenced by citizens' evaluation of their procedural fairness. Power based tactics are not effective in gaining compliance and cooperation. Instead, they engender fear, resentment, and resistance (Dirkx and Van Den Bulck 2013). As a result, governments the world over have sought to increase openness and transparency in their institutions (Yaqub et al (2021)). It has been proposed that social media can help to increase perceived legitimacy by enabling transparency, institutional responsiveness and citizen engagement (Yaqub et al. 2021). For example, after the Boston Bombings, the Boston Police Department used their Twitter account to reassure and inform citizens of the progress of their investigations (Davis et al., 2014). This indicates positive impact of public engagement messages by law enforcement agencies on social media.

Andreasen (1995) defines social marketing as “the adaptation of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the behavior of target audiences in order to improve their physical and mental well-being and or that of the society of which they are a part,” and can be undertaken by for-profit, non-profit and governmental organizations (Kotler and Lee 2005). The ISMA (2014) further explains that “Social Marketing seeks to develop and integrate marketing concepts with other approaches to influence behavior that benefit individuals

and communities for the greater social good. Social Marketing practice is guided by ethical principles. It seeks to integrate research, best practice, theory, audience, and partnership insight, to inform the delivery of competition-sensitive and segmented social change programmes that are effective, efficient, equitable, and sustainable.” Social marketing recognizes the individual’s contribution to and role in solving social problems and aims to change the behavior of those who engage in them (Andreassen 2006; Huff et al. 2017). Dai et al, (2017) proposed that the public are consumers of the services offered by the police and that marketing principles and strategies applied in consumer markets may apply to police department’s community policing strategies. We posit that the public are not just consumers, but key stakeholders, who, through their actions, significantly influence the quality of the services that the police can provide and the outcomes of crime fighting strategies. In this paper, we focus on police as social marketers and how their digital marketing strategies can be used to benefit both individuals and communities. It proposes, consistent with Kennedy and Smith (2022), that social marketing can be applied to the United Nations Sustainable Development Goals (SDGs) and specifically focuses on Goal 16 - promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (UN 2023). We posit that a social marketing approach to policing, including a digital marketing strategy could constitute a more inclusive approach to policing that: (1) is more transparent and collaborative; (2) gives citizens, particularly youth, greater agency in creating more peaceful communities; and (3) helps to change cultural norms that are barriers to the common good.

This paper focuses on social marketing in the developing country context and more specifically considers social marketing to increase social engagement via social media. It has been proposed that social media can be leveraged to engage younger citizens and to improve attitudes toward law enforcement (Kreutzer, Finley, and Hamm 2019). Social media is already a top news source among millennials, who also use it as a tool for social and political engagement (Rideout and Watkins 2019). According to the International Association of Chiefs of Police (IACP), in 2015 approximately 96.4% of law enforcement

agencies used social media (Huang et al. 2017). Uses by law enforcement include investigation, community outreach and information, notifications, media, recruitment, and employment (Bullock 2017; Finklea 2022; Pennybacker and White 2021; LAPC 2019). Many of these agencies view social media as a tool in their investigative toolkit that aids in intelligence gathering and a means by which they can crowdsource information on potential leads (Finklea 2022). Multi-directional information sharing and gathering is one of the most cited benefits that social media provides to law enforcement organizations.

However, in actuality, most law enforcement agencies have yet to fully capitalize on the opportunity social media represents. Brainard and Edlins (2015) found that the main activity that law enforcement agencies engage in on social media is the dissemination of information by the police to citizens. Agencies share operational updates if they are obligated to do so by law or if public collaboration is needed (Huang et al. 2017). Hu, et al. (2018) in the United States, and Dwyer (2020) in Kenya, also found that the police have used social media especially for image-enhancing activities. There is an opportunity for greater use of social media to enable two-way communication between law enforcement agencies and citizens. Evidence from prior studies indicates that police can use social media to democratize policing, improve transparency, demystify, and humanize the police force and mobilize communities (Ralph and Robinson 2023; Williams et.al. 2018; Wood 2020). By so doing, communities will be empowered to engage in crime-fighting activities and have greater agency over the creation of the peaceful communities they desire (Williams et.al. 2018; Wood 2020; Yaqub et al. 2021)

Research has found that consumers can develop relationships with mediated representations of celebrities, media characters and presenters that mimic reciprocal relationships. These ‘parasocial interactions’ were first proposed to exist between viewers and mass media, but more recent works have also found that this theory also extends to new media, including social media and may even apply to consumer relationships with brands (Labrecque 2014). Past studies have explored parasocial interaction on social media (Kassing and Sanderson 2010; Kim and Song 2016; Xiang, Zheng, Lee and Zhao

2016) and parasocial interaction with brands on social media in controlled environments (Labrecque 2014).

This study extends the literature on parasocial interaction between consumers and brands on social media by proposing that police departments as brands can cultivate online personas with which millennials and Gen Z identify and engage. This in turn will foster positive brand attitudes and behavioral intention, in the case of law enforcement, willingness to report crime.

Context

Jamaica, a small island nation with a population of just over 2.7 million people, faces a growing crime problem (STATIN 2023). Over the past decade, the country has recorded steady increases in its crime rate, with an average of 1,338 murders each year (JCF, n.d.; Jamaica Gleaner, 2022). Crime fighting, however, is stymied by a long-standing “informer fi dead” culture that has historically been the root of low public participation in police investigations. Of particular concern is Jamaica's youth, who make up a significant proportion of its population. In 2019, 86% of Jamaica's population was under the age of 30, and 40% were between the ages of 18 and 30 (STATIN 2022).

Historically, there has been a gap in the relationship between the police and the public, and this gap is even wider where the poor are concerned. The police, have traditionally used coercive power to gain compliance

In 2021, the Jamaica Constabulary Force (JCF), the island's police force, implemented a new social media strategy aimed at increasing engagement with police, improving public confidence in the police, and reducing crime rates, particularly among young Jamaicans. The campaign leveraged creative messaging strategies more commonly used in business-to-consumer (B2C) marketing.

Social Media Engagement to Facilitate Transformative Justice

Previous research on social media use by police has explored the medium as a tool for the recruitment and engagement of younger police officers, and sharing information with the

public. However, very limited work has sought to explore the topic or its broader implications, particularly outside North America and Europe. We suggest looking at the potential for this type of civic engagement through a macromarketing lens, particularly focused on integrating justice-oriented marketing strategies to enhance civic engagement, thereby enhancing trust in law enforcement, ultimately enhancing the common good.

We propose evaluating the JCF social media engagement strategy through the lens of the Integrative Justice Model (IJM), a normative ethical framework for marketplace exchange, initially proposed by Santos and Lacznia (2009a, 2009b) as a benchmarking framework for multinational corporations engaging with impoverished markets. The IJM is comprised of five core tenets: 1) authentic engagement with non-exploitative intent, 2) value co-creation with consumers, 3) investment in future consumption without endangering the environment, 4) representation of all stakeholders' interests, particularly the impoverished or most marginalized souls, and 5) long-term profit management rather than short-term profit maximization. Research into operationalizing these constructs of the IJM further suggests that evaluation of the extent to which justice is integrated into the economic or social exchange, must be grounded in the voices of the consumer, especially the poor or vulnerable consumer (Facca-Miess and Santos 2016). These voices should be amplified through the evaluation of the IJM and action taken to increase the probability of transformation in quality of life for consumers or beneficiaries, particularly impoverished stakeholders impacted by the firm (Lacznia and Santos 2011; Facca-Miess and Santos 2024). Moreover, transformative justice requires *power* in that "rights + power = justice" as delineated by McMahon (1999, 2004). Social media engagement with police, to collaboratively serve the common good, can facilitate young citizens' agency, thereby building trust between police and the community, and a form of transformative justice is delivered by integrating the tenets of the IJM (Santos, Lacznia and Facca-Miess (2015). The study explores how law enforcement can use social media as part of a digital marketing strategy to facilitate community-police relationships, attitude towards police and crime reporting behavior.

Methodological Approach

This work utilizes computer-aided content analysis to perform a macro-social assessment (Kennedy 2021) of the JCFs social media strategy. Firstly, we compare audience engagement, measured through (impressions, likes, comments, shares and favorites) of JCF Social media content from their “Guns, Gangs and Gunmen” campaign to traditional informational content posted by the JCF on its social media platforms. Secondly, we adopt a grounded theory approach to the evaluation of the JCF social media content and audience interactions with the JCF on social media using the tenets of the IJM (e.g., authentic engagement, value co-creation, stakeholder representation). In our analysis, we illustrate how police, through social media, can leverage social media as a channel for transforming relationships with citizens, engage with groups that were previously unwilling to engage with law enforcement and facilitate transformative justice, giving agency or power to marginalized groups. Finally, we make recommendations for how law enforcement can apply the IJM in their policing strategies.

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Marketing Ethics: Driving Inclusion and Equity?

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The AMA Statement of Ethics purports to support equity as a defining value. In this statement, that means to undertake inclusive marketing practices, show respect for all and refrain from stereotyping and dehumanizing people, while also “Recogniz[ing] the needs of, and commitments to, vulnerable market segments... [and those] who may be historically disadvantaged.” (AMA, N.D.) Yet the increasing cries of “wokewashing” and inability of marketers to meet the needs of the vulnerable and marginalised point to poor practice of equity and inclusion. We know that for practice to change, marketers must develop Phronēsis. This practical wisdom development needs a normative foundation (Eagle and Kennedy, 2020). So what foundations exist for marketers? What have we contributed to the discussion, and what are we doing to contribute to its realisation? This systematic literature review thus seeks to answer the question: How does marketing ethics address equity and inclusion?

To answer this question, a systematic literature review is being undertaken, following the method outlined in Nill and Schibrowsky (2007) and Mishra, Ghosh and Sharma (2022), as per current standard practice. Inclusion and exclusion criteria were first established. In terms of included search terms, we made certain to include words that are used as proxies for equity and inclusion in any part of the article, and terms that have been used in previous literature to identify marketing ethics articles. Secondly, as per previous research (Nill and Schibrowsky, 2007; Mishra, Ghosh and Sharma, 2022), to ensure that only high quality and rigorous articles were included, the list of journals included was restricted, to those Marketing journals listed as A and A* in the ABDC 2022 journal quality list, and those listed by Nill and Schibrowsky (2007) in their review of Marketing ethics. This amounted to 77 journals. As such, Business Source Elite (Ebsco), ABI/INFORM Complete

(ProQuest), and ProQuest Central (ProQuest), were searched using exemplary key terms such as ethics, vulnerable consumer, diversity, equity, social justice, antiracism, racism, gender equity, and colonialism. Managerial contributions will aim to provide a description of the state of play in marketing ethics related to equity and inclusion, and guidance on the practical steps needed to move the discipline forward from its current state. Theoretical contributions include an outline of the basic normative ethical principles contributing to the area as a means for future development of the cause.

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MORALLY CONTROVERSIAL CONSUMPTION: A STUDY OF PROSTITUTES AND THEIR CLIENTS

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Compliance with Ethical Standards

This study has been approved by the Research Ethics Review Committee for Research Involving Human Research Participants, Group 2, at Chulalongkorn University, Bangkok, Thailand. The study has complied with ethical standards. No potential conflict of interest has been addressed. We have informed consent in our data collection.

Short Abstract

This research explores moral emotions of shame and guilt disengagement of the sexual consumption experiences in Thailand, aiming to contribute to understanding morally controversial consumption. Phenomenological interviews were conducted with 30 Thai female prostitutes and their customers, who served as both buyers and sellers in this morally controversial consumption transaction. Though prostitution is illegal in Thailand,

this study contains evidence supporting the legalization and policy implications. Findings challenge existing public policy efforts to enhance the dignity and morale of those involved in this profession.

Extended Abstract

Introduction

Prostitution has long been practiced in history, and women are viewed as sexual commodities (Hirschman, 1991). Hirschman (1994) argues that the commoditization of women serves no central purpose in women's function in society – as family nurtures and mothers. The primary role of a prostitute is to serve as a sexual product that has been consumed by men, especially in Southeast Asian countries (Hirschman & Stern, 1994). Despite the association of immoral exploitation of human beings and sex slavery in prostitution, prostitution is thought to be the oldest form of consumer behavior. It is not going to be abolished anytime soon (Belk et al., 1998). To date, consumer researchers have paid limited attention to studying prostitution consumption (Belk, 1994; Belk et al., 1998; Hoang, 2015).

Prostitution in Thailand can be found in disguise at massage parlors, bathhouses, beer joints, karaoke bars, and nightclubs across the country. It is estimated that about two million Thai prostitutes in 2018 (Panyasuppakun, 2018). Prostitution consumption is considered a morally controversial consumption. In this research, to shed greater light on this dark side of prostitution consumption, researchers examine how consumers make moral trade-offs in their consumption decisions by exploring the perceptions of sex workers and their clients (i.e., men who purchased from sex service providers) from a socio collective experience of prostitutions consumption.

Literature review

Factors driven morally controversial consumption.

Ethical consumption involves how individuals evaluate things that are morally right and wrong. Ethical consumption studies involve the attitude-behavior gap, where consumers' actions fail to align with their intentions to adhere to ethics (Belk et al., 2005; Eckhardt et al., 2010). Consumer ethics is "the moral principles and standards that guide the behavior of individuals or groups as they obtain, use, and dispose of goods and services" (Muncy & Vitell, 1992, p. 298).

Ethical consumption intention occurs when one thinks about what to do and how it gets done (Fishbein & Ajzen, 1975). Such a concept should be connected to the possibility of how one would perform certain behaviors.

Moral judgment or ethical judgment refers to one's evaluation of certain acts on rightness or wrongness (Holyoak & Morrison, 2012). Most ethical consumption studies have been conducted in a Western context, and the studies should expand to other parts of the world, such as the emerging market (Hamzah et al., 2018).

Moral Values Market interaction can lower moral values. The interaction of the market and people who participate in the market causally affects people's willingness to accept negative consequences for the third party involved in the market (Falk & Szech, 2013). While consumers are standing out against child labor, immoral exploitation in the workplace, unfavorable animal conditions in meat production, or environmental damage, they seem to disregard moral standards in trying to buy the cheapest products available in the market and unconsciously create the undesired negative consequences they have been opposed to. The same holds for other dark side of consumer behavior, such as prostitution consumption, which has rarely been examined in the consumer behavior context (Falk & Szech, 2013; Hamzah et al., 2018; Hirschman & Stern, 1994).

Subjective norms are comprised of normative beliefs and motivation to comply. The former involves how one thinks others would perform or not perform the behavior, while the

latter involves social pressure to comply with the action (Hamzah et al., 2018). Thus, people would act according to what they believe their social groups would perform. Past studies have revealed that when one is surrounded by people who consume ethically, he or she tends to follow suit (Goldstein et al., 2008)

Methodology

The methodology involves phenomenological interviews will be conducted with sexual service providers and men who purchased sexual services from the providers or commercial partners (Belk et al., 1994). Thirty existential–phenomenological interviews were conducted via Zoom and Line applications due to semi-mandatory shelter-in-place orders to combat the COVID-19 pandemic. Each interview lasted between 60 and 90 minutes. In total, 16 sex workers and 14 clients between 20 and 59 years of age participated in this study (see Table 1a and Table 1b). They were asked to reflect on their views regarding sexual consumption in general, how moral values guide their thoughts toward sexual consumption, and the factors motivating such behavior that led to prostitution consumption. Interview transcripts were analyzed using thematic analysis. The proposed findings are indicated in Figure 1.

Findings

Strong elicitations on moral shame and guilt disengagement have emerged within sexual consumption stories. Sex workers and their clients tend to disengage from their behavior of engaging in the sexual service market using at least one form of moral disengagement mechanism. Figure 1 depicts the process of eliciting moral disengagement among sex workers and their clients.

Sex workers and their clients have elicited both inner and outer moral shame and guilt disengagement. Inner disengagement involves the thoughts and feelings about oneself. On the contrary, outer disengagement involves the disengagement of ideas about others and society. The two groups have used slightly different mechanisms to disengage their mischievous act of committing sexual consumption, as the clients do not experience shame. Nevertheless, sex workers tend to experience both shame and guilt. Although both

groups have experienced guilt, it tends to lessen by the ‘diffusion of responsibility’ mechanism (a shared moral guilt disengagement mechanism) – many people are selling sexual services (i.e., sex workers), and other friends are buying the services (i.e., clients).

The stories of moral guilt and shame disengagement have signified the need to put public policies in place as this would affect social and uplift moral norms among those involved in this profession. Such action would encourage society to accept the sex profession and to protect the dignity and safety of those working as prostitutes in Thailand.

Public Policy Implications

This study offers three main contributions to the literature. First, we examine the essential role the moral emotions of shame and guilt have on those who are involved in the sexual profession (Duhacheck, Agrawal, and Han 2012; Silfver 2007). Those involved in the sex trade try to undo the rise of emotional shame and guilt with disengagement mechanisms. Clients, for example, Alex and Kyle, who feel guilty. Prostitutes think of themselves negatively, as shown in Federica’s story on how she thinks of herself as undeserving (Tangney & Dearing, 2003). Such elicited stories respond to the calls made for capturing the sexual consumption experiences (Belk et al. 1998; D’Urso et al. 2019; Falk & Szech 2013; Hirschman and Stern 1994) and the knowledge of moral shame and guilt feelings in sexual consumption contexts (Duhacheck, Agrawal, and Han 2012; La Ferie, Muralidharan, and Kim 2019; Silfver 2007). Furthermore, the experience of shame and guilt confirms the unacceptable stance of the sex trade in Thailand, supported by a study on people’s rejection of bodily markets (Goenka & Osselaer, 2023).

Second, clients strongly utilize one mechanism, blaming social pressures (i.e., displacement of responsibility), which extends previous studies (e.g., Belk, Østergaard, and Groves 1998; Umashankar and Srinivasan 2013) on the lack of understanding and robust effect of peer influence on sexual services consumption. This creates implications for macro marketing, which aims to encourage positive behavior among buyers.

Finally, the study extends the use of moral disengagement strategies among sexual offenders in Italy (D’Urso et al. 2019). It contributes to the relevancy of moral disengagement

strategies among both clients and sex workers. Such findings have important implications for policymakers, non-profits, and social workers in uplifting the morale of prostitution in Thailand.

References available upon request.

Table 1a: Participant Profiles – Sex Workers

Name	Gender	Age	Occupation	Workplace	Elicited moral disengagement mechanisms on sexual consumption
Taylor	LGBT	26	Sex worker	Online applications/ Night club	Moral justification, Dehumanization, Diffusion of responsibility
Sam	LGBT	25	Sex worker	Online applications	Dehumanization, Diffusion of responsibility
Paula	Female	45	Sex worker	Night club	Moral justification, Euphemistic labeling, Dehumanization, Diffusion of responsibility
Natasha	Female	27	Sex worker	Online applications	Moral justification, Euphemistic labeling, Dehumanization, Diffusion of responsibility
Natalie	Female	40	Sex worker	Massage parlor/ Night club	Moral justification, Euphemistic labeling, Dehumanization
York	Female	32	Sex worker	Night club	Moral justification, Euphemistic labeling, Dehumanization, Diffusion of responsibility
Norah	Female	29	Sex worker	Night club/ Gentleman Club	Moral justification, Euphemistic labeling, Dehumanization, Diffusion of responsibility
Nicolle	Female	25	Sex worker	Beer joint	Moral justification, Euphemistic labeling, Dehumanization, Diffusion of responsibility
Catriona	Female	25	Sex worker	Beer joint	Moral justification, Dehumanization
Anna	Female	20	Sex worker	Red-light district	Moral justification, Dehumanization
Federica	Female	27	Sex worker	Red-light district	Moral justification, Diffusion of responsibility
Penny	Female	40	Sex worker	Karaoke bar/ Red-light district	Moral justification
Nina	Female	44	Sex worker	Red-light district	Moral justification, Dehumanization, Diffusion of responsibility
Wendy	LGBT	28	Sex worker	Red-light district	Moral justification
Kora	Female	34	Sex worker	Massage parlor/ Red-light district	Moral justification
Airy	Female	50	Sex worker	Online applications	Euphemistic labeling, Dehumanization

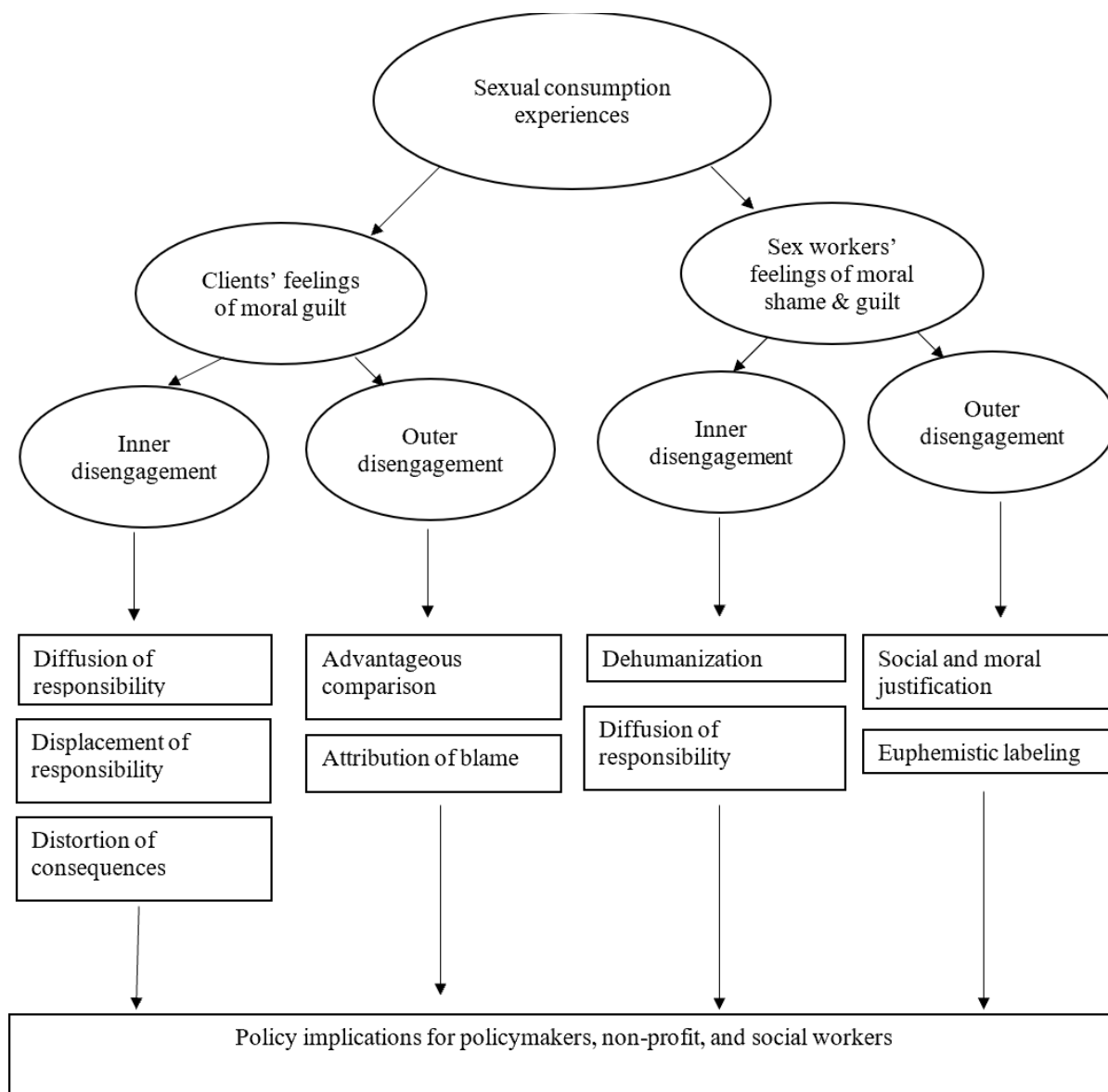
Table 1b: Participant Profiles – Clients

Name	Gender	Age	Occupation	Clients' Visit	Elicited moral disengagement mechanisms on sexual consumption
Pat	LGBT	50	Client	Gentleman Club	Distortion of consequences
Smith	Male	27	Client	Massage parlor/	Diffusion of responsibility,
				Night club	Distortion of consequences
Kyle	Male	28	Client	Online applications	Diffusion of responsibility, Displacement of responsibility, Distortion of consequences
Luke	Male	59	Client	Massage parlor/	Advantageous comparison, Diffusion of responsibility,
				Night club	Displacement of responsibilityDistortion of consequences
Pete	Male	45	Client	Online applications	Diffusion of responsibility, Displacement of responsibility,
					Distortion of consequences
Henry	Male	36	Client	Karaoke bar/	Diffusion of responsibility, Displacement of responsibility,
				Red-light district	Distortion of consequences
Gabe	Male	32	Client	Karaoke bar/	Advantageous comparison,
				Red-light district	Diffusion of responsibility
Alex	Male	44	Client	Massage parlor	Diffusion of responsibility
Kevin	Male	25	Client	Massage parlor	Diffusion of responsibility,
					Attribution of blame
Nathan	Male	39	Client	Massage parlor	Diffusion of responsibility,
					Displacement of responsibility
Steve	Male	23	Client	Online applications	Displacement of responsibility
Andrew	Male	33	Client	Karaoke bar/	Diffusion of responsibility,
				Red-light district	Distortion of consequences
Adam	Male	38	Client	Beer joint/	Advantageous comparison,
				Red-light district	Attribution of blame
Andy	Male	55	Client	Gentleman Club/	Advantageous comparison,
				Red-light district	Attribution of blame

Table 2: Some quotes in the findings

Sex workers' feelings of moral shame and guilt
Federica: "It is the most disgraceful occupation in the world. It's not something that we can proudly present ourselves, you know, as prostitutes. People would look down on us. When people say we are Kra-Rie [in Thai, meaning whores], they insult us. I'm ashamed of myself. I must admit that working as a prostitute, good people would never surround me, even my colleagues. I'm committing an evil deed, so I deserve to meet bad people who mistreat me."
Wendy: "While waiting to be picked up by a client, I must stand near the noodle shop. If someone I knew passed by, I would pretend to work there as a waiter. I'm embarrassed to be spotted as a prostitute. I'm working like this; no one would get serious with me, and they will just be joking around wanting free sex."
Sex workers' inner moral disengagement
Sam: "Cash comes, and the acting goes. It is as easy as that. I get more money this way even though I am not enjoying it. I will not be the victim of my clients. It's the trading between body and money. No emotions are involved. You need to separate love from sex." (Dehumanization)
Norah: "People are doing it [working as prostitutes]. It's not wrong what I am doing. My parents are expecting me to earn a lot from this. They won't criticize me if I give them money or buy a house. But, if I come home empty-handed, villagers will gossip badly about me. So, it's not solely my responsibility. It's part of others' advice and expectation." (Diffusion of responsibility)
Paula: "It's more like girlfriend-for-rent. They rent me for a night, and I take care of them by showering and massaging them. I can be a lovely girlfriend. They then buy me things that a man should give to his lady." (Euphemistic labeling)
Clients' feelings of moral guilt
Alex: "I feel guilty sometimes, to be honest. When I see young girls at the beer joint, it reminds me of my daughters. I used to buy it [the sexual services], but not anymore. These days, I would go for a beer with my friends. If they want to buy it after, it's up to them."
Kyle: "I think male dominance is the value embedded in our society for a long time. My dad can go for prostitution service, but my mom cannot. This situation is unfair. My parents fought a lot when I was a kid. And my dad always wins. He still goes out buying sex sometimes without getting any punishment. I feel bad for mom. Even so, I'm doing just like my dad did these days. I feel guilty for it, but what can I do?"
Clients' inner moral disengagement mechanisms
Nathan: "When in Rome, do as Romans do. We usually have a guys' night out every weekend and mostly end up at a massage parlor. We are all married, but you must do as your friends do. It's inevitable, and I wouldn't go alone. The first time I cheated on my wife was when my friends persuaded me to join the club. Let's be honest here; we all [Thai men] do this." (Diffusion of responsibility)
Adam: "This profession spares us from family problems like a divorce. You can get bored when it comes to sex, a critical issue for married life. If there were no prostitution, we would have mistresses or sexual assaults with young girls in the family, as you have seen on the news, where the stepdaughters or nieces got raped by their fathers or uncles. People can be lustful, and some can get aggressive, like beasts hunting their prey. With prostitutes, the problem is solved." (Advantageous comparison)

Figure 1: Process of moral shame and guilt disengagement among sex workers and their clients



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EXPLORING INCLUSIVE MARKETING

TRACK CHAIRS: Ruby P. Lee
Tatiana Fajardo

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Rethinking service inclusion: co-evolution of climate change skeptics and the marketplace

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Abstract

Scholars have studied the emergence of opinion-based social identities for a range of public attitudes and opinions. In this study, climate change skepticism is examined as an opinion-based social identity that is stigmatized and excluded in the contemporary marketplace. Customers with stigmatized identities probably experience the impact of prejudice, stereotyping, and exclusion the most, in the marketplace. Yet, climate change skeptics are a significant consumer group and should not be unheeded in services marketing practice and research. Hence, we argue for service inclusion using the co-evolution approach. Adopting Fisk et al. (2018) framework, in this initial phase of the study, we seek to introduce a model for inclusive service targeted at this consumer group. This is to foster interactions that could eventually yield co-evolution and accommodate the vicissitudes occasioned by the tensions between climate skeptics and the anthropocene climate-change-believing marketplace. This study originally advances the service inclusion literature to include climate change skeptics. In addition, it broadens the scopes of transformative service and regenerative marketing theories by incorporating elements of adaptive marketing, service co-creation, and co-evolution.

Transformative service research (TSR) underscores the elimination of service exclusion and its upsetting influence on societies and individuals (Rosenbaum *et al.*, 2011; Gustafsson *et al.*, 2016). Scholars (e.g., Fisk et al., 2018) have identified several excluded consumer groups and proposed an agenda for service inclusion research. Customers with stigmatized identities probably experience the impact of prejudice, stereotyping, and exclusion the most, in the marketplace. An identity that is stigmatized is socially devalued with negative

beliefs and stereotypes attached to it (Crocker, Major, & Steele, 1998). However, studies on the stigmatized identities in the marketplace have overtly focused on demographic categories such as LGBT+, ethnic/racial minorities, age, and gender. This leaves a gap of understudied stigmatized identities, such that transcends demographic groups to include other characteristics undervalued in the marketplace, particularly those described in terms of consumers' behaviors, preferences, experiences, or opinions. This consists of individuals with identities such as lower socioeconomic status and more concealable identities such as mental illness. Wooten and Rank-Christman (2019) have advocated that broadening stigmatized identities can help scholars expand how they study stigmatized consumers.

Identity can be used as a sociological concept referring to an individual's identification as being part of a societal group, or as a psychological concept referring to an individual's sense of self and a sense of having a personal history (Stryker & Burke, 2000). Here, the sociological concept of identity is adopted, particularly opinion-based social identity (McGarty et al. 2009). Scholars have studied the emergence of opinion-based social identities for a range of public attitudes and opinions such as advocacy of anti-poverty programs (Thomas & McGarty, 2009), opposition to anti-immigration policies (Wiley, Figueroa, & Lauricella, 2014), and mental health advocacy (Gee & Craig, 2013). Individuals with opinion-based social identities have reported experiences of inter-group tension, stigmatization, and exclusion from "opposing groups". This is because 'opinion-based' social identities are primarily defined by attitudes that are antagonistic to the attitudes of other opinion-based social groups, with which they often compete for (socio-political) influence. Consequently, the opposing group is perceived as a threat which triggers derogation and exclusion of outgroups.

Here, we consider climate change skepticism as an opinion-based social identity that is stigmatized and excluded (Bliuc et al. 2015). Climate change skeptics are individuals in unwarranted doubt, dismissal, or denial of the scientific consensus on the degree and significance of global warming or its connection to human behavior, in part or in whole. This attitude is rooted in distrust of science, political ideologies, and religious affiliations among others (Veldman et al., 2021). Individuals with this social identity have often experienced

animus from climate change proponents. Likewise, climate change skeptics with high group salience or consciousness feel an aversion toward climate change advocates (Sarathchandra, Haltinner & Grindal, 2022).

It is unconventional to consider this group as one who often experiences service exclusion, especially because they don't readily fit into the categories of vulnerable (Rosenbaum, Seger-Guttmann & Giraldo, 2017), captive (Rayburn, 2015) and disadvantaged (Rosenbaum & Montoya, 2006) consumers. Yet, the intergroup tension between climate change skeptics and climate change proponents in the marketplace has fostered the exclusion of the former in services design and delivery. We argue that service exclusion is an easy and unsustainable way to resolve the tension, because both parties are reluctant to co-evolve in such a way that fosters inclusion. In the trendy pro-environmental marketplace (which is at least symbolically climate change proponent) the needs, opinions, and concerns of climate change skeptics as a consumer group are often unappreciated. Nonetheless, climate change skeptics make up a substantial portion of the market population in most countries: 25% of the population in Japan, 45% in the US, and 47% in France (WEF, 2020). Thus, they are a significant consumer group and should not be unheeded in services marketing practice and research.

Therefore, building on Fisk et al. (2018) we seek to first introduce a model for inclusive service targeted at this consumer group. This is to foster interactions that could yield co-evolution and accommodate the vicissitudes occasioned by the tensions between climate skeptics and the Anthropocene climate-change-believing marketplace. Our unique co-evolution approach allows for changes to be driven by feedback from the rest of the system and direct interactions. Fisk et al. (2018) proposed four key pillars of service inclusion, which are enabling opportunities, offering choice, relieving suffering, and fostering happiness. In terms of practical contribution, we suggest practical ways by which these pillars can be adopted to foster the inclusion of climate change skeptics in a range of service contexts (see Table 1). In terms of theory, this originally advances the service inclusion literature to include climate change skeptics. In addition, it broadens the scope of transformative service theory by incorporating elements of adaptive marketing, service co-creation, and co-evolution.

Table 2: Descriptions and illustrations of the four pillars of service inclusion for climate skeptics

Pillar of Inclusion	Definition	Context-specific Example
Enabling opportunities	Empowering consumers by offering access to services and the opportunity to co-create and benefit from valued services.	1. Given that one of the reasons for climate change skepticism is the alleged exaggerations and fear appeal employed by climate change proponents. Consumers who identify as Climate change skeptics may for example be involved in the cocreation of pro-environmental marketing communications to check and balance supposed exaggerations about climate change claims etc. 2. Empowering consumers to independently calculate the environmental impact of their consumption to check the claims that climate scientists using flawed methods
Offering choice	Offering consumers viable choices among a broad range of different service offerings, in addition to giving them the choice to discontinue service use.	1. Innovative service designs and delivery that accommodate the moderate concerns of climate change skeptics while also protecting the environment.
Relieving suffering	Giving impartial access to the services fulfilling the basic human needs of shelter, water, and food in different service contexts	1. Not withholding access to services that satisfy basic human needs in the name of protecting the environment. 2. Not redistributing the consumption of environmentally harmful products and services to the global south
Fostering happiness	Helping consumers to experience the pleasures associated with service consumption, including cocreating positive and welcoming service spaces for consumers of all types where sympathetic service interactions can ensue.	1. Service providers should answer how making their service organization more “pro-environmental” affects their existing climate-skeptic consumers. Under what circumstances could a more “pro-environmental” service organization result in the exit of these customers?

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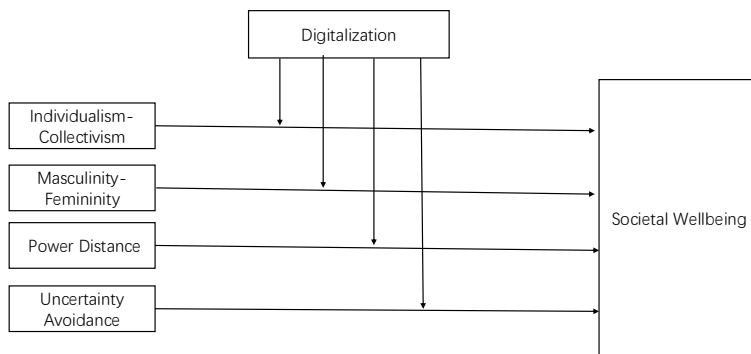
National Cultures and Societal Wellbeing – Does Digitalization Matter?

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Digitalization is revolutionizing the modern world, ushering in an era of unprecedented connectivity and transforming the way societies interact, communicate, and function. In this study, we propose that digitalization not only facilitates greater connectivity but also plays a pivotal role in enhancing societal inclusion—a factor crucial for overall societal well-being. We argue that understanding the intricate interplay between digitalization and different dimensions of national cultures is essential for comprehensively assessing their impact on societal well-being (Rubino, Vitolla, Raimo, Garcia-Sanchez 2020).

Our research builds on the literature on digital economy (Faik, Barrett, and Oborn 2020; Majchrzak, Markus, and Wareham 2016) and national cultures (Hofstede 2001; Venaik and Brewer 2013) and use data from over 70 countries spanning the years 2006 to 2019 to examine the relationship between digitalization, cultural dimensions, and societal well-being (Figure 1). By leveraging comprehensive datasets and robust analytical techniques, we aim to uncover the multifaceted effects of digitalization on societal wellbeing and shed light on its interaction with various cultural dimensions.

Figure 1: Conceptual Mod



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Our findings reveal compelling evidence that countries with higher levels of digitalization tend to exhibit healthier levels of societal well-being. Digitalization serves as a catalyst for positive societal outcomes by fostering greater connectivity, information access, and resource mobilization. In an increasingly digital world, access to information, education, and opportunities becomes more equitable, empowering individuals and communities and contributing to overall societal well-being.

Moreover, our study highlights the nuanced ways in which digitalization interacts with different dimensions of national cultures to shape societal well-being. Specifically, we examine the impact of cultural dimensions such as individualism-collectivism, masculinity-femininity, power distance, and uncertainty avoidance on the relationship between digitalization and societal well-being. Our analysis reveals that digitalization not only influences these cultural dimensions but also reshapes their impact on societal wellbeing.

In particular, in societies characterized by high levels of individualism, digitalization facilitates greater autonomy and self-expression, leading to enhanced societal well-being through increased opportunities for personal development and fulfillment. Conversely, in collectivist cultures, digitalization fosters greater community cohesion and collaboration,

contributing to stronger social networks and support systems, which in turn bolster societal wellbeing. Similarly, the impact of digitalization on societal well-being varies across cultures with different levels of masculinity-femininity. In societies with a strong emphasis on masculine values such as competitiveness and achievement, digitalization may lead to increased work-life balance and flexibility, positively influencing societal wellbeing. On the other hand, in cultures characterized by feminine values such as nurturing and cooperation, digitalization may enhance social connectivity and emotional support, further enhancing societal wellbeing.

Furthermore, our study explores how digitalization interacts with dimensions of power distance and uncertainty avoidance to influence societal wellbeing. In societies with high power distance, digitalization can democratize access to information and resources, empowering marginalized groups and reducing social disparities, thereby contributing to improved societal wellbeing. Similarly, in cultures characterized by high uncertainty avoidance, digitalization provides tools and platforms for information dissemination and risk management, fostering resilience and adaptability, which are essential for societal wellbeing in times of uncertainty.

Overall, our study contributes to a deeper understanding of the multifaceted roles of digitalization in shaping societal wellbeing. By examining its interaction with different dimensions of national cultures, we offer valuable insights for both theory and public policy. Our findings underscore the importance of considering cultural nuances and context-specific factors when designing digitalization strategies and interventions aimed at enhancing societal wellbeing (Venkatesh, Sykes, and Zhang 2020). In an increasingly interconnected and digitalized world, harnessing the transformative potential of digital technologies while promoting inclusivity and cultural sensitivity is paramount for building healthier and more resilient societies.

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Creating a Co-Marketing Platform with Spillover Effects - The Case of Welcome to Wrexham

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Introduction

Capturing consumer attention is challenging as people are targeted by an endless stream of information and content. Product placements, co-branding and sponsorships in TV programs and other media content could be seen as a response for the declining consumer attention towards paid advertising (e.g., Babin et al. 2021; Cliffe and Motion 2005). While these marketing tactics have been widely studied, the mediatized and celebritized production of, inter alia, entertainment, culture, and sports (Driessens 2012), surfaces the practice of embedding brand marketing in media content on a much deeper level than currently described in the literature (c.f. Piazza 2011).

To study such a marketing strategy, we conducted a case study on a TV program called *Welcome to Wrexham*. *Welcome to Wrexham* is a documentary series of two Hollywood celebrities who bought a Welsh football club that played at the fifth league level with an unpromising outlook. Empirically, we analyze three sets of data: contents of *Welcome to Wrexham* season 1, media articles regarding Wrexham, and comments made on Wrexham A.F.C.'s social media posts.

We refer to this strategy as a *co-marketing platform* and use the theory of asset configuration (Fang et al. 2011; Siggelkow 2002) to describe its logic. We argue that the strategy lends from the practices of product placement and co-branding yet is distinct as its success depends on how the content producer can configure marketing assets available to them. In line with inclusive marketing, we suggest that the show promotes social inclusion (Liscandru and Cui 2018) of disadvantaged communities while it simultaneously benefits the advantaged individuals and companies that produce the show. The stories attached to the community and the fame of the producers of the show are the key assets utilized in the configuration.

Theoretical background

Co-marketing platforms are defined as media products that allow the marketing of various brands that create an alliance in their mediatized presentation. The performance of the platform depends on the configuration of the assets that become available for the platform producer through the alliance. The theoretical background is discussed next.

Product placement. Product placement is defined as a paid product message with the aim of influencing media audiences, via a planned and unobtrusive entry of a branded product into a media product (Balasubramanian 1994). Product or brand placements appear in nearly all media such as movies, TV shows, music, and video games (Babin et al. 2021). Unlike typical promotional tools, brand placements avoid coming across as sales pitches (Babin et al. 2021). Research suggests that exposure to brand placements leads to increased brand salience and thus more favorable attitudes and behaviors towards the specific brand (Sawyer 2006). Prominent placements are likely to generate more favorable marketing outcomes than subtle placements (Hong et al. 2008).

Co-branding. Co-branding refers to an alliance of brands that promotes a product that benefits all partners in the alliance (Motion et al. 2003). Consumers' attitude towards an alliance affects the evaluation of the individual partners through a spillover effect, by which not all partners are equally affected (Simonin and Ruth 1998). In assessing a brand alliance, key considerations are brand fit, level of integration and exclusivity, and duration (Newmeyer et al. 2014). Sponsoring can be thought of as a marketing alliance in which several brands are visibly linked (Farrelly and Quester, 2005). Specifically in the field of sports, sponsorships create value through intrinsic feel-good benefits and extrinsic benefits such as TV broadcasts (Cliffe and Motion 2005). Like in sports, co-marketing opportunities can also be found in TV shows that display brands of the producer of the show, the Kardashian family TV show being a known example (Piazza 2011).

Asset configuration and linking. Configuration theory scrutinizes how the internal arrangement and external alignment of assets affect business performance (Siggelkow 2002). It states that the architecture of assets is key to deliver innovative customer value without doing more of everything (Fang et al. 2011). The marketing assets of a company

have traditionally been seen to consist of tangible assets such as the product portfolio and intellectual property, and intangible assets such as customer relationships and company reputation (Pucci et al. 2015). What has received scant attention, however, is what are the links that hold bundles of assets together, and how are these links created by marketers. We aim to fill this research gap by identifying the types of links that can be built between marketing assets to create a co-marketing platform.

Case study: Welcome to Wrexham

We employ case study methodology to investigate a co-marketing platform, namely a TV show called *Welcome to Wrexham*. A case study aims to conduct an in-depth exploration of intricate phenomena within a specific context (Rashid et al. 2019). We analyze three datasets: contents of the first season of *Welcome to Wrexham* (using transcriptions of spoken language), news media articles that mention the word ‘Wrexham’ (collected from *The Guardian*, *The Sun*, and *Daily Mail* between 01/2019–04/2023), and comments made to Wrexham A.F.C.’s Instagram posts during four different months (10/2020, 02/2021, 09/2022, 04/2023).

Wrexham is a city in North Wales, known for its coal-mining heritage. The closure of coal mines in the 80’s and 90’s in the UK led to widespread unemployment and triggered social problems such as decreased job opportunities, poverty, and a sense of uncertainty (Power 2008). The legacy of the industrial decline continues to shape the social landscape of cities like Wrexham. In 2021, the GDP of Wales was 15% of the respective figure of the London region. Out of the twelve regions in the UK, only two regions generated a smaller GDP than Wales (Statista 2021).

Football holds an important significance in the UK. While over two million Britons play football as a hobby (Statista 2022), football is more than just a sport; it is a binding force particularly in small towns. In these communities, football clubs foster the sense of identity and belonging, and supporting a local team is a way to connect and overcome hardships (Russell 2016).

The acquisition of Wrexham A.F.C., the world’s third-oldest football club, was confirmed in February 2021 as Hollywood actors Ryan Reynolds and Rob McElhenney took

full control of the club (CNN 2021). At the time, the club was playing in the National League, the fifth level in the English football league system. The acquisition received significant global media attention, many wondering about the actors' motives, especially as the purchase was published to be accompanied by a documentary (Aarons 2020).

The documentary series, *Welcome to Wrexham*, depicts the journey of Reynolds and McElhenney as new owners of the football club and the team's following performance. The show also brings out the fans and the players of the club with an emphasis on their personal stories and connection to the club and the town (BBC 2023). The show was produced by Broadwalk Pictures and Maximum Effort, a film company founded by Reynolds, and broadcast on a cable channel and streaming services owned by Disney. The first season of the series premiered in August 2022.

Findings

The analysis suggests that besides making the club wildly more known than before, the show generated significant spillover effects on showcased brands. Here, a 'brand' is understood in the broad sense – persons, places, products, and other identifiable entities are all considered brands.

An analysis of the news articles that mention Wrexham (either the club or the city) suggest that both entities received more attention after ownership change, and particularly the share of football-related news rose when the show was launched in 2022 (Figure 1).

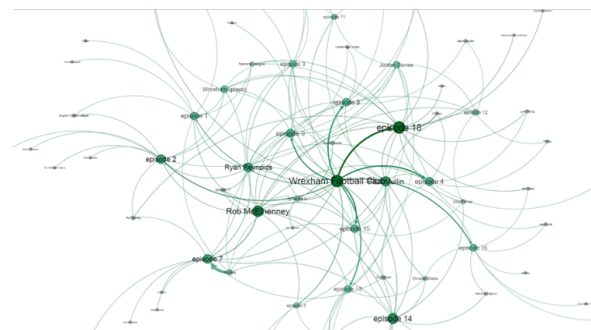
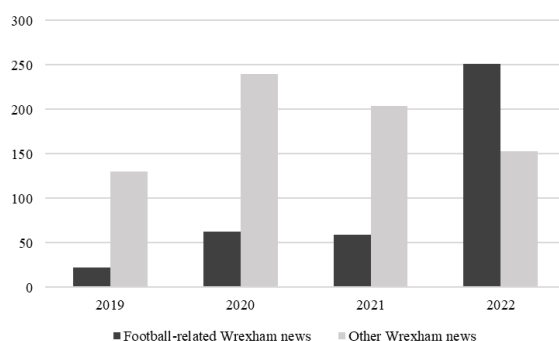


Figure 1. Count of news articles that mention 'Wrexham' (left). **Figure 2.** A zoomed view of the network of the episodes and the proper nouns mentioned in *Welcome to Wrexham* (right).

According to the analysis of the spoken language used in the show, certain brands received remarkable airtime – the most often mentioned proper nouns were the Wrexham football club, Rob McElhenney, Paul Mullin (player), Ryan Reynolds, the city of Wrexham, Jordan Davies (player), and Wales. In addition, many other players, teams and towns, and the British football system were mentioned often. The new sponsors of Wrexham, Tiktok and Expedia.com, were also mentioned multiple times, yet they were also visible in each episode (e.g., on jerseys). The network analysis displays the connections between proper nouns and the episodes (Figure 2).

A qualitative analysis of social media comments (N=598) indicates a clear change in the attitudes and mood displayed towards the team. Prior to the ownership change, the mood was pessimistic yet loyal, fans for example gave ideas for how the team's performance could be improved. After the ownership change, the mood shifted to emotional and excited while making proud references to the club's heritage. After the series had started, the comments reflected fandom, global interest, and hype. Finally, at the end of the second season with the new owners, the mood displayed exhilaration, celebration, and a sense of accomplishment. During the three last months of the analysis, there were frequent enquiries for fan merchandise and references to the owners and their Hollywood activities.

When analyzed through the lens of creating a co-marketing platform, the case study suggests that there are numerous synergistic ways of linking and combining assets that are readily available to the alliance and widely known (e.g., Reynolds), assets that hold emotional value and can be used to convey stories (e.g., the team, causes highlighted through players and supporters) and financially valuable assets (e.g., media contracts, social media audiences, the stadium). Different asset types are required in creating the platform and their integration is what makes it effective. By portraying fans of the club and their connection to the town, and by highlighting less advantageous regions and places, the study illustrates how inclusive marketing can be incorporated in a for-profit co-marketing platform strategy.

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Overcoming implicit biases for a more inclusive world - The role of subconscious influence through music

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Imagine dining at a luxurious 5-star restaurant, immersed in the romantic ambiance and savoring delectable dishes. Suddenly, a couple from the LGBTQ community enters. Some diners feel uneasy and hastily finish their meals, opting to leave prematurely. Similarly, in a bustling shopping mall, individuals may unconsciously drift away upon encountering diverse groups they don't identify with. Such non-inclusive perceptions and behaviors significantly impact consumers' consumption experiences, influencing their attitudes and purchase intentions.

The above examples or scenarios are not uncommon and present a dilemma: while marketers advocate for inclusive marketing, consumers may demonstrate exclusivity in their reactions. We argue that implicit bias plays a significant role in shaping consumer inclusivity. Implicit bias refers to unconscious attitudes or stereotypes that influence our judgments and behaviors towards individuals or groups based on characteristics such as race, gender, age, or sexual orientation (Devine et al., 2002). Social Identity Theory (SIT) explains implicit bias by emphasizing the role of group membership and social categorization in shaping individuals' attitudes, perceptions, and behaviors towards others. According to SIT, people categorize themselves and others into ingroups (groups to which they belong) and outgroups (groups to which they do not belong), and they tend to favor their ingroups over outgroups because of perceived similarity, status, and favorability (Tajfel and Turner, 1979). This ingroup favoritism shapes attitude and behaviors and foster bond among the ingroup members. Implicit bias arises from the tendency that people identify strongly with a particular social group. They perceive members of their ingroup more positively and attribute positive qualities to them and vice versa for the outgroup members. Consequently, this may create a barrier for inclusivity for people outside the circle.

To mitigate implicit bias, the literature suggests that implicit bias training is key (Devine et al., 2012) and it has been widely adopted by different sectors such as private organizations, education, healthcare, law enforcement, and social justice organizations. Past studies have shown that individuals who undergo implicit bias training exhibit greater empathy and sensitivity towards marginalized groups (e.g., Lai et al., 2014). While this kind of training is shown to reduce unintentionally formed discrimination that arises from implicit bias, whether it can effectively apply to real-world situations outside of a training context remains unclear (Blanton et al., 2009).

Furthermore, some implicit bias training programs could require significant time commitment from participants and program organizers, which may last from multiple weeks to several months, and yet, the outcomes of implicit bias training programs remain inconclusive (Forscher et al., 2019). In some cases, participants may react negatively to implicit bias training, perceiving it as accusatory or stigmatizing, which could undermine its effectiveness and lead to resistance or backlash (Kang et al., 2016).

To overcome the limitation of implicit bias training shown in previous research and to further explore its applicability to inclusive marketing practices, we propose a subconscious approach using subtle cues or stimuli that target consumers' subconscious minds to influence their attitudes, perceptions, and behaviors. We draw from Self-Categorization Theory (SCT) and use background music as a subtle cue to shape consumers' inclusive attitude. SCT extends SIT by incorporating cognitive processes involved in social categorization and group membership (Turner et al., 1987). It proposes that individuals classify themselves and others into social categories based on shared attributes and perceive themselves and others based on group membership. SCT emphasizes the dynamic nature of social identity and the role of situational cues and social context in shaping individuals' identities. Inclusive marketing can leverage SCT by recognizing that individuals' identities can shift according to contextual factors and by creating marketing campaigns and experiences that resonate with diverse identities and

group affiliations. Thus, by studying background music as an environmental cue that subconsciously shapes consumers' perception/experience of inclusivity, we attempt to contribute to advance the literature on implicit bias training and inclusive marketing and offer insights to practitioners and policymakers. We hope to demonstrate that implementing inclusive marketing programs such as playing background music at shops and restaurants, it creates more inclusive experiences to customers, foster more positive brand perceptions, and ultimately a more harmonious society.

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Detangling the Struggles of the Curly-haired Consumer: Marketplace Exclusion and the Burden of Securing Adequate Service Outcomes

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Marketplace exclusion is a complex phenomenon that takes on many forms (Viswanathan et al. 2021a): as contemporary marketplaces are arenas for not only economic but also social, cultural, and political exchange (Fuat Firat et al. 1995), exclusion can occur across multiple dimensions. Previous work has identified how marketplace exclusion can be affected by the elements of the marketing mix, the media discourse, consumer identity work, and the nature of marketer/consumer interactions (for a review, see e.g., Henderson et al. 2013). Our nascent work contributes to this literature by examining how consumers who are excluded from the marketplace strive to attain adequate levels of service.

More specifically, our study focuses on the experience of curly-haired consumers, a customer segment that has until very recently been neglected and underserved in the Nordic marketplace. A lack of marketplace literacy among hair care service providers - the knowledge and skills required from entrepreneurs to successfully participate in the marketplace (Viswanathan et al. 2021b) - has perpetuated a cycle of marketplace failure that excludes consumers with curly hair from the mainstream hair-care marketplace. Our findings highlight the extra burden of service co-production work these consumers are forced to take on in the pursuit of elusive service outcomes.

Method

The focal context of our study is the hair-care market in a Nordic country. We focus on the experience of consumers with curly hair who, as in similar markets elsewhere (e.g., Oliveira et al. 2023; Peluchette and Karl 2023), are forced to deal with a lack of acceptable products and services on the marketplace, and sometimes outright discrimination. Our primary dataset consists of in-depth semi-structured interviews (McCracken 1988) with 12

consumers and 2 hair-care professionals. We supplemented this dataset with a netnography (Kozinets 2006) of online communities founded by and for consumers with curly hair. A hermeneutic analysis (Thompson et al. 1994) of the data reveals the full extent of the extra work that consumers with curly hair have to contend with in the pursuit of adequate service outcomes.

Findings

Our data reveal how the focal market of our study is characterized by both consumer and service provider illiteracy. Owing in large part to incorrect perceptions of customer needs and inadequate training, the majority of mainstream service providers are unable to cater to the needs of customers with curly hair. Hence, most of our informants have extensive experience with some form of service failure, such as having their hair blow-dried straight and cut like straight hair, or being recommended or sold hair-care products that are inappropriate for their hair type.

Meeri, a 32 year-old IT industry professional, explains how repeated service failure has fostered disillusionment and doubt in the ability of service providers to cater to her needs: *“I’m always like, “Can I go there? Can they cut curly hair?”* Heini, a 37-year old early childhood education teacher, describes a similar experience: *“There have been occasions when I have visited a salon to buy a hair mask or a conditioner that is compatible with [curly hair]. And when I talk with the hairdresser, I realize they have no idea... I have been sold products that include wax or other forbidden ingredients.”*

Meeri’s and Heini’s uncertainty about service providers’ competence when picking a salon indicates how repeated experience of service failure breeds distrust in the marketplace. Faced with a marketplace where they cannot trust service providers to offer adequate care, underserved consumers are forced into service co-production work to ensure the possibility of an adequate service outcome.

Underpinning this extra burden of work is the consumers’ need to educate themselves about what adequate service outcomes look like and the necessary conditions for their attainment. Some of our study participants, having grown up with inappropriate

hair care services all their lives, were unaware of even the possibility of appropriate service outcomes. Others, like Meeri, had grown accustomed to failed service encounters over time and learned to lower their expectations and not to demand appropriate service (*“I used to go to any hairdresser, and kind of downplayed my wishes”*). Over time, Meeri had to relearn to demand appropriate levels of service.

Because of their distrust in hairdressers’ ability to recommend suitable products for their hair, many of our informants have also had to familiarize themselves with obscure product ingredients to ensure that a recommended product is suitable for their needs. Nelli, a 32-year-old physiotherapist, explains: *“You have to be careful. If you go shopping at certain places, they might label the products as suitable for the method. But it doesn’t mean that they actually are suitable. Later I checked [the list of ingredients online], and it said in capital letters that this product is not appropriate. That is when I decided to start looking up [product ingredients].”*

Other informants explained how they’ve had to learn to scrutinize service providers for tell-tale signs that indicate that a hairdresser is actually able to work with curly hair regardless of whether they advertise themselves as such. Iina, a 33 year-old university student, makes sure to do her due diligence before booking an appointment: *“I check online. If [the salon] is active on social media, I check their Instagram profile. What do the end results look like? What kind of haircuts do they do, what hair dyes do they use?”* Meeri looks for subtle clues on salons’ websites: *“I try to read the service or price lists; are there clues that signal curly hair?”* Others, like Heini, take to thoroughly interviewing hairdressers in order to check their knowledge of curly hair treatment.

Despite the rigorous vetting process, our informants are often unable to find appropriate hair salons. In such cases, they are faced with the choice of withdrawing from the market due to the lack of acceptable service providers or booking an appointment and taking on the additional work of educating their service provider about appropriate hair-cutting methods and products. Senja and Natalia, university students in their mid-20s, educate hairdressers on both the basics and the details of cutting curly hair. Senja explains: *“I tell them that my hair curls differently [tighter in the front and looser in the*

back]. I have to ask that they cut it dry, too [as curls form differently when dried].” Natalia goes into more detail: “I told them [the hairdresser] not to use the thinning scissors. With that technique, we ended up with happy hair; it curls. Leaving out the thinning scissors helps the curls remain complete... At first, the hairdresser was anxious, they did not get it. I encouraged them, ‘Don’t worry, just cut as usual. Make a U-shape and cut layers on top. That’s all I need.’”

Other consumers choose to fully withdraw from the market rather than face the extra burden of education work. After a series of failed service outcomes, Nelli has decided to stay away from hair professionals altogether: *“I have been to a hairdresser three times in my life and haven’t been very content... I feel like many of them cannot cut curly hair, and I have had to fix the outcome myself afterwards. That’s not a desirable outcome when you pay shocking sums [for the service].”*

However, our informants who withdrew from the marketplace entirely were still faced with the task of learning to conduct salon-like services independently, treating their own hair or asking a close friend to cut their hair. The learning process can be time-consuming and costly. Melissa, a curly hair care specialist, explains how common this is: *“Many of my customers are very well informed on the hair care methods... There are many [instructions] available online due to the [local] professionals’ lack of knowledge. Sometimes I just listen to [my customers] telling all the multitude of things they have tried [to fix their own hair]. I’m like, ‘Oh my god’, so much time and money has been spent...”*

Discussion

Previous work has shown marketplace exclusion to be a complex and multidimensional phenomenon (Henderson et al. 2013; Viswanathan et al. 2021a). Our study builds on this literature by showing how marketplace illiteracy on the part of service providers perpetuates a vicious cycle of service failure that creates conditions for marketplace exclusion. We further add to this literature by offering a novel examination of the experience of excluded consumers, foregrounding the additional burden of labor that excluded consumers must contend with in order to attain adequate levels of service. We

also show that, in extreme cases, some consumers choose to fully withdraw from the market marketplace rather than undertake this burden. In doing so, we build on scant previous work in the anti-consumption literature that focuses on anti-consumption in the context of marketplace exclusion (e.g., Cherrier and Hill, 2018).

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The Paradox of Inclusive Brand Activism Strategies in a Time of (Culture) War.

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Abstract.

Although there will always be firms whose offerings appeal to a very distinct demographic, or whose brand positioning is based on projecting an image of exclusivity, for the majority of firms the notion of inclusivity and expanding the range of people they appeal to is attractive. Inclusivity has also been a key, and sometimes controversial, element of the 'brand activism' movement whose profile as a macromarketing phenomenon has grown rapidly over the past decade. This accelerated rapidly as a response to the 2016 election of Donald Trump (Duffy *et al.* 2021), prompting the *Academy of Marketing Science* to identify brand activism as a critical emerging issue for the discipline, and driving an upsurge in related research.

Brand activism has been defined in various ways from narrow concepts linked to CEO-led activism and advocacy (Bojanic 2023) to Sarkar and Kotler's (2018) broad framing as any socially-motivated business efforts to promote or impede social, political, economic or environmental causes across six domains comprising: Social, Workplace, Political, Environmental, Economic, and Legal issues. Such efforts are identifiable back to at least the nineteenth century and became widely visible from the 1970s onwards. The key difference between earlier examples of brand activism and the contemporary upsurge in the post-Trump era is that while historic brand activism typically focused on unifying causes such as environmental protection or fair wages, contemporary brand activism is more focused on potentially divisive 'hot-button' issues that are a feature of twenty first century 'culture wars' (Vredenburg *et al.* 2020).

These new culture wars that brand activism connect to represent a more 'macro' phenomenon, yet the significance of broader culture war struggles for macromarketing remains curiously under-explored. One intriguing feature of brand activism strategies is their apparently paradoxical relationship to the concept of inclusivity. Although not every

single activist brand supports what can be identified as causes at the ‘progressive’ cultural pole, the vast majority are. Inclusivity is a popular progressive cause to support, and for many people with relatively progressive values, inclusivity appears to operate as something of a ‘supernorm’ that is beyond question or criticism. Inclusivity is a value that is strongly supported within younger age groups of consumers (Francis & Hoefel 2018), and therefore pro-inclusivity strategies will be attractive to brands that skew towards an older demographic and are eager to appeal to, and recruit, younger consumers. This logic underpinned the 2023 strategy of the US beer brand Bud Light to partner with transgender social media influencer Dylan Mulvaney for a single social media post (in support of a competition the company was running) that featured personalised Bud Light cans (a promotional device the company has used for other celebrities). The campaign was designed to reach, and appeal to, Mulvaney’s over 10 million social media followers, but it also succeeded in sparking a fierce conservative backlash. The resulting damage done to the brand and its sales was significant if somewhat over-exaggerated by the (conservative) media. It did however demonstrate the risks of inclusivity promoting strategies creating controversies that may paradoxically alienate some consumers (Bhagwat *et al.*, 2020; Mukherjee & Althuizen, 2020; Schmidt *et al.*, 2022) and intensify the polarisation that drives the culture war (Schoenmueller *et al.*, 2023).

The Bud Light experience is not unique, Mars-Wrigley’s 2022 redesign of their green M&M ‘spokescandy’ to make them ‘less sexy’ (and therefore more inclusive) led to another conservative backlash that took the company by surprise, leading them to tweet that: *“In the last year, we’ve made some changes to our beloved spokescandies. We weren’t sure if anyone would even notice. And we definitely didn’t think it would break the internet. But now we get it – even a candy’s shoes can be polarizing. Which was the last thing M&M’s wanted since we’re all about bringing people together”*.

This paper explores the risks that the phenomenon of ‘Brands Taking Stands’ is reinterpreted as ‘Brands Taking Sides’ in culture war struggles, the paradoxes of inclusive brand activism strategies becoming divisive in practice, and the complexities involved in companies responding appropriately to causes that may be strongly supported by some

within their key stakeholder groups (of consumers, employees and stakeholders), but strongly opposed by others. This challenge is intensified in situations where remaining silent on a divisive issue (which may be the preference of many companies) becomes interpreted as tacit support for one position. It also explores how the ‘win-win’ competitive logic of supporting social causes that resonate with consumers and other key stakeholder groups becomes less clear from a macro perspective where, as companies like Disney or JP Morgan have experienced, approval from direct stakeholders can be counterbalanced by pushback from their macro-environment through media criticism and even becoming a target for punitive legislation

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Social Movements and Identity Management in Brand Communities

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Abstract

Social movements serve as a powerful platform for individuals to advocate for their rights and address issues specific to their minority status. Yet, as they interact with and are affected by these movements, individuals often employ varying strategies of identity threat response to navigate the complexities of public perception. We explore how individuals with a minority status may respond to social movements by engaging in identity threat response, resulting in: (1) a protective veneer that masks their true emotions in consumer-to-consumer conversations, and (2) backlash directed at a focal firm, and (3) disengagement from the threatened identity. Using mixed-methods consisting of secondary data collected from an online brand community and experimental studies, we extend prior research in social movements and identity management to link these two areas of research and illustrate the impact of such movements on both consumer-to-consumer engagement and brand engagement.

Introduction

Social movements are defined as “networks of informal interactions between a plurality of individuals, groups and/or organizations, engaged in political or cultural conflicts, on the basis of shared collective identities” (Diani, 1992, p. 1). Oftentimes, these social movements are aimed at effecting change and empowering those of minority status based on factors such as gender, race, religion, or sexuality. Historical examples in the United States include the abolitionist movement, women’s suffrage, and the civil rights movement. These initiatives served as the driving force behind social and legal transformations.

In general, social movements seek to expand the number of followers or supporters of the movement. Motivations for joining a social movement include, among other factors, the pursuit of meaning, authoritarianism, the search for identity, social isolation, and

personal powerlessness (Zurcher & Snow, 2017). Modern social movements draw their support in large part via social media and online platforms, increasing the empowerment of focal group members and visibility for the movement as a whole (Leong et al., 2019).

The extant literature emphasizes reasons for actively engaging in advocacy for a social movement and the resulting impacts on society. In a brand context, examples may include boycotts and buycotts (Hawkins, 2010; Micheletti & Stolle, 2015). In contrast, little is known about more subtle shifts in behavior and language as it pertains to a social movement, particularly in marketing spaces. It is this gap which the present research seeks to address. Specifically, we assess changes in language usage and review behavior in brand communities as a result of a social movement. A brand community can be defined as a “specialized, non-geographically bound community, based on a structured set of social relations among admirers of a brand” (Muniz & O’Guinn, 2001, p. 412). Brand communities allow members to interact with one another as well as the firm (McWilliam, 2000). Researchers have long acknowledged the potential benefits of brand communities to firms, such as increased consumer loyalty, brand connection, and value creation (Marzocchi et al., 2013; McAlexander et al., 2002; Muniz & O’Guinn, 2001; Schau et al., 2009). Notably, brand communities are now typically hosted online (Manchanda et al., 2015).

Because brand communities allow for two-way communication among consumers, it follows that these consumer-to-consumer interactions will vary based on individual differences. Specifically, we seek to investigate how broader social movements impact dialogue in online brand communities. Drawing on social identity theory and identity threat literature, we propose that members of a minority group who are the focus of a social movement will change their activity in brand communities in response to the movement. We predict that such individuals employ various responses to such movements, including identity management, derogation of a focal brand, and disengagement from their minority identity.

Social Movements and Identity Threat

Members of the focal group of a social movement are likely to perceive the movement as a potential threat to their group identity, as voices contrary to the

movement's goals are amplified, the social inequalities that led to the birth of the movement are highlighted, and the salience of minority group membership is increased (Flesher Fominaya, 2010; Leigh & Melwani, 2021; Solomon & Martin, 2019). In addition, these individuals are likely to feel empowered as a result of the movement, as the visibility of the movement allows them to feel that their struggles and complaints are being validated and recognized (Leong et al., 2019).

When an identity is threatened, members of a minority group may respond in three key ways: advocating for the group's interests by engaging in identity management (Petriglieri, 2011; Tajfel & Turner, 1979), derogating the source of the identity threat, or dissociating from the minority group as a means of concealing their group identity (Petriglieri, 2011; Taylor & McKirnan, 1984; Wright et al., 1990). Notably, for some members of minority groups, dissociating and concealment of one's identity is not a viable option. Examples include visually clear indications of race, religion, or gender (Pagliaro et al., 2012).

For those of minority status, identity management often takes the form of acting as a version of their identity that is viewed as agreeable and positive. Researchers have proposed that those of minority status may engage in identity management as a way of protecting their group identity in an attempt to combat negative stereotypes that may be attached to the group (Creed & Scully, 2000; Crockett, 2017; Petriglieri, 2011). In the context of a brand community, identity management can therefore take the form of messages and conversations with other consumers that are higher in frequency and tone. This suggests the following hypotheses:

H1a: When a minority group is the focus of a social movement, minority group members' communications with others are more frequent relative to when they are not the focus of a social movement.

H1b: When a minority group is the focus of a social movement, minority group members' communications with others convey a more positive tone relative to when they are not the focus of a social movement.

However, because minority group members engage in identity management as a way of portraying the image of a “ideal minority”, this presentation is not a true reflection of their beliefs and attitudes (Petriglieri, 2011). In a brand community, this suggests that minority group members’ communications would exhibit decreased authenticity when a social movement is active. We therefore present our next hypotheses:

H1c: When a minority group is the focus of a social movement, minority group members’ communications with others are shorter relative to when they are not the focus of a social movement.

H1d: When a minority group is the focus of a social movement, minority group members’ communications with others are less authentic relative to when they are not the focus of a social movement.

Because social movements are aimed at empowering a given group, minority group members should respond to the social movement by employing increased language of power and status (Leong et al., 2019). In brand communities, measures of clout can be used to operationalize this empowerment (Boyd et al., 2022). This suggests the below hypothesis:

H1e: When a minority group is the focus of a social movement, minority group members’ communications are higher in clout relative to when they are not the focus of a social movement.

Notably, the style in which minority group members communicate with other individuals should differ from their communication style with a brand during a social movement. Indeed, in a brand community context, the relationship between a consumer and the brand is distinct from the relationships between individual consumers (Marzocchi et al., 2013). As mentioned previously, in the face of identity threat, an individual may derogate the source of the threat (Petriglieri, 2011). Consumers view brands as powerful entities, and often expect these brands to wield their power to exact social change (Vredenburg et al., 2020). As such, members of threatened minority groups are likely to view brands as potential sources of their identity threat and will therefore punish brands in an effort to spur them to take a stance on the social movement. In online brand

communities, this derogation of the brand can take the form of increased negativity in consumer-generated product reviews. Indeed, an individual's emotional state can influence their product evaluations (Sirakaya et al., 2004). Rather than expressing their feelings in one-on-one interactions, consumers may project their internal emotions outwardly to an outside entity, such as a product (Campos et al., 2020; Donoghue, 2000). This suggests the below hypothesis:

H2: When a minority group is the focus of a social movement, minority group members' reviews of brand-affiliated products are more negative relative to when they are not the focus of a social movement.

For minority group members who are able to do so, disengagement from their group identity is a viable option in situations of identity threat (Petriglieri, 2011). For the present research, disengagement in the context of social movements can be operationalized as withdrawal from online discussions (White, 2010). This suggests the below hypothesis:

H3: When a minority group is the focus of a social movement, minority group members who are able to disengage with their minority identity are less active in online communities relative to minority group members who are unable to disengage from their identity.

As mentioned previously, when group membership is salient, group members' interest in protecting the group is heightened (Saleem & Ramasubramanian, 2019; Tajfel & Turner, 1979). Thus, we predict the previously proposed effect will be mediated via perceived identity threat:

H4: The relationship between a social movement and identity threat responses is mediated via perceived identity threat.

Taken collectively, our hypotheses can be visualized in the conceptual model shown in Figure 1. We test and gather empirical support for our propositions across two experiments and two secondary data studies.

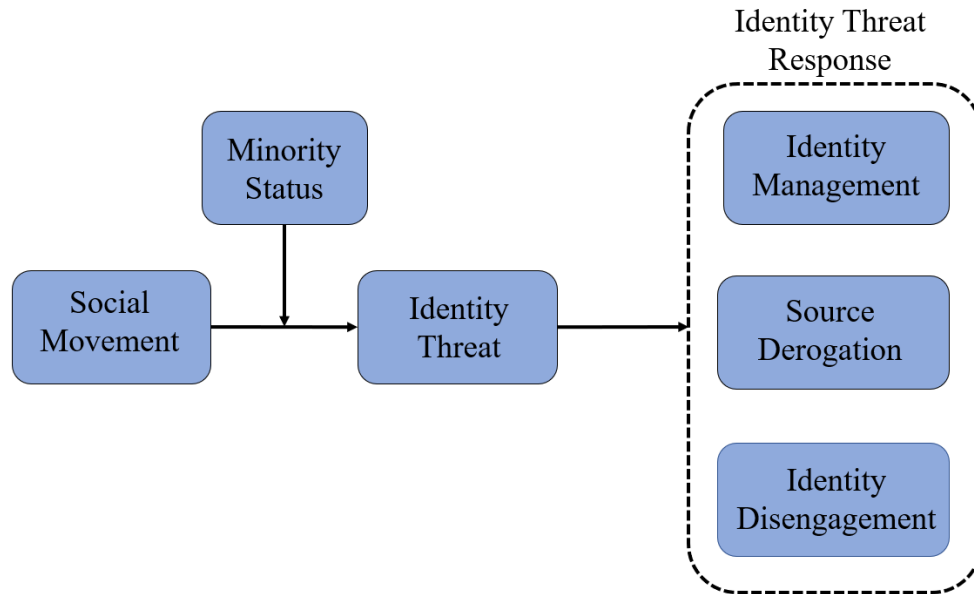


Figure 1. Conceptual Model

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EXTERNALITIES

TRACK CHAIRS: Shoaib Padela

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Externalities of Brand Community Participation

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Externalities are a major macromarketing concern (Fisk 1981). Padela, Wooliscroft, and Ganglmair-Wooliscroft (2021) conceptualised externalities in the context of branding and proposed a taxonomy that includes brand congestion externalities, brand friction externalities, brand junction externalities and chronic brand externalities manifested at the micro, meso and macro levels of a brand system. Brand community participation results in the positive and negative brand externalities within the meso-systems of consumers' social relations, categorised as consumer-to-consumer brand congestion externalities. This research evaluates the externalities of brand community participation using system dynamics modelling.

Brand communities are specialised, non-geographically bound, dynamically structured socio-cultural entities based on the social relations among a particular brand's admirers (Muniz and O'Guinn 2001). Bagozzi and Dholakia (2006, p. 45) defined a brand community as a "... group of consumers with a shared enthusiasm for the brand and a well-developed social identity, whose members engage jointly in group actions to accomplish collective goals and/or express mutual sentiments and commitments." Brand communities primarily manifest through the relationships between a tetrad of component: the product, the brand, the company, and other brand customers (McAlexander, Schouten, and Koenig 2002). They are fundamentally characterised by three traditional markers of community (1) consciousness of kind: it is the intrinsic connection between the members of a brand community that generates strong in-group and out-group dynamics between members of one brand community and those of the other, often competing, brand communities, (2) shared rituals and traditions: these include the social conventions, behavioural norms, and social values and practices that perpetuate the shared history and culture through the flow of meanings during member interactions, and (3) a sense of moral responsibility: it is a

sense of duty or obligation to the community collectively and to its members individually, that leads to collective action whenever needed (Muniz and O'Guinn 2001).

Hook, Baxter, and Kulczynski (2018) identified three forms of brand communities based on their primary mode of action and communication: offline brand communities, online brand communities and social media-based brand communities. Additionally, Veloutsou and Liao (2023) identified firm-generated and consumer-generated brand communities based on their origin and management, and pro-brand communities and anti-brand communities based on the brand support demonstrated within.

Depending on the form of brand community, brand community participation generates emotional, psychological, and utilitarian benefits for consumers (Cromie and Ewing 2009; Davis, Piven, and Breazeale 2014; Kang, Tang, and Fiore 2014), such as source of information, help and support, extrinsic rewards, social connections, peer approval, shared identity, and belongingness (Algesheimer and Dholakia 2006; Coelho, Rita, and Santos 2018; Muniz and O'Guinn 2001). For firms, harvesting the social relations within a brand community may create a cost-effective mode of attracting new customers, strengthen customer-brand attachment, trigger and manage word-of mouth and increase brand advocacy. Brand communities are an excellent source of marketing information, particularly for generating and testing product innovation ideas and conducting marketing research (Füller, Matzler, and Hoppe 2008). They provide an effective mechanism to indicate potential red flags early on before the issues become critical and ensure prompt and satisfactory customer service delivery either through brand representatives or other customers (Dholakia et al. 2009; Homburg and Fürst 2005).

The benefits emanating from consumer-generated communities built independent of the firm or brand intervention indicate a subset of positive externalities for firms and brands. These communities may also produce negative externalities. Brand managers are always tempted by successful consumer-generated brand communities to leverage more value for the brand and the firm. The collective goals of consumer-generated brand communities and managerial objectives behind harnessing brand communities are fundamentally different (Almeida, Dholakia, and Vianello 2007). The difference in the purpose and scope

of participation creates a paradoxical tension, where success breeds failure. Managerial tampering in consumer-generated brand communities often destroys them (Fournier, Sele, and Schoegel 2005). Additionally, brand community members may be fundamentally different with respect to their geographic, demographic, psychographic and behavioural characteristics. The resultant subgroups demonstrate diverse needs and exhibit differential brand enactment leading to either diluted or contradictory brand meanings. Integrating the disparate, but equally important, subgroups of brand community members to avoid brand meaning fragmentation becomes a critical managerial challenge (Fournier and Lee 2009; Fournier, Sele, and Schoegel 2005).

Brand community participation also creates negative externalities for consumers (Agrawal and Ramachandran 2017; Algesheimer, Dholakia, and Herrmann 2005). It may lead to normative community pressure, cognitive dissonance, and psychological reactance (Algesheimer, Dholakia, and Herrmann 2005; Hollebeek et al. 2022). It generates negative attitudinal and behavioural tendencies, including negative peer evaluation and anti-social actions like bullying, stereotyping, and passing derogatory remarks (Ewing, Wagstaff, and Powell 2013; Hickman and Ward 2007). These externalities are substantiated in the causal theory of brand externalities (Padela, Wooliscroft, and Ganglmair-Wooliscroft 2024). While these externalities are theoretically well documented, quantitative analysis of the externalities from brand community participation is not available. This research articulates the externalities of brand community participation using system dynamics modelling (Sterman 2000).

System dynamics enables both qualitative and quantitative modelling. The qualitative modelling facilitates hypothesizing the dynamic theory that can be comprehensively presented through causal loop diagrams, as demonstrated by Padela, Wooliscroft, and Ganglmair-Wooliscroft (2024). The quantitative modelling involves computational simulations to reveal the dynamic behaviour of system actors and components.

System dynamics simulation facilitates the analysis of feedback loops that produce outcomes within a phenomenon (Churchman 1968; Sterman 2000). The feedback loops, within a social phenomenon, explain how different social actors interact with each other

and the environment, and produce system outcomes in the short and long run. System dynamic modelling enables connecting the attitudes, behaviours, and decisions of social actors at the micro-level to the macro-system outcomes (Arquitt and Cornwell 2007). It helps to listen, learn, and leverage the behavioural pattern of factors and components to plan and implement system intervention (Domegan et al. 2020).

System dynamics simulation is an effective way to verify the hypothesized relationships in a causal theory. Simulation enables to test the effects of different scenarios and comprehend patterns of behaviours and system outcomes, and subsequently deal with systemic complexity. A stock-and-flow diagram is used for simulation modelling. Stocks are the accumulations based on the inflows and outflows and indicate the state of a system (Sterman 2000). This research identifies brand community participation as a stock and analyses the resulting intended and unintended dynamics within a brand community. System dynamics is suitable for modelling the dynamics of brand community participation because brands are multidimensional dynamic systems of relationships among social actors (Conejo and Wooliscroft 2015; Padela, Wooliscroft, and Ganglmair-Wooliscroft 2023), which are remarkably manifested in brand communities besides other social settings (McAlexander, Schouten, and Koenig 2002; Muniz and O'Guinn 2001). This research contributes towards better understanding of the complexities that emerge from social interactions among brand community members and how externalities influence the dynamics of brand community participation from a macro-systems perspective.

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FUTURE OF THE CIRCULAR ECONOMY, NEW MARKETS AND MARKETING

TRACK CHAIRS: Katie-Louise Leggett
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Governance and the Circular Economy: Catalyst, Barrier, or Neutral Force in Advancing Sustainable Development?

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The circular economy (CE) has been sought as a solution to environmental and social issues, with decision makers at the macro and micro levels across the globe embedding it into their policy (Lieder and Rashid, 2016; Stahel, 2016; Geissdoerfer et al, 2017; Termeer and Metze, 2019). Therefore, the CE will be addressed from the Environmental Social and Governance (ESG) perspective as it can be stated that through a review of traditional business models and stakeholder engagement, the CE can ensure the concurrent enhancement of the ESG dimensions (Salvioni and Almici, 2020). The literature is divided as to whether governance plays a positive or negative role in CE initiatives, with some finding well-structured and supportive governance frameworks being essential to unlock the potential of the circular economy (Miliotis, 2018) and others finding inconsistent or inadequate policy frameworks impeding the transition to a circular economy (Kirchherr et al., 2018). Given the significant uptake of CE initiatives it is important to understand how governance can shape its success. Thus, the purpose of this paper is to provide a literature mapping of the elements of governance, from the perspective of the ESG (Environmental, Social and Governance) framework, against their reported outcomes. Literature mapping provides a systematic research method to answer a specific research question and to inform decision making (Perryman, 2016). Therefore, the subsequent mapping from this paper will enable decision makers to understand if governance of the CE can foster, hinder or be a barrier for sustainable development.

Environmental, social and governance factors, collectively known as ESG factors, is a term used in the capital markets to refer to a company's non-financial performance (Atan, Alam, Said and Zamri, 2018). Literature highlights that the concept of ESG emerged in the 1990s driven by investor demands to assess the potential risks associated with environmental factors (such as carbon emissions), social aspects (like workforce diversity), and governance issues (such as transparency) in their investment portfolios. Over the last few years, there has been a significant surge in interest surrounding the topic of "environmental, social, and corporate governance" (ESG) and responsible investment remains its core focus (Li et al, 2021). In fact, in parallel, the circular economy (CE) can act as a catalyst for investment (MacArthur Foundation, 2016). A positive disposition towards CE investments will be expected, as these investments are recognised as a prosperous business model with competitive advantage (De La Cuesta-Gonzalez and Morales-García, 2022). In this respect, investors play a critical role in fostering sustainable development by influencing corporate behaviour, as, for instance, in allocating capital to sustainable projects, and driving innovation to promote socially and environmentally desirable activities (Scholtens, 2006; Eccles and Klimenko, 2019).

Furthermore, the concept of sustainable development is also crucial in the CE transition as CE aims to promote a framework that integrates the three specific dimensions of sustainable development: the environmental by reducing the impact of economic activities by optimising, reducing the use of natural finite resources; the economic aspect by focusing on more sustainable business models; and the social dimension by promoting better well-living (van Langen et al., 2021). Additionally, the transformation of linear value chains into circular ones can facilitate systemic CE and realizing this shift requires appropriate governance structures for CE (Farooque et al, 2019; Fischer and Pascucci, 2017). This represents a link between the circular economy, the ESG framework and sustainable development.

The literature mapping in this paper considers literature from 2004 onwards as this is when the term is ESG was firstly coined (UN, 2004) and it will show whether implementation of

regulations and policy surrounding the CE is essential for fostering sustainable development.

Keywords: Circular Economy, Sustainable Development, ESGs, Governance

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Are Start-ups Showing the Way to Circular Economy?

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It is argued that circular start-ups, as new entrants, have greater flexibility to adopt more disruptive circular business models from the start when entering markets (Henry et al. 2020; Rizos et al. 2016). They are also seen as an essential force for innovation (Van Opstal and Borms 2023), particularly in the early stages of industry transformation with sustainability and technology-related opportunities (Hockerts and Wüstenhagen 2010; Silva and Sehnem 2022) or where mature organisations are too reliant on the current institutional environment (Närvänen, Mattila, and Mesiranta 2021). Existing literature using regional samples suggests a significant relationship between the chosen circular start-up strategy and customer types (Van Opstal and Borms 2023) and the capability of circular start-up innovations to change the markets in which they operate (Sehnem 2022).

By circular start-ups, we mean companies that have adopted the principles of the circular economy in their operations or whose business model is based on the circular economy (see e.g. Linder and Willander 2017). Circular start-ups differ from other start-ups mainly regarding environmental sustainability and the circular economy (Roshan et al. 2024), combining profit-seeking elements with sustainability value logic (Laasch 2018). Our previous study, where we reviewed business cases from Finland, suggested that large, well-established companies had a different strategy when entering circular markets compared to medium-sized enterprises or new micro-sized companies (Leggett et al. 2023). The results show that the company's size and age affect which part of the circular economy it focuses on in its operations. Key target markets for circular start-ups include transformation of waste to production resources, manufacturing that relies on new business models such as leasing and rentals, and services that contribute to product life extension (Repo et al. 2023).

In this presentation, we will use the Ellen MacArthur Foundation Circular Start-up Index to extend understanding of how circular start-ups contribute to the transition to a circular economy. The Ellen MacArthur Foundation Circular Start-up Index is an international list of circular start-ups that use one or more circular economy principles (eliminate waste and pollution, circulate products and materials, regenerate nature) in their operations. A network analysis and its accompanying visualisation will be used to examine the circular strategies start-ups are using to enter these markets. We aim to build a better understanding of the role of start-ups in the transition to circular economy systems and whether they can be seen as leaders in building circular economy markets, or if they are intuitively filling gaps that more prominent players are not interested in or cannot enter.

Whilst literature on the circular economy is abundant, currently with an increasing number of publications year on year (von Kolpinski, Yazan, and Fraccascia 2022), research on circular start-ups has only recently emerged as its distinct category (Han et al. 2023; Henry et al. 2020; Rok and Kulik 2021). As a result, there is little academic literature covering circular start-ups and the innovative methods they employ to establish themselves in markets (Henry et al. 2020; van Opstal and Borms. 2023). This paper answers calls for future research, such as the suggestion by Henry et al. (2020) to examine methods employed by circular start-ups across geographic locations comparatively and by Närvänen, Mattila and Mesiranta (2021) to use a global sample to extend understanding of how circular start-ups conduct work in the transition to a circular economy.

Keywords: Circular Start-ups, Circular Economy, Markets, Network Visualisation

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“We ain’t doing it for the planet” – Drivers and barriers to transforming to a Circular Economy

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A shift from the linear ‘take-make-consume-waste’ economy to a circular economy at large scale is crucial to tackle current climate change challenges. The circular economy (CE) has been considered a new path to transitioning to sustainable production and consumption in order to respond to increasing environmental problems (Homrich et al 2018). Yuan et al. (2006) described CE as not purely an environmental strategy but an economic strategy involving a complete reform of the whole system of human activity, including production processes and consumption activities. A transition to CE requires shifts in values, norms, behaviour and attitudes in society (Chizaryfard et al. 2021); therefore, consumers must be involved in the whole process and be familiar with CE products and services (Vidal-Ayuso, Akhmedova and Jaca 2023). Chizaryfard et al. (2021) also assert that “normative and behavioural aspects of society have always been a game change” and “societal actors are profoundly relevant components of the CE system” (p.482).

CE encourages the extension of product lifetimes, and consumers can contribute to it by sharing, renting, reselling, refurbishing, and repairing everyday consumer goods rather than buying brand-new ones. However, even though CE business models are emerging, consumer adoption is still lagging (see work of Vidal-Ayuso et al 2023). This is surprising as research has shown that the above CE practices can benefit consumers financially as well as contribute to their subjective and psychological well-being by decreasing the burden of ownership (see work of Rogers 2021). Nevertheless, buying brand-new remains the status quo for most consumers, and hence, a major shift in consumers’ mindset and the whole system is needed.

The current multi-study project contributes to knowledge about consumers' and business owners' perceptions of CE consumption models offering temporary access to everyday consumer goods via technology-enabled platforms. More specifically, the project explores the drivers and barriers towards renting everyday consumers across five categories (i.e. fashion clothes, baby/maternity clothes, toys, sport/outdoor/fitness equipment, and electronic goods/devices). Multiple studies have been conducted involving a qualitative phase consisting of in-depth interviews with platform owners (n=10), focus groups with consumers (n=37), and a quantitative phase consisting of a large online survey with 1,500 respondents, two smaller studies involving Implicit Association Tests exploring implicit attitudes towards renting (n=298) and second-hand consumption (n=306), and two online experimental studies which tested several message frames in the context of renting fashion clothes (n=301) and toy rental (n=301).

The interviews with platform owners revealed that their platforms were used by their customers for the following reasons: a) access to a variety of products, expensive and premium quality and use only once or seasonal products; b) platform owner's expertise; and c) company's values and mission being linked to sustainability. They also reported that the public needs to be better educated regarding this business model (subscription services and renting) as this is a major barrier to expanding the customer base. The majority of the public still prefers brand-new or second-hand items and owning the product. This is aligned with the results of the consumer focus groups, as participants reported they lack awareness of such services. In addition, they perceived renting as more expensive compared to buying brand new or second-hand goods and requiring time and effort to manage and monitor. Their willingness to rent is limited to items that are for short-term use (such as bikes, tents, and ski equipment).

Findings from the IATs revealed a negative implicit attitude towards renting, indicating that consumers still prefer brand-new over renting. Similarly, despite the growing popularity of second-hand consumption, consumers have a more positive implicit attitude towards

brand-new indicating a lingering stigma towards second-hand. Data from our large survey revealed that consumers lack awareness, knowledge, and experience in renting consumer goods, and thus, it is not surprising that they also do not find it easy to rent consumer goods. Drawing on self-perception and self-signalling theory, the results show that merely imagining the experience of renting everyday consumer goods can signal desirable and undesirable personal attributes about oneself, leading to acceptance or rejection of renting. Our results suggest that renting intentions appear to be more tightly connected to the moral self (personal norms), self-image (i.e. renting says something positive about who I am), social norms (social approval by others) and perceived behavioural control than previously thought.

Whilst environmental benefits were not identified as leading drivers, our study indicates that sustainable benefits linked to renting could serve as a positive self-signal leading to higher intentions to rent. The online experimental studies examined to what extent differently framed messages for a hypothetical online rental company for clothes affect self-image and intention to rent from this company. Results indicated that a message framed around the environmental benefits of renting clothes was associated with a more positive self-image leading to higher intention to rent in contrast to a control message. The same results were found in a follow-up study in the context of renting children's toys. This suggests that an environmentally framed message could increase initial intention to rent, but it would need to be linked to boosting one's perceived self-image.

This has managerial implications as our results illustrate that participating in CE business practices such as renting everyday consumer goods can boost one's self-image. To encourage the uptake of rental services, it is suggested that businesses should consider the influence of consumers' self-perceptions, i.e. boosting the positive and reducing any negative inferences attached to this type of consumption whilst ensuring that these rental options are easily accessible and convenient to use. In addition, boosting self-image motives by focusing on the environmental benefits of renting might have the potential to

override the persisting stigma attached to renting and encourage the public to explore the benefits of these services, which will increase their participation in the CE.

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GENDER AND INTERSECTIONALITY

TRACK CHAIRS: Cathy McGouran
Johnpaul Smith

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Unveiling Ecofeminist Paradigms in Macromarketing - An Analysis of Forest Green Rovers

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Introduction

Macromarketing concerns the complex relationship between marketing practices, societal structures, and environmental considerations. This exploration focuses on the intersection of ecofeminism, ecocentric management practices, and macromarketing, particularly emphasising the unique approach Forest Green Rovers Football Club (FGR) takes. This is important because Global sports, especially football, offer a unique perspective on the world. Capitalism has entrenched professional football (Velayutham & Velayutham, 2016), provoking anger and frustration among fans due to the rampant greed and influence of neoliberal business in elite sports (Vaczi, 2022). Rather than adhering to conventional norms, FGR stands as a paradigmatic example, challenging not only the established tenets of the football industry but also redefining prevailing marketing paradigms.

Ecofeminism, a conceptual framework that traces its roots back to François d'Eaubonne's seminal introduction in 1974, is at the core of this exploration. This movement intertwines feminist ideals with ecological concerns, addressing the interconnected inequalities perpetuated by pervasive patriarchy. In this abstract, we delve into the foundational principles of ecofeminism, spotlighting the imperative dismantling of dualisms and the adoption of an ecocentric management paradigm.

Forest Green Rovers Football Club is an intriguing focal point in this analysis. Departing from football clubs' conventional objectives, FGR embarks on a transformative journey that challenges the traditional definition of 'winning.' Instead, the club endeavours to intertwine success with caring and compassionate practices, epitomising an ecofeminist perspective. This exploration unveils how FGR becomes a catalyst for dismantling patriarchal barriers within the football industry and the broader, macro societal context.

Ecofeminist Principles

Ecofeminism is a political and social movement that connects ecological concerns with feminist values. It has its origins in feminist and Marxist theories as well as early environmental studies (Dobscha & Prothero, 2022). This movement highlights the interconnectedness between feminism and ecology and the inequalities they experience in environmental and patriarchal exploitation and oppression (Ourahmoune et al., 2014). The oppression of women and the deterioration of the environment are interconnected, and this link needs to be highlighted. The unequal position of women and nature in society's patriarchal structures is responsible for perpetuating this inequality. It is essential to consider gender dynamics when addressing the climate crisis. Patriarchy and unequal gender relations can worsen vulnerabilities and hinder climate action in various ways (Steinfeld & Holt, 2020).

Many interpretations of ecofeminism exist, and their differences can be significant (Lahar, 1991; Merchant, 1992; Warren, 1987). However, most ecofeminists share the belief that the same structures that devalue and potentially harm nature are the ones that dominate women. Therefore, they argue that women should align themselves with nature to transform the system that harms them (Dobscha & Ozanne, 2001).

In the realm of macromarketing, Seager's (1993) emphasis on considering ecofeminist issues within the context of social relations resonates significantly. The call for a more holistic examination, extending beyond women's connections with nature to encompass the relationships of both men and women with institutional frameworks (McDonough & Prothero, 1997; Beck, 1995; Macnaghten & Urry, 1995; O'Connor, 1994) aligns with the principles of macromarketing. Macromarketing benefits from recognising how institutional cultures influence ecologically unsustainable lifestyles. Seager's perspective reinforces the idea that within the structures and institutions explored in macromarketing, efforts for ecological enlightenment and sustainable change should be actively pursued. This connection underscores the relevance of ecofeminist insights in shaping broader societal paradigms.

Dualisms

Dualisms are linguistic pairs separated into two contrasting parts (e.g. hot/cold, good/evil, and war/peace) and then used for analysis. Dualism is a crucial feature of ecofeminist thought, separating humans from nature and men from women (Dobscha, 1993; Maclaran & Stevens, 2019) and putting them in opposition. Such dualisms imply that humans are superior to nature and men to women and can, therefore, sit in a dominant and controlling position. They preserve the hierarchy in which men's contributions are overvalued and women's undervalued. Consequently, women find themselves in an inferior position to men and out of positions of power and decision-making (Dobscha & Prothero, 2022). The critique of dualism is significant as it extends beyond the subjugation of women to men or animals to humans. Within humanity, individuals categorised as manual workers, people of colour, people with disabilities, non-heterosexuals, and the elderly have also faced disadvantages stemming from dualistic thinking (McDonough & Prothero, 1997).

To apply ecofeminist theory to modern social problems, it is essential to view gender and nature through an intersectional lens and break down patriarchal dualisms that reinforce women's inferior position in modern organisational and relational structures (Dobscha & Prothero, 2022). Breaking down these dualisms is crucial to promote equality and an inclusive worldview and to protect the natural environment from harmful human activities. Ecofeminism challenges the notion of dualisms, and in doing so, it lays the foundation for breaking down oppressive structures, disrupting paradigms, and emphasising interconnectedness. Ecofeminism also advocates for diverse gender identities and fosters a more inclusive worldview. It urges a shift toward a holistic understanding that recognises the value of all interconnected components in the web of life.

An Ecocentric Management Paradigm

An ecocentric management paradigm is a philosophy that emphasises the importance of ecological considerations in decision-making processes. It represents a fundamental shift in organisational practices, recognising the interdependencies between ecological and social systems. Unlike anthropocentrism, which prioritises humans and underlines the dualism between organisations and the natural environment (Purser et al., 1995), an

ecocentric approach acknowledges the interconnectedness of ecological and social systems. Organisations adhering to an ecocentric paradigm understand that their actions have far-reaching environmental and societal consequences. They actively strive to align their operations with sustainability and ecological well-being (Shrivastava, 1995).

In today's world, where environmental crises are escalating, some view adopting an ecocentric perspective as a strategic necessity that aligns seamlessly with the growing environmental consciousness among consumers (Borland & Lindgreen, 2013). Influential scholars like Paul Shrivastava and McDonough & Prothero have advocated for the explicit consideration of the natural environment in organisational study and management, with a focus on interrelatedness and equality between nature, humans, and genders (Shrivastava, 1995; McDonough & Prothero, 1997). Organisations embracing this perspective are prompted to consider the broader social implications of their actions, resulting in a positive social impact (Shrivastava, 1995).

Environmentalism and sustainability are becoming increasingly important for football clubs worldwide, although the degree of commitment varies among clubs. While some clubs have taken significant steps to integrate eco-friendly practices into their operations, others are still in the early stages of adopting sustainable initiatives. Notable examples of clubs that have made strides include Forest Green Rovers, discussed further below, and Arsenal FC (Lockwood, 2020), which has installed renewable energy systems at its Emirates Stadium. Real Madrid CF (Jones, 2022) and Bayern Munich (Kurmayer, 2021) also invest in renewable energy and promote environmental awareness.

An ecocentric management paradigm aligns effortlessly with the core principles of ecofeminism. It challenges outdated dualistic notions and urges organisations to recognise their impact on ecological and social systems. This transformative shift from an anthropocentric to an ecocentric paradigm, facilitated by ecofeminism (McDonough & Prothero, 1997), necessitates a commitment to ecological balance and the active pursuit of solutions beneficial to humanity and the planet (Sartore-Baldwin & McCullough, 2018). This paradigm is particularly relevant in the face of escalating environmental challenges, as it seeks to shift organisational practices toward sustainability and ecological responsibility,

fostering a balanced and mutually beneficial relationship between humanity and the natural environment.

This transformative shift also has implications for macromarketing. The ecocentric management paradigm prompts organisations to consider the broader social context of their activities, including the welfare of local communities, social justice, and overall quality of life (Purser et al., 1995; Shrivastava, 1995). Organisations actively contribute to a more balanced and mutually beneficial relationship between humanity and the natural environment by prioritising sustainability and ecological responsibility (Shrivastava, 1995). In essence, ecocentric management aligns harmoniously with the principles of macromarketing, where the interconnectedness of marketing practices, societal structures, and ecological concerns is increasingly recognised as a central aspect of responsible and ethical business conduct (Purser et al., 1995)

Spotlight on Forest Green Rovers

Founded in 1889, Forest Green Rovers (FGR) is a pioneering force in English football. Situated in League 2, this football club has undertaken a remarkable journey transcending traditional norms within the sporting world (Samuel et al., 2022). Notably, the New Lawn Stadium, FGR's home ground, is a testament to its commitment to sustainability, being powered entirely by solar energy and boasting the world's first organic pitch (BBC News, 2012). Beyond the pitch, FGR has garnered acclaim for its environmental initiatives, winning multiple green business awards and being recognised by FIFA as "the world's greenest football club" (BBC News, 2012). Demonstrating an unwavering commitment to environmental stewardship, FGR became the inaugural football club to enlist in the Eco-Management and Audit Scheme, solidifying its dedication to sustainable practices (Euractiv, 2019). Furthermore, the club's owner's (Dale Vince) appointment as a UN Climate Change Ambassador attests to FGR's influential role in promoting environmental responsibility within the sports industry (Sustainability in Sport, 2021). As a trailblazer in the footballing world, FGR has achieved the noteworthy milestone of being the first football club to receive the Vegan Trademark, a symbol of their dedication to encouraging a sustainable and responsible approach to sports (The Vegan Society, 2017; Euractiv, 2019).

FGR extends its impact beyond environmental concerns, actively engaging in gender-inclusive initiatives and community-based social activities (Samuel et al., 2022). The club's commitment to inclusivity is evident in its endeavours to challenge gender norms within the footballing landscape. Forest Green Rovers made history in 2023 by becoming the first professional men's team to hire a female coach, appointing Hannah Dingley as caretaker manager (ESPN.com, 2023). FGR encourages participation and representation across genders in both playing and administrative roles by fostering an environment that transcends traditional boundaries.

This commitment to inclusivity extends to community engagement, where FGR leverages its influence to promote social well-being and unity. FGR Community, a charity established to educate, motivate, and inspire through football, runs programs that positively impact the local community and beyond (www.fgr.co.uk, n.d.).

Forest Green Rovers as an Ecocentric, Ecofeminist Organisation

Forest Green Rovers (FGR) stands at the forefront of transformative change within the football industry, challenging traditional norms and embracing sustainability principles. This metamorphosis aligns with an ecocentric management paradigm that mirrors ecofeminist ideals, emphasising the centrality of nature in organisational concerns and rejecting anthropocentric norms prevalent in contemporary society. FGR's commitment extends beyond the conventional focus on on-field victories, incorporating caring and compassionate practices that deviate from the conventional, male-dominated ethos in football (BBC News, 2012).

The club actively dismantles dualistic thinking, particularly in the realm of gender roles, as evidenced by the appointment of Hannah Dingley as caretaker manager, challenging the traditional binary opposition of male/female within football management (ESPN.com, 2023). FGR's initiatives also transcend the pitch into sustainability, community engagement, and social responsibility. The club fosters a family-friendly match atmosphere, breaking down hierarchical structures to promote a more inclusive and egalitarian culture (Euractiv, 2019).

FGR's dedication to veganism disrupts dualisms associated with the treatment of animals, moving beyond environmental considerations to ethical concerns. The eco-friendly stadium design and sustainable transportation initiatives exemplify an ecocentric management paradigm that aligns seamlessly with ecofeminist ideals, challenging dualisms related to nature/culture and humans/animals (The Vegan Society, 2017; Euractiv, 2019). The club's holistic approach to sustainability extends into the local community, involving them in eco-friendly practices and breaking down dualisms associated with professional sports organisations and their communities (www.fgr.co.uk, n.d.).

The ethical considerations embedded in FGR's decision-making processes reflect an ethics of care, emphasising interconnectedness, empathy, and responsibility. By engaging the local community in sustainability practices, FGR actively fosters inclusivity and collaboration, further dismantling dualisms within its organisational structure. The club's commitment to environmental education contributes to disseminating ecofeminist principles, challenging existing power structures and fostering a more equitable and sustainable world (Sartore-Baldwin & McCullough, 2018).

Forest Green Rovers' journey toward sustainability and inclusivity positions the club as a paradigmatic example of an ecofeminist organisation within the football industry. The club's initiatives, from breaking down gender stereotypes to embracing sustainability practices and fostering community engagement, showcase a commitment to challenging dualisms and advocating for a more interconnected, caring, and compassionate world. It is important to note that while many positive aspects are associated with the practices mentioned above and belief systems, there are also some concerns that should be considered. For example, it has been said that these changes have led to a less vociferous place (Herd, 2017), resulting in a less lively atmosphere at football matches compared to other venues in the same league. Although this perceived decline in the atmosphere at football matches is not unique to FGR (Steadman et al., 2021), it has led some to assert that the club's friendly and welcoming stance was 'detrimental' to creating the hostility that is considered necessary to give teams 'home advantage' in a very competitive sport (Fiske, 1992).

Extending the Link with Macromarketing

Forest Green Rovers (FGR) groundbreaking ecofeminist journey not only reshapes the landscape of the football industry but also sends ripples across the broader field of macromarketing, challenging established paradigms and setting forth a progressive model for responsible marketing practices. Since the 1960s, scholars engaged in the study of macromarketing have delved into the realms of sustainability and environmental crises, examining how marketing systems wield influence over market actors and impact the well-being of consumers (Mittelstaedt et al., 2014). By seamlessly integrating ecofeminist principles into its operational ethos, FGR emerges as an exemplary case study that challenges and actively disrupts traditional marketing norms. The club's steadfast commitment to sustainability, inclusivity, and community engagement starkly contrasts the profit-driven and individualistic competition often associated with conventional marketing approaches. FGR's success in aligning its brand with ecofeminist values positions it uniquely within the football industry, providing a potential blueprint for other organisations looking to integrate ethical considerations into their marketing strategies. The influence of FGR extends beyond the confines of the sports sector, offering valuable insights for entities seeking to adopt ecofeminist perspectives and contribute to positive societal and ecological impacts. In the realm of macromarketing, FGR serves as a beacon, encouraging a paradigm shift towards more ethical, inclusive, and environmentally conscious practices. The club's innovative approach challenges prevailing notions within the broader context of markets, marketing, and society, signalling the potential for a transformative influence that goes beyond the boundaries of the football pitch. FGR's journey exemplifies how organisations can redefine their societal role, emphasising a holistic approach that prioritises sustainability, social responsibility, and ethical marketing practices within the dynamic and interconnected landscape of macromarketing.

Conclusion

Forest Green Rovers (FGR) is a paradigmatic example of an ecofeminist organisation challenging traditional norms within the football industry and beyond. The club's

commitment to sustainability, inclusivity, and community engagement aligns seamlessly with the principles of ecofeminism and an ecocentric management paradigm. FGR's transformative journey actively dismantles dualistic thinking, particularly in gender roles, and fosters a more interconnected, caring, and compassionate world. The club's holistic approach extends beyond on-the-pitch victories to encompass sustainability practices, community engagement, and social responsibility. Forest Green Rovers' influence extends to the broader field of macromarketing, offering a progressive model for responsible marketing practices. By interweaving ecofeminist principles into its operational ethos, FGR challenges conventional marketing norms, encouraging a shift towards more ethical, inclusive, and environmentally conscious practices within the dynamic context of markets, marketing, and society. The club's journey exemplifies how organisations can redefine their societal role, prioritising sustainability and ethical practices to contribute positively to societal and ecological well-being.

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GLOBALISATION, (NEO)COLONIALISM, AND MARKETING

TRACK CHAIRS: Marcus Wilcox Hemaïs
Olga Kravets

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Coloniality of Knowledge and Marketing Education in Brazil: a study based on the decolonial perspective

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In light of recent counter-hegemonic movements that emerged in different areas of society and academia, debates based on the decolonial perspective began to surface in marketing, raising questions regarding the hegemonic structures underpinning the knowledge associated with the discipline (e.g., Faria and Hemais 2021; Silva and Sauerbronn 2021). Such discussions, therefore, criticize the way marketing is solely associated to epistemologies originated in the Global North, which particularly affects the education of the discipline (Varman and Saha 2009). The manner in which marketing is taught in the Global South thus replicates the model created in the Eurocentric world, reproducing the knowledge base coming from such context, hence reinforcing coloniality within the area (Merabet et al. 2020).

Coloniality is the darker, constitutive side of modernity. But, unlike modernity, coloniality represents the violence used by the Eurocentric world to impose its ‘superior’ perspective globally, which results in an intense domination of societies in the Global South, forced to adhere to onto-epistemologies exogenous to them (Escobar 2012). As part of this new pattern of power, the Eurocentric world concentrated within its sphere of influence different subjectivities, cultures and, especially, knowledge. This epistemic supremacy is referred to as “coloniality of knowledge” (Lander 2005).

The decolonial perspective arises, then, with the aim of unveiling the mirage that hovers over modernity, in order to present its colonialist facet. It seeks to criticize the domain of Eurocentrism over knowledge, in order to construct different outlooks towards

human existence based on understandings about life that have been historically subalternized (Quijano 2000). It thus pursues the resurgence of ‘forgotten’ epistemologies, as a way to promote new perspectives about global realities (Dussel 2012).

Such geopolitical discussions have been scarcely debated in marketing, so little is understood about how the coloniality of knowledge is established within the area and, mainly, in the way the discipline is taught. It is therefore common in marketing educational settings in the Global South for knowledge originated in the Global North to be solely and uncritically adopted in local teaching (Varman and Saha 2009; Veludo-de-Oliveira, Quintão and Urdan 2014). Therefore, to break with this scenario, it is necessary to deepen the analysis of marketing education and understand how the structures that underpin such context are established. We aim to do this by analyzing this scenario in Brazil, a country where, like many others in the Global South, marketing emerged in local universities with great aid of institutions from the Global North, looking to control the way the discipline was taught and developed locally (Boschi, Barros and Sauerbronn 2016).

That said, the present paper aims to analyze, based on the decolonial perspective, how the coloniality of knowledge is established in marketing education in Brazil, in order to understand the reasons why such teaching reproduces uncritically knowledge originated in the Global North.

To reach this objective, data was collected in two stages, the first of a quantitative nature, while the second was qualitative. For the quantitative stage, we sought out syllabuses of Graduate marketing classes offered in five of the top Business Schools in Brazil, so we could analyze the bibliographical references adopted in these. A total of 47 syllabuses were collected, which resulted in 953 bibliographical references that we analyzed. For the qualitative stage, we conducted 12 in-depth interviews with academics that teach Graduate marketing classes, in order to further understand the reasons why, in Brazil, we embrace knowledge coming from the Global North at the expense of appreciations from the Global South, particularly of Brazilian origins.

The analysis shows how bibliographical references in Graduate marketing classes in Brazil are greatly originated from the Global North. Of the 47 syllabus that were analyzed,

29 are of classes offered in Portuguese and 18 in English. When analyzing solely the former, 89% of the bibliographical references are in English, while 11% are in Portuguese. Of the total 953 references taken from the 47 syllabuses, 87% were written by authors from either North America or Europe, while only 6% are from Latin America. So, it is only natural that the institutions from where these authors come from be located mostly in the Global North: 63% are from universities in the United States (US), 5% are from Canada and 7% from England, whereas only 6% are from Brazil. The publishers of the journals that published the bibliographical references in the 47 syllabuses are also almost entirely from the Global North: a total of 67% of these companies/institutions were from North America, followed by 23% from Europe, and 9% from Latin America.

Three main reasons are analyzed, based on interviews with marketing scholars, as to why knowledge from the Global North is sovereign when it comes to marketing education in Brazil. Firstly, Brazilian academics imagine that only the Global North is capable of producing knowledge that is adequate for analyzing phenomena in marketing, while knowledges originated in Brazil or Latin America would hardly be appropriate for such purposes. Secondly, these scholars associate knowledge in marketing with the English language, dismissing knowledges presented in other languages, since, if they were truly of high-quality, they supposedly would have been published in English. Thirdly, marketing professors in Brazil revere the “classics” in marketing, all originally from the Global North, ignoring the important contributions literature from other areas of knowledge and from the Global South could bring to the area.

It is therefore possible to understand that the establishment of the colonality of knowledge in marketing education in Brazil begins at a broader level of understanding – here referred to as ‘structural level (of the Area)’ -, in which a hierarchy of knowledge within the area is created (Kravets and Varman 2022). This hierarchy creates asymmetries between knowledges in marketing, classifying those from the Global North as ‘better’ than those from the Global South, based on one parameter which, unquestionably, is Eurocentric. This structure imposes itself over Brazilian marketing education - here referred to as ‘individual level (of the Scholar)’ -, influencing the way local academics relate to such

knowledge, affecting their convictions, naturalizations, and preferences regarding marketing.

So, initially, the hierarchy of knowledges affects the way scholars in Brazil form their **convictions** regarding the superiority of knowledge in marketing from the Global North. This is seen, for example, when asymmetries are pointed out between ‘Northern’ countries and Brazil with regard to the production of adequate knowledge for marketing; English and other languages when it comes to communicating high-quality knowledge in marketing; the “classics” from the Global North and literature from other areas of knowledge and from the Global South, and the possible contributions they could bring to the area. In all three examples, convictions stray towards favoring the former cases as being ‘better’ than the latter ones in advancing marketing in Brazil.

These convictions then lead scholars to develop **preferences** for knowledge from the Global North, which is reflected, in the present case, in the choices they make when teaching the subject in Brazil. Even if they recognize that there could be knowledge from the Global South that could eventually be introduced into classroom discussions, these are forgotten, as they have already developed favoritism towards those of Eurocentric origin - even if they have little or nothing to add to local discussions. about discipline -. And, by exercising their preferences, they reinforce their beliefs that they are educating their students in a similar way to the best academics in the area, from the US or Europe, showing how aligned (or colonized) they are onto-epistemologically with (by) their peers From north.

It is thus difficult to imagine that this process would not lead scholars to **naturalize** that knowledge in marketing from the Global North is more developed than any other. Therefore, they scarcely think about how these asymmetries lead us to ignore how, in Brazil and Latin America, there is a range of knowledge that has been developed taking into consideration the realities of such loci, which could help us better understand local phenomena related to the discipline (e.g., Duarte and Quintão 2023; Silva and Sauerbronn 2021), since they have already naturalized the notion that only the Global North is capable of such theoretical evolution. Nor do they think about how this supposed superiority of the English language in marketing is due to the linguistic imperialism behind it, which

reinforces the hegemony of the Global North over the area (Hemais, Pessôa and Barros 2022; Jafari et al. 2012), seen as they have also naturalized the idea that true, valid knowledge in the discipline can only be communicated in English. Much less, do they think about how the uniqueness of the “classics” in marketing is sustained by geopolitical issues (Ferreira and Hemais 2023; Hemais and Rodrigues 2023), which aim to help push these knowledges - only fit to explain realities in the Global North - as universal truths within the area. After all, they have faithfully naturalized the belief that, if the marketing community from the Global North has legitimized such literature, it will not be scholars from the Global South who will put in check such ‘brilliance.’

This three-stage process at the individual level (of the Scholar) feeds back into the structural level (of the Area), in a circular movement that helps to solidify the coloniality of knowledge in marketing education. The circularity of this larger process makes it, therefore, difficult for plural discussions to be raised in the area, especially if they are based on epistemologies that are distinct from those of a Eurocentric nature. The fact that these different perspectives are seen as ‘foreign’ to the area means they will only be admitted inside this closed circular process if forced into it, which will inevitably lead to counter reactions, since the preservation of this circle is dear to academia in the Global North.

So, to escape from this colonialist scenario, it is necessary to encourage transgressions and insurgencies within marketing, enabling spaces for new pedagogies and educational approaches to be developed/recovered, aligned with the interests of the Global South. Therefore, it is important to encourage more discussions of a decolonial tradition in marketing, since this could lead to more reflections about how to challenge the established knowledges in the area. In consequence, a fairer and more balanced understanding of different cultures and ways of life might be possible, resulting in the expansion of intercultural dialogues and furthering of ethical and inclusive practices in marketing.

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Modernizing consumer society: Three conceptualizations (with examples) of a Nordic open economy

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We are interested in social theories of modernization and especially their application to the Finnish context. This paper focuses, however, mainly on alternative conceptualizations of economic modernization process. In future empirical work (and presentation) we shall analyze the actors - people, organizations, and pressure groups - that aim at modernizing the Finnish society. We also focus on the ideologies and institutions that have been central in the process of modernization at different points in the history of Finland during the 20th century. Here, with the help of the Rostowian conceptual apparatus, we also discuss the important turning points during the period under scrutiny. Our emphasis is on a dialectic nature between productionist and consumerist viewpoints.

Productionist view

Around the turn of the 19th and 20th century the modernization was major issue for two famous evolutionary economists, Thorstein Veblen and Joseph Schumpeter. Both emphasized productionist view, still acknowledging psychology. Veblen, the founder of the institutionalist school, was in many ways in opposite position to mainstream economists. *The Theory of Business Enterprise* (Veblen 1904) focused on institutional aspect of modernization. Joseph Schumpeter, in turn, is most famous about his idea of “creative destruction” (Schumpeter 1942). Less is known about his early work *Theorie der wirtschaftlichen Entwicklung* originally published in 1912 (Schumpeter 1934).

Both Veblen and Schumpeter saw modernization process as a complicated web of causal interconnections, where economic activities produce continuously the structures on which these economic activities are established (cf. Schumpeter 1942, p. 153; Veblen 1904, p. 67). A notable difference in the two authors remained: For Veblen the standard and impersonal human contacts of industrial order released inherent tendency of human beings

to strive for pecuniary gains. The old moral of sentimental considerations erodes. Thus, the problem was the excessiveness of "bourgeois values". For Schumpeter the problem was the opposite one: the success of capitalism brought with itself erosion of bourgeois values and entrepreneurial strive for profits which was the seed of progress. Schumpeter writes:

“...the economy would progressively bureaucratize itself. There are, in fact, many symptoms of this. And consequences would extend far beyond the field of economic phenomena. Just as warrior classes have declined in importance ever since warfare- and especially the management of armies in the field - began to increasingly mechanized, so the business class may decline in importance, as its most vital figure, the entrepreneur, progressively loses his most essential function.” (Schumpeter 1942, p. 158.)

Modernization is usually associated with the idea of growth as progress. In the Middle Ages, it superseded the ancient view of growth as a cyclical process. Researchers emphasizing the positive aspects of modernization formulated an influential theory in the United States after the Second World War, which became the crystallization of conservative ideology describing the development of post-war liberal societies. The modernization theory emphasized order, planning and control. The goal was to develop a systematic and explicit model for guiding "underdeveloped" societies on the road to development. It was about expanding the ideas of the Enlightenment and exporting them to countries in the early stages of development.

The theory of modernization was used to accelerate economic development in undeveloped national economies. Walt W. Rostow (1916–2003) developed the standard version of the modernization theory that has received much attention. In it, he emphasized economic growth as a key condition for modernization and combined the ideas of cultural and technological determinism. Rostow (1960) argued that economic development has five stages of development: (1) the traditional society, (2) the preconditions for takeoff, (3) the takeoff, (4) the drive to maturity, and (5) the age of high mass consumption. Rostow's starting point was the division into traditional and modern society already presented by many classics, such as Marx, Weber and Durkheim. Traditional society was an agrarian society

based on tribes or clans. According to Rostow, Western Europe entered the pre-rise phase at the turn of the 17th and 18th centuries, when modern science began to develop, and trade expanded.

In Rostow's theory the take-off stage was followed by the drive to maturity and after some forty years from the end of the take-off the stage of maturity. In the stage of maturity an economy has the capacity to expand beyond the industries that powered its take-off and adopt new technique. Historically some sixty years was required to move a society from the beginning of take-off to maturity. The maturity is followed by the age of high mass-consumption, where the leading sectors of the economy start to emphasise the production of consumer durables and services. In the stage of high mass-consumption the real income per capita reached a level, where wide circle of people could expand their consumption beyond basic food, shelter, and clothing. The economic structure changed in ways which increased the share of urban population and the share of people working in services or in factory jobs requiring good professional skills. According to Rostow (1960, p. 9-11), in the United States the decisive element in the process was the adaption of mass production of automobiles, which the moving assembly line put into operation by Henry Ford around 1913–1914 made possible. Western Europe entered the stage of high mass-consumption in the 1950s.

Rostow called his theory 'a dynamic theory of production'. He emphasises:

These stages are not merely descriptive. They are not merely a way of generalizing certain factual observations about the sequence of development of modern societies. They have an inner logic and continuity. They have an analytic bone-structure, rooted in a dynamic theory of production. (Rostow 1960, p. 12-13.)

Thus, he joins the strong tradition of productionist theories which dominated economic theorising since Adam Smith and political economy. Even Karl Marx represented productionist view. Thorstein Veblen was the first economic and social theorist, who stepped back from productionist theorising and emphasised also the role of consumption in the society.

In Anglo-Saxon economics and sociology, the theory of modernization was from the 1950s to the 1980s a central theoretical research framework for the development of societies. The theory was attractive as a view emphasizing the positive aspects of modernization, progress and development, which had a downright ideological order during the Cold War. In sociology the central developers of the theory of modernization were Talcott Parsons, who was influenced by Max Weber's thinking, and his colleagues at Harvard University. Among the elements of modernization identified were industrialization, division of labor, urbanization, increased social mobility and secularization. The United States was a model country for modernization. Modernization was thought to save undeveloped societies from the vicious cycle of poverty and underdevelopment.

Rostow's stages theory presents development as a linear path. The interpretation of history as a linear process has been criticised by Simon Kuznets and Alexander Gerschenkron, for example. The determinism of the theory has also been criticised (Meier 1984, p. 111-112). Gerschenkron analysed industrialisation in different Eastern European countries, whereas Rostow's theory was supposed to be universal. Secondly, Gerschenkron's results of development process appeared as preconditions for the take-off stage of Rostow's analysis. And, thirdly, in Gerschenkron's analysis countries could take benefit from other countries' technology and bypass stages (Gerschenkron 1962, p. 44). Finally, according to Gerschenkron, the very big enterprises instead of small firms, central control instead of competitive markets and military-industrial complex instead of capitalist entrepreneurs were decisive factors in Russian economic growth. Thus, the core of the critique was the universalism of Rostow's approach.

In terms of development, the boom phase is decisive for Rostow, when the obstacles to economic growth are removed, growth accelerates, and new technologies spread to different sectors. In the mass consumption phase, the emphasis is on the production of mass consumption goods and services. Rostow's (1960) work became the central text of modernization theory, and the theory became a strong paradigm for the study of economic development in the 1960s. Rostow's goal was to show that the welfare state based on mass consumption is the endpoint of history instead of the communism adopted by the Soviet

Union. The work strongly shows the ideological goal of the Cold War to prevent the expansion of communism.

Rostow's theory of modernization was soon subjected to strong criticism. Sociologist Reinhard Bendix (1967), who studied modernization, suggested separating modernization and modernity for the sake of conceptual clarity. Another sociologist, Joseph Gusfield (1967), emphasized that the modern and the traditional are not mutually exclusive, but can exist simultaneously. In particular, the theory of modernization and its ethnocentrism began to be questioned by the development economists of the dependency school founded by the Argentinian Raúl Prebisch, head of the United Nations Economic Commission for Latin America, and researchers influenced by Marxist economics like Paul Sweezy, Paul Baran and Andre Gunder Frank.

Consumerist view

In economic theory consumption has been subordinate to production since the days of Adam Smith in the 18th century. According to the conventional wisdom the industrial revolution was the origin of the revolution in demand (Sassatelli 2007, p. 14). Historians have presented alternative explanations for the relationships between production and consumption. For example, Fernand Braudel examined everyday life, housing and consumption of food, drink, and clothes in the first volume of his magnum opus (Braudel [1967] 1973). Historians Neil McKendrick, John Brewer, and J. H. Plumb (1982), Colin Campbell (1987) and Jan De Vries (1975) have tried to show that exactly consumption became a vital element of the interplay in economic and cultural processes (Sassatelli 2007, p. 15).

Starting from the second half of the 17th century and continuing throughout the 18th century, strong growth in consumption took place in many European nations and in Northern America, too. People from different social classes and gender started to buy industrially produced goods like household furnishings, clothes and personal ornaments and stimulants like sugar, tobacco coffee and tea from the market. Gradually, the distribution channels of consumer goods developed, and new ones were developed. The development

of modern technology and logistics were decisive factors in the process, too. Finally, new markets and new demand for consumer goods arose, when population growth was strong, monetary economy expanded and wages increased.

The anti-productivist turn in explaining the birth of consumer society presented by the historians is an alternative view to explain the phenomenon compared to the mainstream explanations of economists and economic historians. McKendrick and his colleagues (1982) dated the consumer revolution in the late 18th century England as a result of the society becoming less hierarchical and bourgeoisie rising as a new social class. During the same period of time the press was expanding and modern advertising business taking first steps. In this new social environment, it became possible and lawful to follow fashion and luxuries were becoming available to wider public than before (Sassatelli 2007, 16). Sassatelli calls McKendrick's and his colleagues explanation consumerist, in which demand is seen as an active element of the historical process of industrialised capitalism.

Second explanation for the birth of consumer society is a modernist one presented by Colin Campbell (1987). He sees the modern consumer as a hedonist and draws a distinction between traditional and modern hedonism. Modern hedonist was a new type that emerged during the era of Romanticism and that had a new ethical and aesthetic devotion to novelty and originality. When traditional hedonism is hedonism of a multitude of pleasures, modern hedonism seeks pleasurable aspects in all experiences including painful ones. According to Colin Campbell's cultural historical explanation inspired by Max Weber:

In fact, the more skilled the individual is as a 'dream artist', then the greater this element of disillusionment is likely to be. A certain dissatisfaction with reality is thus bound to mark the outlook of the dedicated hedonist, smoothing which may, under appropriate circumstances, prompt a turning to fantasy. It is more likely, however, that the dream will be carried forward and attached to some new object of desire such that the illusory pleasures may, once more, be re-experienced. In this way, the modern hedonist is continually withdrawing from reality as fast as he encounters it, ever-casting his day-dreams forward in time, attaching them to objects of desire, and then subsequently 'unhooking' them

from these objects as and when they are attained and experienced. (Campbell 1987, p. 86-87.)

Modern consumption is day-dreaming and private pleasure-seeking hedonism of the mind. Modern consumer is seeking self-expression and meaningful experiences. Modern hedonism is characterised by focusing to the pleasures of imagination. The capacity to control emotions is also very important feature of the modern consumer, and Campbell emphasises the modern characteristics of consumption very much.

Under the Romantic Ethic, the modern consumer links hedonism with an aesthetic attitude to life and its pleasures. Thus, Campbell's views are connected with a tradition of consumer studies that emphasises aestheticisation of everyday life (Featherstone 1991; Lury 1996). In the discussion concerning aestheticisation of everyday life aesthetical aspects of consumption like home decorating and clothing style are dominating consumers' choices instead of functional features of consumer goods, utility or use-value. In the western world consumers spent their time decorating homes, choosing clothes or food and planning holidays as part of their individual lifestyle. Yiannis Gabriel and Tim Lang (2016) have identified this kind of consumers representing one central consumer image in contemporary consumer culture.

It is mentioned many times that production and consumption are two faces of the same coin. Jan de Vries (1974; 1975) offered an explanation, where he stresses the rural families' necessity to participate monetary exchange in the late-17th century Holland. Although real income decreased, peasant families spent more money on commodities and worked longer hours to produce more for the market to earn more money. As consumers they needed money to purchase commodities in the market. This explanation of the birth of consumer society can be called exchangist.

The British scholar Paul Glennie (1995) has listed general characteristics of consumer society agreed upon by many historians. According to him, growing consumption per capita, intensifying production of commodities and efficient distribution systems, an expanding social division of labour and increasing social mobility, growing individualism, and consumer acquisitiveness have been seen indicators that can be identified and measured

empirically (Glennie 1995, p. 165). However, the last mentioned like growing individualism and consumer acquisitiveness are clearly more qualitative attributes and rather difficult to measure.

What comes next?

Our future focus will be in examining the case of Finland as a model of modernizing small open economy during the 20th century. We scrutinize the Finnish case from several point of view and emphasize the following angles: i) cultural angle - translating, coding, and decoding cultural influences from abroad – ii) angle of practices, iii) ecological-evolutionary point of view, iv) stages theory of societal development, and v) isomorphism theories. We'll give many examples of the adaptation of modern influences in a variety of spheres in the Finnish society. We also stress the role of different actors in the process of adaptation. By this we mean both individuals, key pressure groups and organizations and ideologies supported by the actors. By examining the Finnish case we aim at conceptualization of the modernization process by emphasizing the actors, understanding better the modernization process and the role of the actors in it, and developing a theory of modernization in a Northern European small open society.

More generally, we see modernization process as a complicated web of causal interconnections, where economic activities produce continuously the structures on which these economic activities are established. Seen this way, productionist and consumerist viewpoints should be seen more in dialectic relation than competitive views.

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(de)Appropriating Sustainability: Reclamation of spaces through decolonial approaches to consumption.

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A central aspect of decolonial praxis is the use of critical approaches to dismantle western understandings by embracing other ways of knowing (Walsh and Mignolo 2018). Current explorations of sustainability in marketing scholarship (e.g., Mukendi et al. 2020; Prothero and McDonagh 2015) have enriched our understanding of the different perspectives on sustainability challenges faced by society. On the other hand, Critical Management Studies scholars have explored the contradictions and colonial underpinnings of terms such as sustainable development (Banerjee 2003) or corporate social responsibility (Banerjee 2000), and question the absence of voices from the global South in producing management knowledge (Alcadipani et al. 2012; Srinivas 2021). This research project aims to explore the idea of decolonization of consumer and market research by providing evidence of how to implement consumer research from a macro lens that incorporates both community input and epistemological contributions from the global South. This abstract will aim to summarize and frame a research project that is currently in the early stages of planning and will focus on Latin American perspectives of sustainability, particularly in relation to spatial/material aspects of consumption.

Research on sustainability has not always considered the need of grounding its conceptual framings by understanding the interpretations of sustainability given by communities in distinct transcultural contexts and with consideration to panethnic (Okamoto and Mora 2014) stories and histories. The proposed project, implemented mainly through critical ethnography and cultural phenomenology, will address the disconnect between an abstract academic conceptualization and a community-informed perspective of sustainability.

To ground this conceptual study beyond abstract universals, the project will focus on the Latin American experience both within diaspora and outside of it. This project would expand on previous work on social movements (e.g., Negro, Hannan and Olzak 2022; Weber and Soderstrom 2012) by exploring and characterizing the Latino perspective, one that is underrepresented in current theorizations of environmental and sustainability studies. The project would follow a call for Latino sociology (Baca Zinn and Mirandé 2021) and will propose to study Latino production and consumption by making Latin American social locations and voices central in producing knowledge for Latin Americans, as opposed to using traditional social science to acquire value-free knowledge about Latin Americans. In doing this, the project aims to engage in what Baca Zinn and Mirandé (2021) refer to as scholarship of resistance, placing Latino concerns and communities at the centre of inquiry.

This project will provide an exploration of what social movement researchers refer to as collective action frames (Snow 2007), which assign meaning and provide interpretation in ways that are intended to mobilize supporters and contest opposers. It will uncover the ways in which these action frames are formed in Latino communities, how they are honed to provide focus on what is relevant and what is not in relation to an object of orientation, and how they work as articulation mechanisms that aggregate various elements so that certain meanings are shared, and a particular story is told. This will be of relevance for Latin American studies as the project aims to include a counterstory approach, a method for marginalized communities to intervene in research methods that have usually formed narratives based on ignorance and assumptions about Latino communities (Martinez 2016).

To converge both the context and theoretical contributions and centre both in Latino praxis and epistemes, the project will follow the recent material turn in Latin American culture (Hoyos 2019). As such, it will focus on a series of topics and contexts that will give a perspective of the meanings of materiality in understanding consumption and globalisation from the Latin American perspective: graffiti as central to Latino postcolonial identity (Morales Mejia 1997), fashion as tool for oppression (or subversion) (Cabrera Arús 2021),

the transformation of urban landscapes (Christenson 2018), and other unique elements of cultural/material consumption in the Latin American context (Pertierra 2021).

This research seeks to provide a relational approach to decoloniality (Walsh and Mignolo 2018) in which there is no universal way to see decolonial approaches to marketing but an evolving understanding that resembles the Andean Indigenous philosophy of *vincularidad* – the idea of mutual dependence and necessary relations between all living things and land. This framing celebrates differences seen in contemporary marketplaces and proposes that we use a pluriversal lens to understand the ways in which global marketplaces and consumption communities interact.

To further oppose the idea of master paradigms and abstract universals, the project will propose a focus on decolonial epistemes such as those proposed by Aníbal Quijano, Estanislao Zuleta, Nina Pacari, Arturo Escobar, Walter D. Mignolo, and others. This framing, in addition to a community-centred research approach, will help move forward the agenda of a decolonised marketing scholarship (Eckhardt et al. 2022) and will contribute to expose historical silences (Ger 2018), providing a voice to consumers that have been historically silent and ignored. Finally, the project will help elucidate a better understanding of a decolonised sustainability paradigm, particularly from a Latin American episteme and praxis.

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Marketing System in Harmony with Life: A Concept Based on the Ontologies of the Original Peoples of the Global South

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The concept of marketing systems is central to the field of macromarketing (Layton 2007), and because of this, many researchers have devoted attention to this concept and proposed ways of understanding how marketing systems work. The prominent role of marketing systems in economic activity is undeniable, and because of this, most of the time, analyses regarding market systems are based on neoclassical economic theory, focusing almost exclusively on economic transactions. This directly impacts how researchers understand the concepts of quality of life and well-being resulting from marketing systems (see: Sirgy 2021). Following Jagadale et al. (2018), Hemaïs and Santos (2020), Klein and Laczniaik (2020), and Francis (2021), we believe that other perspectives can provide knowledge that has not yet been widely explored in macromarketing, thus resulting in different concepts of quality of life and constituting another way of looking at and discussing marketing systems. This research is oriented by a decolonial, Global South-centric perspective and aims to investigate the marketing practices of some communities of original peoples of Brazil and Ecuador, based on their wisdom, ontologies, and the fundamentals of good living (*Buen Vivir*), as well as their understanding of the quality of life. Data were collected from participant observation carried out in indigenous communities and local markets in Brazil and Ecuador, including twenty-six in-depth interviews, and allowed us to build a description of what we named the Marketing System in Harmony with Life. This marketing system is based on solidarity, reciprocity, and cyclicity and plays a role in generating, regenerating, and protecting life, empowering vulnerable minorities, and setting boundaries for players' actions, which are based on mutual collaboration. The Marketing System in Harmony with Life is arranged to generate and maintain life and is based on a more comprehensive concept of quality of life that encompasses the natural, spiritual, and affective dimensions of human life and includes nature, community life,

solidarity, and the preeminence of collective interests. The concept of Marketing System in Harmony with Life takes into account the complexity of the interconnections of the natural, social, and market environments and could inspire the development of marketing systems with a better balance between nature, society, and markets.

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HEALTHCARE MARKETING: CHALLENGES AND OPPORTUNITIES FOR MACROMARKETERS

TRACK CHAIRS: Mark Peterson
Jeff Wang

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Sub-Branded Service Lines Fostering Subordinate Service Environments: An Exploration of Women's Healthcare in Children's Hospitals

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Abstract

Designated children's hospitals frequently care for women as well as children. The implications of co-branding these services and the potential consequences for patient versus providers' service perceptions are largely unknown. We introduce the concept of the subordinate service environment and examine how patients and providers perceive women's services housed within children's hospitals. In-depth interviews, focus groups, and observations are employed to understand the perceptions of hospital administrators, physicians, staff, and patients shopping for women's services in a children's hospital. Findings suggest that co-branding is often a source of patient confusion and leads to a decreased sense of belonging for both patients and providers. Thus, offering women's services within a children's hospital may have unintended consequences for adult patients and their providers, with important implications for policy and other healthcare service contexts.

Co-branding is an increasingly common marketing strategy whereby formalized contracts and marketing plans use two or more logos on marketing materials, advertising, signage, and products or services to create a mutual benefit among brands. Co-branding agreements are most valuable when complementary competencies are promoted by sharing marketing assets and expertise (Geylani et al. 2008; Lo et al. 2012). Sub-branding is a specific form of co-branding using a "parent brand" to endorse a "sub-brand" representing a division or product line. While prior research has indicated some positive benefits of sub-brands (e.g., Milberg et al. 1997), positioning one service line (i.e., women's

care) as a sub-brand of a wider healthcare service (i.e., children's care) may lead to "sub" feelings in both the consumers and employees associated with the sub-brand, since this branding arrangement could signal that one customer segment is secondary to a larger service. Limited research examines the impact of co-branding on quality perceptions in healthcare service settings, particularly related to any potential negative consequences. These could include damaging brand perceptions or unintended experiences such as confusion and lack of belongingness, resulting in consequences for consumer decision-making. Thus, we explore the following research question: *How can a sub-branded healthcare service line impact the service environment?*

Subordinate Service Environment

In line with macromarketing, we recognize the multiplicity and interaction within marketing systems, namely micro, meso, and macro-levels (Beirão et al. 2017; Layton 2019). Service ecosystems offer experiential environments for value to be co-created among numerous actors via service exchange (Akaka et al. 2015). This study builds on the three-level structure of service ecosystems suggested by Ingene and Brown (2019) and responds to calls for research in meso-level systems (Akaka et al. 2023; Layton 2019). We define the **subordinate service environment** as a meso-level service system housed within a larger (macro) institution where the environment evokes perceptions that the actors servicing and being served are less important than others in the larger institution. As a result, the subordinate service environment can erode service perceptions, potentially leading to consumer confusion. Consumers experiencing a sense of confusion about sub-branded services may also feel less included and welcomed. Further, employees associated with a service line that is subsumed under another, broader service may feel disconnected from the broader work environment.

Consumer confusion refers to a state of uncertainty and indecision experienced by consumers when faced with multiple options or conflicting information about products or services (Mathur 2021; Walsh and Mitchell 2010). This can happen when the consumers have difficulty understanding the differences between various products, or when they are bombarded with contradictory marketing messages (Mitchell and Papavassiliou 1999;

Spiteri Cornish and Moraes 2015), or because consumers cannot discriminate between alternatives (Zhou 2005).

When consumers feel confused, they may also experience a sense of alienation, or a ***lack of belonging***, when they are unable to feel a sense of personal connection to the service. Services can influence a sense of belonging in their customer by focusing on factors such as environment, emotional attachment, interaction, participation, sense of safety, and physical design (Young et al. 2004). Making sure that customers “feel seen” and “fit in” are essential methods for fostering a sense of belonging (Aubé 2008; Cialdini et al. 1976). When a lack of belonging occurs, this may hinder optimal value cocreation in a service environment.

Methodology

We leverage a recommended multi-actor qualitative methodology (Leo et al. 2019) to respond to our research questions. As such, we cast a wide net, seeking interviews with stakeholders, patients (current and prospective), and providers. The women’s facility in our study offered gynecological, maternity, breast care, and cancer-related services within a designated children’s hospital^[1]. We conducted 15 in-depth interviews with administrative staff and physicians, two focus groups with nurses and lactation consultants, and two focus groups with prospective patients shopping for obstetric care. Furthermore, we collected field notes during non-participant observation of 14 administrative meetings with medical providers and marketing executives. Data collected from the interviews and focus groups were transcribed and coded using Dedoose (Salmona et al. 2019).

Findings

The data reveals that tradeoffs associated with women’s care in a children’s hospital were beneficial for women with high-risk pregnancies (i.e., with anticipated concerns during and post-delivery). Nevertheless, patients and medical providers report perceived disadvantages of co-branding these service lines due to the focus on maternal care at the expense of viewing the “entire woman” as the patient. In particular, three interwoven tensions arose within the ***subordinate service experience***: Consumer

Confusion, Consumer Lack of Belonging, and Care Provider Lack of Belonging. The Appendix provides representative data.

Consumer Confusion: When patients were asked about their experiences when visiting a women’s center within the children’s hospital, they described it as “confusing.”

Furthermore, it created confusion about differentiating services offered in the “women’s facility” and those offered in the “main hospital.” For example, one patient shares: *So, as a woman, if I think I’m having a heart attack, do I go to [General Hospital] ER, or do I go to [the ER at] women’s and children?”*

Consumers’ Lack of Belonging: Current and prospective patients described a tradeoff between improved mom/baby care and a decreased sense of belonging. One patient felt that promoting women’s services within a children’s hospital was a way of putting her in “her place” and that they were signaling she held less status in society due to her decision not to have children. A male caregiver who had been to the children’s hospital for his wife’s care also referenced concerns about the hospital branding: *“You see, a woman is not a child... the name is deceiving me... When I see children’s hospital, I expect for my grandkids to go there, not for my wife.”*

Care Providers Lack of Belonging: Several nurses expressed concern about funding for services unrelated to childbirth and potentially losing their identity as women’s care providers. One nurse described the lack of identity within women’s services as so dire that they wanted the hospital administration to give them a “women’s services” t-shirt to help create that sense of community. Physicians performing gynecological services apart from obstetrics described a similar lack of resources relative to children’s service providers, and they suggested that hospital administration had allocated insufficient resources for comprehensive women’s care.

Discussion

This study examined the perceptions of women seeking care in a children’s hospital. Findings show that women’s sub-branded services create confusion and can impact consumer perceptions and the meso-level experience, leading to a subordinate service environment. Specifically, our data revealed themes related to consumer

confusion and a lack of both consumer and care provider belongingness. This work responds to calls for enhancing meso-level theorization within macromarketing (Akaka et al. 2023; Layton 2019) by leveraging needed qualitative approaches in the healthcare context (Zhu et al. 2022). While prior work on co-branding and sub-branding of services has shown mostly positive effects (Gombeski et al. 2014; Paydas Turan 2021), we add to this literature by demonstrating that a sub-branding strategy in healthcare is not always preferable and can lead to some unintended consequences for both patients and providers. Our study also adds to the existing literature on healthcare branding. Similar to prior research (e.g., Davis et al. 2017; Virlée et al. 2020), our study aims to identify targets for more inclusive marketing to make healthcare services more accessible and easier to navigate. Compared to men, women face a higher incidence of stroke (Bushnell and Kapral 2022), heart disease (Hassan et al. 2022), and autoimmune disease (Angum et al. 2020). Thus, ensuring that the policy recommendations and provisions created to aid in improving pediatric care do not inadvertently cause further harm to women is essential. While we focus on women's services, there are many instances where consumers may feel confused and "left out" of a services context and, therefore, less reluctant to use those services.

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^[1] Designated Children's Hospitals are classified differently than non-children's hospitals by their patient load (the predominance of patients must be under the age of 18) and their classification for increased reimbursement through Section 1886(d)(1)(B)(iii) of the Social Security Act.

Appendix. Representative Data

Theme	Representative excerpts
Consumer Confusion	● <i>Like I said, I would feel like the afterthought in that sentence. Like over there you have a children's hospital and you're gonna take me to this little place over here in this corner. (Some people laugh) So [I] don't like that.</i> [Female patient] ● <i>That was the negative connotation I got of it. Like the woman belongs in her place. And it's with children. Like okay, so what about those independent 45 year old women who have never had children and don't wanna have children? Like, (Yeah) well, put her in her place.</i> [Female patient] ● <i>And now we're [Hospital Name] Children's. So that... is more because we just became [Hospital Name] Children's. That's what we say. Not necessarily like [it] doesn't include., the mom. So, I mean, it does. We know it, but I don't know that everybody out there knows it.</i> [Lactation consultant]
Consumer Lack of Belonging	● <i>But when I went to [Hospital Name], they checked the baby, make sure everything was okay, make sure I was okay. They didn't keep me too long 'cause I don't wanna be up in there too long. (Some people laugh).</i> [Female patient] ● <i>I would feel like the afterthought in that sentence. Like over there you have a children's hospital, and you're gonna take me to this little place over here in this corner [for care]. So that, [I] don't like that.</i> [Female patient] ● <i>"Women's place" is a little bit, you know, excluding people that are surrogates, or people, maybe they're a male couple that are having a child be born... You don't see a lot, but you do see some [at our hospital], and I think we'll be seeing more. And if you're looking for longevity, as far as [patients] hopefully finding [a trusted hospital] and sticking with it for the long term, I think those are all factors that have to be considered for sure, if you're talking about the family unit. Because families are so much more diverse now than they've ever been, you know.</i> [Nurse]

Care Provider Lack of Belonging	● <i>Lost – women are lost; no-identity (Staff) Women’s services on the “backburner” Asked for many years to be paid attention to. [Female Nurse Manager]</i> ● <i>Women who have lost their babies during childbirth “natal demise” are boarded on the same floor as women that had successful childbirths. The hospital recognizes this is an issue and hopes to change this in future remodeling... Mothers awaiting c-sections sometimes have to wait in the hallway (in wheelchairs?) due to lack of space. [Communications Director]</i> ● <i>Desire for “dad’s club” signals traditionality in childbirth (think men at the bars, not involved in childbirth at all) – furthering disempowerment of the mother (and father) by a lack of an in-room advocate [Field notes]</i>

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The Paradox of Abundance: How Enhanced Drug Availability Affects Consumer Compliance

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Abstract

1 Introduction

The global challenge of drug shortages has prompted various national responses. While initiatives like Australia's dedicated monitoring platforms and the United States' governmental attention address the issue, they also bring to light a paradoxical phenomenon: increased drug availability may inadvertently lead to unintended behavioral shifts, notably in patient compliance with medication regimens. Despite the staggering statistics of non-compliance in the U.S. and its significant economic and health impacts, research on the influence of drug availability on patient compliance remains limited. This study seeks to fill this gap, particularly focusing on China's 4+7 Policy and its effect on consumer compliance.

2 Institutional Background and Data

2.1 The 4+7 Volume-based Drug Procurement Policy. China's 4+7 Policy, aimed at reducing drug costs and addressing shortages, mandates public hospitals in 11 pilot cities to prioritize purchases from contracted manufacturers. This volume-based procurement approach, implemented in 2019, encompasses 25 drugs for common diseases. Our study utilizes this policy as a natural experiment to analyze its impact on patient compliance, given its unique position in increasing drug availability in pilot cities without affecting non-pilot cities.

2.2 Data. Our data, sourced from a leading online pharmacy in China, covers consumer-level purchase records from July 2018 to December 2019. Focusing on chronic disease drugs covered by the 4+7 Policy, we measure compliance by the gap between actual and expected drug consumption durations. The sample, skewed towards non-compliance, provides a comprehensive view encompassing consumer demographics and city-level characteristics.

3 Empirical Strategy

We employ a difference-in-differences (DiD) approach, comparing consumer compliance in pilot cities before and after the policy with that in other cities. Our baseline model assesses the policy's main effect, while enhanced models incorporate additional controls such as consumer demographics, drug prices, and fixed effects for product category, province, and month. We also explore the influence of market concentration on compliance, hypothesizing varying impacts across different market contexts.

4 Results

4.1 Effect of Drug Availability on Consumer Compliance. Our findings indicate a significant adverse effect of the 4+7 Policy on consumer compliance. The compliance gap in pilot cities post-policy implementation is 43% greater than in other cities, even after accounting for detailed controls. Additionally, higher market concentration correlates with increased levels of consumer compliance, with the negative impact of the policy diminishing in more concentrated markets.

4.2 Testing the DID Assumption. We verify the DID assumption by dissecting the treatment effect into eight-time blocks, covering four months before and after the policy's initiation. Our analysis showed that pre-treatment effects were insignificant, affirming the validity of the DID assumption. Additionally, we assumed that the policy did not affect drug availability in non-pilot cities. Although no evidence suggested a redistribution of drug supplies from non-pilot to pilot cities, which could bias our results, we acknowledge the

possibility that such a scenario might lead to an overestimation of the policy's impact on patient compliance.

4.3 Robustness. Robustness checks include different measures of patient compliance, analysis of raw compliance gap values, creation of a balanced sample, exploration of dual impacts of the policy on drug availability and affordability, testing variations in consumer price sensitivity, alternative policy cut-off dates, and triple-difference analysis. These checks consistently support our primary findings.

5 Treatment Heterogeneity

We investigate heterogeneity in the policy's treatment effect using a causal forest approach, focusing on consumer and drug characteristics. Our analysis reveals that the policy increases compliance gaps by 19.5% on average. Furthermore, drugs with substantial price reductions under the policy lead to more pronounced non-compliance compared to those with marginal reductions.

6 Conclusion

Our paper studies the impact of heightened drug accessibility on consumer compliance with medical prescriptions. We leverage a policy initiative rolled out in certain targeted municipalities, markedly augmenting the availability of certain pharmaceuticals.

Employing a causal inference framework, we uncover a 43% larger expansion in the compliance gap within the cities participating in the policy compared to their non-participating counterparts, indicating a paradoxical decrease in medication adherence following an increase in drug accessibility.

Furthermore, our analysis delineates the variable effects of such policies across markets with divergent concentration levels, observing that consumer adherence in more saturated markets exhibits diminished sensitivity to alterations in drug availability.

Moreover, through the application of a generalized causal forest methodology, our findings elucidate that while the policy-induced expansion in drug availability substantially dampens consumer compliance, this effect is disproportionately amplified for

pharmaceuticals that undergo significant price decreases as a consequence of the policy relative to those with more modest price reductions.

These insights contribute to a nuanced understanding of the behavioral implications of drug availability enhancements and underscore the necessity for tailored policy frameworks to mitigate unintended consequences on medication compliance.

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A strengths-based approach to vulnerability: co-creating transformative value through art-based interventions in healthcare

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In the face of resource scarcity and current megatrends such as population aging (Carlini et al. 2023; Leino, Davey, and Johns 2024; United Nations 2017), service reforms and innovative ideas for service provision are needed to ensure adequate amount and quality of services. “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (WHO, 1946). Therefore, novel means to acknowledge and enhance also the mental and social well-being of healthcare customers need to be considered, and these means provide opportunities for service innovations that can offer transformative value propositions (TVPs) for customers (Gallan and Helkkula 2022). It is rarely surfacing in the healthcare service discussion that this value can be co-created with actors also other than physicians or nurses or other health professionals.

In this research, we approach art-based interventions as an activity, or rather a potential form of service that can provide transformative value for social and healthcare customers. The extant research on various fields substantiates the potential of arts as a relief to pain, stress, and anxiety (e.g. Collette et al. 2021; Rämngård, Carlson, and Mangrio 2016), but despite this proven potential, arts are typically not considered nor provided as an integrated part of care services. Furthermore, social and healthcare customers often experience vulnerabilities and art-based interventions inherently adopt a strengths-based approach to vulnerability (Vaartio-Rajalin et al. 2021). This is an approach that refers to the consideration of vulnerability as a subjective perception that also bears the potential to lead to greater strength and resilience (Honkasalo 2018; Raciti, Russell-Bennett, and

Letheren 2022) and it is a currently recommended approach in service research (Raciti, Russell-Bennett, and Letheren 2022; Russell-Bennett et al. 2023).

The purpose of this research is to explore how art-based interventions adopt a strengths-based approach to vulnerability in care services to co-create transformative value. By transformative value we refer to the concept defined within transformative service research (TSR) literature, where services are advised to generate “uplifting changes” to improve the lives of individuals, families, communities, society and the environment (Anderson et al. 2013; Tsiotsou and Diehl 2022), thereby generating transformative value in a polycentric, multi-actor framework. In practice, transformative value equals to promotion of wellbeing and thus advances the well-being goal defined in the United Nation’s Sustainable Development Goal 3 (SDG3). To explore this topic empirically, we focused on the work of hospital clowns in nursing homes since this is a form of an established arts-based intervention that is known for its uplifting consequences (Jonas-Simpson et al. 2022). Clownery has been used in nursing homes around the world since 1990s to advance the residents’ social and mental vitality, especially among the residents living with dementia (Kontos, Miller, and Kontos 2017; Warren and Spitzer 2011). However, clownery is not yet an established and regular activity in nursing homes, and warrants further research. Gaining deeper understanding of this activity and its outcomes serve as a basis for evaluating its potential to become an established and funded form of care.

We included three nursing homes in the study. The hospital clowns visited each nursing home for a 10-week period (in 2022-2023), once a week, approximately 5 hours per visit. They visited residents both during a community time and in their private rooms. As methods of data collection we used observation (5 days per nursing home, 2 researchers a day) and video recording. This generated a data set that consist of 153 pages / 41 240 words of field notes and 82 video recordings of the encounters and interactions between hospital clowns and the nursing home residents.

We adopted an inductive approach to qualitative data analysis to study how the hospital clowns acted and interacted with the residents to highlight and amplify their strengths,

assets and adaptive capabilities (cf. Davey, Johns, and Leino 2024). The analysis concentrated a) on what kinds of strengths, assets and capabilities were highlighted in the encounters and b) how this was done.

The analysis shows that the hospital clowns based the interaction on residents' conversational or otherwise interactional capabilities, their personal memories, previous professions, likings for music, dancing, pets or playing games. The smallest, but often still a very intense form of an asset that was highlighted by the clowns was a resident's capability to listen, to have eye contact and/or to be able to touch or do bodily gestures. These seemingly minimal forms of interaction could provide what appeared to be very meaningful encounters. The other part of the analysis, concerning how these capabilities were brought to the surface, detected multiple methods used by the clowns. These included various practices of *fostering inclusion* (frequently using residents' forenames, listening intensely, showing interest towards each individual, giving enough time when needed, but not pushing if resident was reluctant to participate), *emphasizing equality* (being horizontal in the communication and interaction, manifesting equality with the residents that potentially experienced vulnerability, being close), and *creating spontaneous disruptions to the ordinary discussions and being*, thus bringing forth some inner capabilities that typically remain hidden in the everyday life (e.g. by reinforcing the capabilities and positive activities of residents, sometimes amplifying the extent of the activity or building a story around it, e.g. based on hand movements that gave an idea of some activity, such as baking).

To conclude, in nursing homes these strengths-based practices seem to have a vast potential to support residents' identity, self-efficacy and cognitive skills despite most of the residents living with dementia. More generally considering, it can be deduced that since health is a holistic concept that essentially encompasses the mental and social well-being, the art-based interventions that have the capacity to co-create transformative value for the social and healthcare customers, could be considered as one form of care, and this is

where strategic healthcare marketing has an essential role. This paper contributes to healthcare marketing by defining concrete elements for how transformative value can be co-created with strengths-based approach in interaction (on the individual, micromarketing level). In addition, it casts a macromarketing view on how actors from a different field can advance a shared goal of healthcare customer wellbeing. The study thus exemplifies and adds a more detailed understanding on Kadirov's (2018, p. 287) theoretical proposition for Marketing-Systems-as-the-Public-Good framework according to which: "A multiplicity of marketing-system designs are possible. Notwithstanding peculiar design, action within the system will seem rational (justified) from the actor's perspective."

As a practical implication this paper suggests art-based interventions to be considered an *integrated* part of social and healthcare marketing and services, especially in care services for older adults where it is often not part of the service design. This could then also partially resolve the current and future challenges of ensuring adequate staffing in care facilities. This contributes to healthcare sustainability and social impact. Designing of the organisational practices for the integrated arts and care service are a subject of further research.

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What's in a blind spot?

Undervalued and overlooked care in macromarketing practices: Care as a common good

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Short Abstract

As societies become more complex and the systems for marketing exchanges are increasingly based on specialization and interdependency, goods that were once considered to be in the private domain are increasingly viewed as public goods (e.g., education and retirement). Nonetheless, despite evidence to the contrary, healthcare continues to be perceived as an individual good, whose benefits accrue at an individual level. However, by reimagining care as the basis of society and a common good rather than the result of individual choices seeking to satisfy individual needs, we are better able to explore how care results from a series of interdependent relationships that are part of our shared human experience. What we propose is thus the flip side of the problem of the commons: when a common good is treated as private good, then, rather than better stewardship, we find inadequate investment and degradation of the good in society.

Extended Abstract

A gentle touch from a nurse... A joke from the phlebotomist to distract you from the pinch of a needle going into your arms... These small acts – these acts of care – make any healthcare encounter more bearable and may even improve patient outcomes (Derksen et al., 2013). However, what we may experience as good care when we are patients is often not explicitly included in the structure of healthcare provision. The blind spot around the value of care is reflected in institutional policies but undergirded by macro systems

disregarding the economic value of care and the importance of care as embodied practice, despite long-standing patient complaints (Lown et al., 2011). Having a better understanding of how we approach care in terms of system policies and business practices can be a path towards a re-imagining of how we treat one another. A change at the macro level will first require a new conceptualization of the societal value of care and how the provision of care can be improved. We thus propose here that a reconceptualization of care and care giving as a common good would open up new areas for research and new possibilities for societal impact.

As societies become more complex and the systems for marketing exchanges are increasingly based on specialization and interdependency, goods that were once considered to be in the private domain are increasingly viewed as public goods, such as education (Kober, 2007; Marginson & Yang, 2022) and support in retirement (Van Ginneken, 2003). Using a macromarketing perspective, Kadriov (2018) proposes the following understanding of what constitutes a common good: “In addition to micro outcomes, a marketing system harbours non-excludable and non-subtractable (dis)benefits for actors” (p. 282). Additionally, common goods offer a way in which personal and social goals can be achieved together, as they reconcile individual interest and communal aims (Azétsop & Joy, 2013).

We propose that public support for policy creation and implementation depends on two attributes: perceived responsibility at the individual or societal level and the perception of private or public benefits or losses (common good versus individual good). In many countries, the provision of health care is organized under the assumption that benefits accrue primarily at an individual level, with responsibility being either solely at the individual level (e.g., individuals signing up for insurance on an online exchange) or a mix between individual and societal level (e.g., insurance for the indigent requiring complex application process). However, by reimagining care as the basis of society by focusing on the other and interdependence (Tronto, 1998), we are better able to explore how care results from a series of inter-reliant relationships that are part of our shared human experience (Bartos, 2019) on micro, meso, and macro levels (Akaka et al., 2023). This

provides a way forward towards a virtual circle of improved care and wellbeing and a reorganizing of macro systems. Thus, we suggest the flip side of the problem of the commons: when a common good is treated as a private good, then, rather than better stewardship, we find inadequate investment and degradation of the good in society because functionally privatization leads to less resources available for all.

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Dietary supplements on social media and its implications for public policy in China

ABSTRACT (Working Paper)

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According to the Federal Food, Drug, and Cosmetic Act, a drug is defined as any item (except a device) that is meant to be used for diagnosing, curing, mitigating, treating, or preventing disease, as well as items (other than food) that are designed to impact the structure or function of the body. Yet, the Dietary Supplement and Health Education Act defines a dietary supplement as any non-tobacco product that is designed to enhance the diet and contains one or more of the specific dietary substance such as vitamins, minerals, amino acids, herbs, or other botanical ingredients. It is intended to be taken in addition to regular food to increase the overall intake of nutrients (Mason 1998).

Dietary supplement labels may include statements about the function of the supplement in promoting wellbeing, as long as the producer provides evidence to support these claims and informs the FDA of the claim within 30 days of marketing the product. On certain occasions, the dietary supplement is required to display a statement that this product is not intended to diagnose, treat, cure, or prevent any disease (CHPA 2024).

Yet, there was argument around the regulatory system, as it assumes that consumers possess a comprehensive understanding of the distinctions between pharmaceuticals and supplements. Both medicine and supplement marketing often utilize scientific terminology to convince customers (Haard, Slater, and Long 2004) and may assert that they enhance health or prevent illness in a manner that can potentially confuse or mislead consumers into assuming comparable advantages (Vladeck 2000). For example, a supplement can assert its ability to sustain a desirable cholesterol level (known

as a structure-function claim), but it is not allowed to assert its ability to prevent an undesirable level by lowering it (known as a disease-prevention claim; Mason 1998; Vladeck 2000).

The global dietary supplement market reached over USD 101.38 billion in 2018 and is projected to reach around USD 220.3 billion in 2020, with additional growth anticipated (Hys 2020). Yet, supplements are classified as a separate category of products, and the regulations governing their ads are not as stringent as those for prescription pharmaceutical (Boyne et al. 2016). As a result, scholars (e.g. Hys 2020) express concerns of insufficient consumer knowledge of dietary supplements. Social media marketing further complicates consumer's perception of dietary supplements. For instance, recent research conducted in Malaysia indicates that supplement products are often promoted and delivered via personal social media profiles by individuals who also act as online agents. Proficient agents who excel in utilizing persuasive strategies, these agents can influence consumers with captivating communications, hence creating the trustworthiness of the products. Research further uncovers that the trustworthiness and knowledge of social media fitness influencers were important attributes that had a substantial influence on purchasing choices on supplements (Kumar, Nawaz, and Samerguy 2023).

In China, as per a survey by GNC (2024), the health product market is witnessing a shift in its driving force toward young consumers, particularly to Generation Z. The younger demographic actively engages in discussions and endorsements of health goods, such as probiotics and vitamin C, as well as beauty and weight reduction supplements, through social media platforms. In June 2023, sales of supplements from overseas had a robust rebound, surpassing 1.8 billion yuan, marking the highest point since December of the previous year. This represents a year-on-year gain of 14.69% and a month-on-month growth of 15.12% (TMOGroup 2024). Dietary supplements from Australia and the United States are most popular among Chinese consumers (TMOGroup 2024).

The study of health marketing has been based on various theoretical frameworks, such as the protection motivation theory, the health belief model, and the philosophy of reasoned action. The majority of models in this field suggest that engaging in health-protective behavior, such as stopping a risky behavior or adopting a protective behavior, is influenced by factors such as the likelihood and seriousness of health outcomes, the perceived effectiveness of the protective behavior, and the perceived obstacles and expenses associated with acting (Weinstein 1993). According to Jacobson et al. (2020), the majority of private firms utilize the data they gather from social media for specific purposes such as attracting clients to their merchandise using opinion mining and promoting their items to buyers by utilizing customized advertising. That said, firms often promote the products on social media to facilitate communication with customers.

Extensive studies have been carried out through surveys and experiments or focus on advertisers/influencers. There has been a scarcity of investigations about customer responses to other consumers' options pertaining to supplements on social media. Our primary focus is on the consumer's response to consumer posts, as they tend to prioritize authenticity and engage in anti-influencing activism. According to Suss (2022), Gen Z develops the consumption pattern of seeking brand authenticity and collectively driven. Therefore, the primary purpose of this study is to examine consumer-to-consumer views on dietary supplements on social media among Gen Z in China, one of the most populated countries.

Institutional theory on consumers' logics of market exchanges serves as a foundation for this research. The institutional view defines "logics" as socially built mental models that are collectively held by groups of persons as shared cognitions of socialized procedures for action. Individuals often find it challenging to independently comprehend the intricacies of most markets, including the processes required for effective market transactions (Mantzavinos, North, and Shariq 2004). Engaging in social contacts and

participating in socialization processes enable individuals to effectively acquire knowledge from the combined expertise of institutional logics. This knowledge is then internalized as a shared mental model, which serves as a guiding framework for their activities in the market. In addition, various digital platforms such as online communities, consumer blogs, and forums, texting, e-mail that mirror and shape consumers' market experiences and expectations. Such shared experiences and learning promote and explain the mental models that consumers collectively develop and share (Singh, Lentz, and Nijssen 2011).

The study employs the use of netnographic methodology to gather the data, which is subsequently analyzed using MAXQDA software. The ultimate goal is to provide insights into public policies in China. Data were collected in Xiaohongshu. Xiaohongshu, a social media networks often referred to as China's equivalent of Instagram, is among the most widely used "Content + E-commerce" social media platforms in China (Liu and Wang 2023). In July 2020, the number of monthly active users globally hit 100 million (Xiaohongshu 2021)

According to our preliminary findings, Generation Z consumers exhibit an inclination to place trust in recommendations provided by their peers. They are looking for genuine user experiences on social platforms, typically provided by bloggers who may not necessarily include links to sales or mention specific businesses. Further, the majority of these bloggers are individuals lacking medical expertise. For instance, one individual (average consumer) inquired about the specific comments about Swiss vitamins and fish oil. Followers responded by discussing various brands, including NOW, GNC, and Swiss. One post also included detailed information about the varying levels of Omega, EPA (Eicosapentaenoic Acid), and DHA (Docosahexaenoic Acid) found in these products.

Additionally, in some postings, rather than promoting and endorsing brands or products, they shared “brands and products to steer clear of.” For instance, a widely shared post enumerated 18 varieties of lutein supplements that are not recommended for

purchase, including well-known brands like Blackmores and Greenlife. One individual exemplified this by stating, “The decision to use dietary supplements should be based on one's own health, regardless of their usefulness.” Our preliminary finding also revealed that consumers often conflate “drugs” with 'dietary supplements,’ occasionally succumbing to fads and overstating the effectiveness of dietary supplements. As an illustration, a blogger stated that cranberry supplements have the potential to bolster the immune system and mitigate the risk of gynecological ailments. In 2020, another blogger boasted assertions that specific foreign health goods possessed the ability to treat tumors effectively.

In order to legally sell imported supplements in China, registration is mandatory. However, firms circumvent this requirement by marketing them as regular food products through cross-border e-commerce (NZTE 2022). Nevertheless, the rigorous restrictions outlined in the 'People's Republic of China Pharmaceutical Administration Law' have not been enforced for dietary supplements, especially on social platforms. According to our preliminary analysis, there is a lack of a well-defined framework for online healthcare norms. Hence, it is imperative for China to enhance the safeguarding of consumer well-being through regulating social media posts. Potential risks associated with the product should be mandated to be revealed. Ultimately, we expect that this research will make contributions to the field of micromarketing literature by extending literature related to consumer well-being and public policy.

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Understanding Challenges and Enhancing Support in Family Caregiving

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Family caregivers are individuals who provide care for a family member or loved one in a non-professional capacity. They play a pivotal role in the intricate tapestry of the healthcare system, serving as an indispensable pillar of support for individuals grappling with various illnesses. In the U.S., for instance, an estimated 53 million Americans were providing unpaid care to an adult or child with health issues in 2020 (AARP, 2020), highlighting the extensive reach and significance of family caregiving. Caregivers encompass a diverse array of relationships, ranging from spouses caring for their partners to adult children tending to aging parents, creating a mosaic of familial dedication to the wellbeing of their loved ones. The term “family caregivers” in this context refers to individuals who provide substantial, unpaid assistance with activities of daily living, medical tasks, and emotional support to their care recipients. The tangible and intangible contributions of family caregivers not only alleviate the burden on the formal healthcare system but also foster a compassionate and personalized approach to patient care.

This research delves into the multifaceted experiences of family caregivers in the provision of home-based care for their loved ones, recognizing the pivotal roles they play in ensuring the daily support, emotional comfort, and overall wellbeing of patients. The primary objective is to comprehend the challenges inherent in the diverse roles assumed by caregivers. Through an in-depth exploration of their experiences, this study seeks to illuminate the significance of the caregiver’s roles and advocate for a nuanced and all-encompassing approach to supporting caregivers. By unpacking the intricacies of their journey, we aim to contribute to a profound understanding of the caregiving landscape, ultimately enhancing the effectiveness of support systems for this vital community.

Learning stands as a cornerstone for family caregivers, demanding a continuous commitment to educate themselves on their loved one's specific medical condition, including the intricacies of prescribed medications and interventions. Notably, family caregivers occupy the role of being the constant companions to patients, providing around-the-clock support that extends beyond the clinical setting. The dynamic nature of a patient's journey necessitates caregivers to continually acquire new knowledge and adapt their caregiving approaches to evolving conditions. This ongoing learning process involves understanding the nuanced needs of the patient, identifying optimal care solutions, and discerning the extent of support available within the healthcare system. As caregivers navigate this intricate terrain, they strive to answer fundamental questions: What are the specific requirements of the patient? What interventions prove most effective for their health and wellbeing? What aspects of support are covered by the healthcare system, and where are the gaps that caregivers must fill? In essence, the learning journey for family caregivers is a multifaceted endeavor aimed at honing their skills and insights to provide the best possible care in the ever-changing landscape of their loved one's health.

Family caregivers function as an integral component within the healthcare ecosystem, actively engaging with and comprehending its dynamics. Their pivotal role extends to making crucial decisions regarding treatment, medications, and the array of options available to the patient, all of which are intricately intertwined with the broader healthcare system. Nevertheless, family caregivers often assume a secondary role to healthcare professionals, acting as supportive figures while entrusting the primary responsibility to the trained experts. Within this structure, there are instances of institutional voids in the healthcare ecosystem, leaving family caregivers underprepared to adequately address the comprehensive needs of their loved ones. This research aims to illuminate and address these voids and contribute to the enhancement of the caregiving experience and the overall effectiveness of the healthcare continuum. By examining the role of family caregivers within the larger healthcare framework, we can foster a more collaborative and responsive

approach to patient care that ensures a seamless integration of familial support and professional expertise.

Research Questions:

- 1) How do family caregivers navigate challenges in home-based care and what is the impact of their roles on the wellbeing of patients, aiming to develop a nuanced support approach?
- 2) How do family caregivers continuously learn about their loved one's health, adapt to changing conditions, and fill gaps in healthcare support, identifying specific patient requirements and effective interventions?
- 3) How do family caregivers navigate the healthcare system in decision-making, considering facilitators, restrictions, and barriers, and how can institutional voids impacting their preparedness be addressed to enhance the healthcare continuum?

Method and Preliminary Findings:

This study utilizes in-depth interviews conducted in both the United States and Australia. Participants include spouses, children, siblings, and close relatives who are dedicated to caregiving. The objective is to obtain a thorough understanding of the experiences and challenges associated with supporting a patient. All participants were introduced to the research team through personal contacts and referrals. To date, 11 individual interviews and 2 group interviews have been conducted, with plans for additional interviews in the coming months. The diverse spectrum of family members involved in caregiving spans various diseases, including cancer, dementia, multiple sclerosis, etc. In addition to family caregivers, healthcare professionals have been or are planned to be interviewed, adding a crucial layer to the comprehensive exploration of caregiving dynamics within the healthcare landscape.

In addressing the first research question on how family caregivers navigate challenges in home-based care and the impact of their roles on patient wellbeing, our depth interviews

yielded some insightful findings. For example, Cliff emphasized the establishment of clear boundaries with his father when he moved into Cliff's home, avoiding a strict nursing role but showcasing the gradual coexistence of caregiving responsibilities. Despite considering assisted living in alignment with individualistic norms, emotional and financial complexities influenced this decision. Tom, a social worker at hospital, underscored the importance of communication and understanding in maintaining respectful and patient-centered care, emphasizing the need for caregiver decisions to align with the autonomy of the care recipient. Georgie, a caregiver of 4 years, revealed frustrations with her caregiving responsibilities, feeling trapped by her father's insistence on prioritizing her mother's care. Georgie, burdened by additional responsibilities caring for her grandchildren, attributed her father's decision-making to a strong adherence to Greek tradition, portraying a stern and authoritarian father. These narratives illuminate the intricate dynamics within home-based caregiving, emphasizing the need for nuanced support approaches that address emotional, cultural, and autonomy-related challenges.

Addressing the second research question on family caregivers' continuous learning and adaptation to changing healthcare conditions, our interviews also provided great insights. Nina, a carer for her daughter's mental illness, highlighted her reliance on non-traditional sources like podcasts and courses, citing challenges with online misinformation and opportunistic individuals. Despite her allied health background, Nina acknowledged the potential intimidation faced by individuals lacking insider knowledge. In contrast, Rose, a caregiver for her husband for 19 years, expressed a lack of formal training and education. Rose self-taught essential caregiving skills, such as transferring her husband, and emphasized the need for improved support for caregivers, including formal training, caregiver hotlines, and services to prevent burnout. These narratives underscore the varied sources of caregiver education and training, emphasizing the need for accessible and comprehensive support services to enhance caregivers' ability to identify patient requirements and employ effective interventions.

Regarding the third research question on family caregivers navigating the healthcare system, informants expressed concerns with the perceived inflexibility and wrong focus of the healthcare system. For example, Gerri voiced frustration with perceived inflexibility, highlighting the tendency of healthcare professionals to focus solely on the patient, undervaluing family insights. She emphasized pervasive challenges, such as dismissal of family input and resistance to collaboration. Gerri stressed the crucial role of family advocates in enhancing patient care and called for recognition of this contribution. Jessica, an executive director of a hospice, characterized the US healthcare system as a productivity-driven “machine” that sacrifices holistic care for a disease-focused approach. Her insight underscores systemic challenges, including a rush towards prescriptions over lifestyle considerations, hindering the delivery of comprehensive, person-centered care. Both perspectives highlight the need to address institutional voids for improved collaboration and a more personalized healthcare approach.

Contributions:

This research aims to not only optimize patient care but also improve the landscape of caregiving by fostering a more inclusive and collaborative ecosystem. By leveraging the collective expertise, resources, and perspectives of healthcare institutions, caregiving organizations, and family caregivers, the study seeks to contribute to a transformative paradigm in patient-centered care. The ultimate goal is to enhance patient outcomes and elevate the caregiver experience through a comprehensive, integrated, and collaborative approach that goes beyond conventional boundaries.

This research aims to shed light on improving the holistic wellbeing of both patients and caregivers. The distinct roles of healthcare institutions, caregiving organizations, and family caregivers are pivotal components that, when understood and synchronized, can lead to more effective collaboration and coordination. This synergy is poised to yield comprehensive support systems that cater to the diverse needs of patients. Beyond immediate impacts, the research findings are poised to inform policy decisions, guide

interventions, and shape training programs. This strategic utilization of insights is essential for the continual enhancement of patient care, support for caregivers, and the fortification of family relationships within the broader context of macro-marketing.

Table 1: Comparison between Family Caregivers and Healthcare Institutions

	Family Caregivers	Healthcare Institutions
Definition	Individuals who provide care for a family member or loved one in a non-professional capacity	Organizations or facilities that provide professional medical and healthcare services
Goals	Improve the wellbeing and quality of life of their loved one (person centered)	Provide high-quality medical care, promote health, and achieve positive patient outcomes (disease centered)
Logic	Based on personal knowledge, relationships, and individual circumstances	Based on evidence-based medicine, scientific research, and medical protocols
Priorities	Patient wellbeing and comfort, maintaining their loved one's dignity and autonomy	Provide accurate diagnoses, effective treatment plans, and ensure patient safety
Responsibility	Personal care, emotional support, and household tasks for their loved one	Medical treatment, diagnostic services, and specialized care for patients
Importance to patients	Provide emotional support, familiarity, and personalized care	Offer expertise, advanced medical technology, and access to a wide range of healthcare
Cost	Generally unpaid, and may experience financial strain from caregiving expenses	Requires payment for services provided, may be covered by insurance or government programs

	Family Caregivers	Healthcare Institutions
Decision-making	Family caregivers may make decisions based on their knowledge of the loved one's needs and preferences	Medical professionals make decisions based on medical expertise, evidence, and patient input
Legal	Not bound by legal regulations or standards specific to healthcare institutions	Governed by legal regulations, standards, and licensing requirements
Institutional factors	Norms and values	Laws, rules and policies
Boundaries	No formal professional boundaries, but limited by personal capabilities and available resources	Bound by professional and ethical standards, adhere to patient privacy and confidentiality requirements

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HISTORICAL RESEARCH IN MARKETING

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Atoms for Peace Exhibitions in Spain: The “Over-Promotion” of Nuclear Energy

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Extended Abstract

The late 1940s marked a period of arduous recovery for Spain, encompassing food rationing, military dictatorship, and international isolation. Amidst these challenges, Spain grappled with energy deficiencies, prompting exploration of viable solutions (Guirao 1998). With the United States emerging as a dominant influence, particularly in the early 1950s, Spanish media served as a reflection of public demand and governmental aspirations, albeit under the guise of the military regime.

President Eisenhower's address to the General Assembly of the United Nations on 8 December 1953, known as the "Atoms for Peace" speech, engendered heightened expectations and ushered in a paradigm shift in the realm of nuclear energy (Calvo-Gonzalez 2007). Envisioned applications for atomic power spanned a spectrum of domains, from atomic-powered ships, submarines, aircraft, trains, and automobiles to agricultural machinery like farm tractors, all hailed as heralds of the energy landscape of the future. The initiative aimed to shift the focus from nuclear weapons to the peaceful uses of atomic energy. This involved promoting nuclear power for electricity generation, as well as applications in medicine, industry, and agriculture.

This narrative resonated particularly strongly in underdeveloped nations like Spain, where nuclear energy emerged as a conduit for rapid modernization. The proclamation of the 'Atoms for Peace' initiative by the United States positioned Spain advantageously to access American nuclear technology (Presas i Puig 2005). However, beneath the veneer of altruism lay a strategic maneuver by the United States aimed at expanding its influence in Europe, particularly as a counterbalance to the Soviet Union (Stapell 2016).

Primary sources encompass news articles, photographs, administrative correspondence, official records, posters, and exhibition programs. These datasets originate from both digital and non-digital repositories, such as the Spanish National Library,

the US National Archives, the General Archives of the Spanish Administration, provincial, regional, and local archives across Spain, as well as personal collections. Sixty-eight exhibits have been found between 1955 and 1960, coinciding with Heisenhower's term in office. The first one starts in Valencia on 1 May 1955 and the last one in Palma de Mallorca ends on 25 October 1960.

Following its fleeting appearance at the International Fairs of Valencia (in May) and then in Barcelona (June) in 1955, the "Atoms for Peace" exhibition gained prominence in Spain in 1958. This marked the inauguration of the first experimental reactor at the Nuclear Energy Board (Junta de Energía Nuclear, JEN) facilities, financed by the Exim-Bank and utilizing North American technology, aimed at training Spanish nuclear engineers (Allende-Urtasun, Luquin and Garrido 2017). The imperative to disseminate the success and significance of Spain among the pioneering nations in nuclear energy, as emphasized at the Geneva conference, was paramount. The exhibition's objective was unequivocal: "to extol the significance of nuclear applications and energy," as reported by the ABC newspaper in 1959^[1]. JEN spearheaded the design of the exhibit and a broadcasting program, while the United States Embassy contributed cinematic materials, with the newly formed nuclear consortia Nuclenor and Cenusa, funded by electricity companies, sharing in the expenses (De La Torre and Rubio-Varas, 2016).

The duration of the exhibits typically ranged between 5 to 10 days, with exceptions noted in Madrid and Bilbao in 1958, as well as in Seville in 1959. Over the span of six years, several cities hosted the exhibition on multiple occasions. Specifically, Alicante, Barcelona, Cartagena, Gijón, La Coruña, Málaga, Palma de Mallorca, Santiago, Valencia, Vigo, and Zamora each welcomed the event twice. However, Bilbao and Oviedo stood out by hosting the exhibition three times during this period.

The exhibits were designed with the primary objective of informing the public about the diverse advancements achieved in nuclear physics.^[2] Each exhibition commenced with an inauguration ceremony, graced by prominent figures from the city including the mayor, bishop, military personnel, politicians, and other dignitaries. The short exhibits featured sixty-five panels elucidating the applications of atomic energy in various domains, including

medicine, agriculture, industry, electrical power generation, and propulsion. Furthermore, the exhibition was enhanced by the inclusion of scientific instruments such as the Geiger counter, several specimens of radioactive minerals, a uranium rod, containers housing isotopes, and a model illustrating an atomic reactor, inspired by the one installed at the National Laboratory in Oak Ridge, USA. In addition, they were complemented by American documentaries such as "The Savannah New American Atomic Merchantman" and lectures such as "The Atom and Biological Science", "The Atom and its Energy", etc.

Among the sixty-eight exhibitions, three of them resonated across Spain, combining scientific dissemination and propaganda in equal proportions: Madrid (Casa de Campo, May 1958), Bilbao (School of Industrial Engineers, August 1958), and Seville (Fairground, April 1959). The Madrid exhibition alone attracted approximately half a million visitors, including obligatory visits from public schools.

The American authorities played a pivotal role in the inauguration of the atomic exhibition, with some directly involved in negotiating the agreement with Spain, possessing a clear understanding of the messaging they needed to convey. In Bilbao, Ambassador John D. Lodge conducted a press conference and inaugurated the exhibition in August 1958, elucidating the ethos behind Eisenhower's initiative of December 1953. Firstly, the United States aimed "to contribute to resolving the dire Atomic dilemma," ensuring that "the remarkable invention of man does not lead to his demise, but rather dedicates itself to his well-being," intending, in essence, "to harness the tremendous energy potential within our grasp to enhance humanity's quality of life." Secondly, it elucidated how direct economic and technical aid, along with access to American laboratories such as Argonne and Oak Ridge for Spanish scientists, forged "a community of interests and endeavors" aimed at enhancing "Spanish technical prowess."

Harry Haven Kendall, an Information Officer with the United States Information Service (USIS) stationed in Madrid from 1957 to 1961, underscored in an interview conducted by the Association for Diplomatic Studies and Training in 1988 that the United States tended to overly promote nuclear energy within the framework of the Atoms for Peace initiative in Spain (Schmidt, 1988). Across the Spanish landscape, Atoms for Peace

exhibitions, subsidized by the United States, proliferated, characterized by an array of media campaigns including movies, visual imagery, and publications all designed to advocate for the adoption of nuclear energy.

This concerted effort culminated in 1962 with a proposal to construct a nuclear power facility situated 70 kilometers east of Madrid, which gained approval in 1963. The resultant establishment, known as the Jose Cabrera, or Zorita, facility, commenced operations in 1968 (De la Torre and Rubio-Varas 2018). Evidently, the penetration of nuclear energy into Spanish society can be attributed to the pervasive influence of the United States' Atoms for Peace policy, facilitated by the Franco regime which served as a conduit for introducing the iconic atomic era to the Spanish populace. This investigation underscores the capacity of governmental influencers to shape public perceptions, instilling optimism for a promising future predicated on technological advancements.

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^[1] ABC (1959, April 12th) edition Andalucía, “La exposición “átomos para la paz” solemnemente inaugurada ayer”, pp. 69-70.

^[2] Alicante hand program (1959). Personal archive Family Garcia-Estecha.

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Exploring Macro Level Change, Paradox and Transformation at Treptow: An Evaluation of What Was, What Is and What Might Be.

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Extended Abstract

The second world war in Russia “was of such powerful political and emotional significance that it became in effect the founding myth of the late Soviet system (Morcom, 2007, p. 525). Consequently, German defeat was to be a visual experience emulating Khaldei’s iconic photography and the capture of the Reichstag and Stalin’s triumphalism (Hoffmann, 2011). The images of Berlin’s downfall have been appropriated seemingly like no other: within two years of peace, the ‘people’s victory’ had already become Stalin’s; later it was the party’s; and today the ‘Great Patriotic War’ is a lesson in statehood and support of Putin’s political course. The lasting physical vestige of the Great Patriotic War has been memorials. These memorials were designed conceptually by Stalin to suppress the Second World War as a subject of public discourse with an emphasis on victory rather than collapse, ineptitude, and a reliance on the West.

There are tens of thousands of war memorials both large and small erected to the Red Army across Europe. Their socialist realism design, or Soviet artistic doctrine (Tomaszewicz, 2021) represented an idealised Soviet Union, with a purpose to “provide truth and historical relevance to the working people in the socialist spirit” (Tzmofoev and Turaev, 1972). Socialist realism was seen as a means of providing mnemonic practice (O’Shea, 2023) and an intensification of propaganda (Zhang 2021 and the tightening of control” (Zhang, 2021, p.27).

War monuments have always been places of meaning, they represent a means for the fallen to return home (Sylvester,

(Bartlett and Ellis, 1999) and represent a liminal space for those gone and those who remain. Despite being described as ‘ephemeral’ (Haskins and Rancourt, 2017) they are they are no longer unproblematic and their function and accommodation are in a state of flux. Memorials are not static but can be dynamic and subject to change (Grider, 2007). They operate within certain parameters for periods of time that reflect stability, political inability, and socio-cultural shifts. Problematically we don’t associate change with memorials, but change is inevitable. Interactions between different states, crisis, economic shifts, deindustrialisation, growth, and new economic orders impact on memorials (Beckstead, Twose, Levesque-Gottlieb, and Rizzo, 2011). They are part of our societal discourse (Beckstead, Twose, Levesque-Gottlieb, and Rizzo, 2011), past, present, and future.

Russian memorials have been removed, disappeared, preserved, and announced since the fall of the Berlin wall (Forest and Johnson, 2011). There is the past and the future and there is politicisation and de-politicization attached to these. More recently IE right now, these monuments are be subjected to new narratives and meaning particularly in the macro context of widespread disapproval toward Russian aggression against the Ukraine. Indeed, those that remain have recently been subject to further disapproval, vandalism, subversion and reimagination (BBC 2023). Thus, they are once again contentious places whose meanings are being modified as a consequence of people’s interpretive processes being informed by a macro-environment of conflict and political ideology (Blumer 1969).

Subsequently we posit that Russian war memorials across Europe are inherently linked to the Macromarketing discipline given their design, positioning and reason can be considered as an act of marketing that seeks to have an impact and consequence on society (Hunt 1981). Despite Macromarketing’s commitment to scholarship rooted in marketing histories (Jones and Shaw 2006; Nguyen 2023, Witkowski 2023, Layton and Duffy 2018) and conflict/war (Nguyen 2023, Loxham 2015, Sredi, Shultz, II, Brecic 2017) the discipline has neglected these sites and their relevance to the field. Subsequently we seek to be the first study to use a Macromarketing lens to explore contemporary meanings and

perceptions of these memorials against the ‘now’ backdrop of Russia’s war with Ukraine (Crombois, 2023) and ask:

How has the Russian invasion of Ukraine altered the macromarketing dynamics of Soviet era war memorials in Berlin?

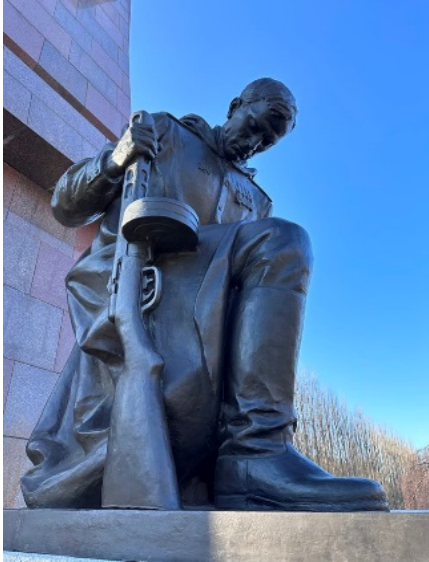
Method

Fieldwork was conducted at Treptower Park, Berlin (Europe’s biggest war memorial) in January 2024 over a course of 5 days. Yakov Borisovich Belopolski was responsible for the design of the Soviet War Memorial in Treptower Park in Berlin. Opened in 1949, it is a lesson in pragmatism. Created in the style of Socialist Realism it was to represent Stalin’s three core principles: “ideological commitment” [ideinost], “Party-mindedness” [partiinnost], and “popular spirit” [narodnost] (Schwabe, 2017). For the data collection the researcher integrated as a participant observer role to capture attitudes, positions, opinions, and evaluations. The researcher interviewed 18 participants with a median age of 25.6 yrs. 16 from the Berlin one tourist from Ireland and a family of three from Sweden.

Early Findings and Discussion

The Treptow park for several of the participants was now perceived as an ‘apology’ or ‘entschuldigung’. The notion of an apologetic, armed figure (See figures 1 and 2) perhaps reflects the centrality and indeed the necessity of dealing with Russia’s transgressions. The memorial still exudes huge power and emits chills as a consequence of its scale, but for several participants it did not undermine their feeling that *it* was now obeisant, seeking absolution and perhaps pointing toward a harmony in due course.

“...kneeling as they had insight into the future and what was to come. Take a photo of their faces. You’ll see sadness. Sadness for 2014 and sadness for 2022. They’re apologising to us and Europe. Apologizing for Putin, for Russia, for Communism, for the mess”



Figures 1 and 2

It is also considered that imagining the memorial as an apology facilitates a desired outcome from the transgressor. We suggest that this embues the memorial with an integrity that up to this point hasn't been considered.

Data indicates that the Memorial also encapsulates an economic critique of the German Government. For several participants the memorial embodies national shortcomings, not to the detriment of the corpus of diversity and multiculturalism, but deficiencies across the country. Thus, we posit the notion of the monument acting as both a reminder of separation of knowing and doing and political abandonment.

“Treptower is a beautiful abyss. It swallows intellect. Everyone here knew what was coming in Ukraine and this place has sent out that message since 89. But we just walk dogs around it and ignore it. We should have been prepared for 2022. Shame on us.”

“It's so clean here. Spotless. Just look around. Now, think back to when you left the S-Bahn. Ready? Yes! Schmutz, obdachlosigkeit, die Obdachlosen, the worst of Germany. We give to this cause but not those who really need it.”

“How did you get here? From Mitte? The Farmers. You must have seen them. This is what the park represents. The Vernachlässigung (neglect) of our workers. The park for me is the far right coming to get us again.”

Conclusion

Memorials are not self-standing entities. They challenge commonly held assumptions and create dichotomy and paradox. To that end it is hard to find a grounded conceptualisation. At no point was war, remembrance, emancipation, and reconciliation mentioned in this data- the which ironically is the very essence of memorials. No disenable typology of that type emanated or explicit definitions as the tradition of these memorials has been lost and recontextualised against Ukraine's' struggle.

Rather than collective remembering there was an indication of collective and social wondering associated with a future predicated social discourse. This we suggest is representative of a shift in their Macromarketing dynamic from a marking structure that attempts to project meaning on society towards one where society projects meaning onto the structure (Hunt 1981).

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Reviving declined markets: Insights from the traditional clothing market in Tunisia

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Abstract

While recent research has significantly advanced our understanding of market shaping, scholars have paid less attention to market revival. This paper enriches the literature by revealing new theoretical insights that help to explain how declined markets can be revived. We draw on institutional theory to develop a process model that reveals how actors engage in institutional work to revive declined markets. We conducted a qualitative case study to explore the revival of the traditional Tunisian clothing market in the aftermath of the Arab Spring. The proposed model identifies three types of institutional work: triggering market revival, reframing the product's meaning, and rebuilding market infrastructure.

Keywords: Market revival; market shaping; institutional work; traditional clothing market; History

1. Introduction

Marketing scholars have issued calls to investigate the market-shaping phenomenon further (Beninger & Francis, 2021; Kindström et al., 2018). Market shaping unfolds when actors intentionally change market institutions that dictate the “rules of the game” (Baker et al., 2018). Market actors are, therefore, viewed as resourceful players with social skills who can drive changes in the market in their favor (Fligstein, 2001).

Recently, market shaping has been typified as market emergence (Munir et al., 2021), market maintenance (Flaig et al., 2021), and market disruptions and decline (Parker & Ameen, 2018;

Baker et al., 2018). However, a missing type of market shaping is the revival of declined markets (Regany et al., 2020). Market decline has been well documented in the marketing literature and institutional theory. It refers to forces of entropy and disruption (Oliver, 1991) that undermine the institutions of the market. However, market decline and the disappearance of market product and consumption practices do not lead to market voids. When they collapse and disappear, institutionalized practices and social arrangements leave institutional residues (Kaghan & Lounsbury, 2013; Lefebvre, 1947) and institutional remnants (Montgomery & Dacin, 2020) in actors' memories and market artifacts which can make their revival possible.

The lack of knowledge about how market revival unfolds is concerning and raises several questions for the market-shaping literature. First, the marketing literature seems ill-equipped and unable to explain and account for emerging empirical trends and phenomena where market actors turn the revival of declined markets into opportunities. Examples of such initiatives are numerous, and the marketing literature would benefit from theorizing them, such as the “Impossible Project” case that sought to revive the analog photography market with analog cameras, film, and printing technology (Hampel et al., 2020).

Second, from a theoretical point of view, as market revival differs from market emergence, how actors use institutional remnants and residues to revive abandoned market institutions is still a conundrum. Therefore, it is important to uncover the strategies and institutional work of market actors who use market remnants to revive declined markets and rebuild market institutions. Conceptually, we build on the institutional work framework (Lawrence & Suddaby, 2006) as it provides a powerful theoretical apparatus for comprehending the actions of multiple actors who shape markets (Baker et al., 2018).

To do so, we conducted a qualitative exploratory case study of the traditional Tunisian clothing market, which declined slowly from the end of the 18th century due to tensions between modernity and tradition (Timoumi, 2010) and due to international dumping. However, recent years have seen market revival work carried out by several actors in an effort to revive this fading market. There has been a notable emergence of new designers, the

establishment of new artisanal brands, and a significant growing consumer demand, which are transforming the traditional clothing sector, previously marginalized, into a thriving and expanding market.

Using a grounded theory process (Gioia et al., 2013; Strauss & Corbin, 1997), we analyzed our data and developed a process model that shows how declined markets can be revived. Our model reveals three types of institutional work that market actors might perform in order to revive declined markets: triggering market revival, reframing the product's meaning, and rebuilding market infrastructure.

This paper is organized as follows. First, we review the literature on market shaping and pose our research question. Second, we introduce our empirical setting, describe our data set and show how we analyzed our data through a multi-stage process. Third, we present our findings and the labels that emerged from the data analysis. In the last section, we discuss our findings and our contributions to theory.

Theoretical grounding

1.1 Institutional perspective on market shaping

Institutional theory has proven to be a relevant theoretical apparatus for investigating market shaping (Ben-Slimane et al., 2019; Scaraboto & Fischer, 2013). Various studies have shown that markets can be shaped through the institutional work undertaken by different actors who build, foster, or undermine market institutions and systems that dictate norms of behaviors within the market (Baker et al., 2019; Dolbec & Fischer, 2015; Fehrer et al., 2020; Ghaffari et al., 2019; Lawrence et al., 2009). The institutional work framework attempts to bridge the gap between actors' agency and institutional determinism (Nenonen & Storbacka, 2021). Institutional work refers to "the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions" (Lawrence & Suddaby, 2006, p.215). Actors engaged in institutional work have to overcome the "paradox of embedded agency" (Battilana & D'ahunno, 2009) and trigger changes in market institutions while being constrained and determined by them (Nenonen & Storbacka, 2021).

Studies on the disruption of institutions focus on the process of deinstitutionalization and how forces of entropy undermine institutions, resulting in the erosion of social meaning (Maguire & Hardy, 2009). Deinstitutionalization is the “process by which institutions weaken and disappear” (Scott, 2013, p.166). Institutional practices may collapse and fade with time if not given sufficient resources (Scott, 2005). The case of the pesticide DDT illustrates how unquestioned practices may decline due to the diffusion of texts and discourse that attack the legitimacy and the taken-for-granted character of those practices (Maguire & Hardy, 2009). Another example is the decline of the market for traditional American circuses due to a “lack of responsiveness” and “emerging alternatives,” which led to the creation of a new adjacent market (Baker et al., 2018). Market practices are supported by three institutional pillars: cognitive, normative, and regulative (Scott, 2001). Once the three pillars “lose their grip” on social arrangements and practices, deinstitutionalization occurs, leading to market decline (Maguire & Hardy, 2008). According to Scott (1995) and Oliver (1991), despite their enduring character and their auto-reproductive ability (Jepperson, 1991), institutions may be victims of forces of entropy that may lead to their collapse and disappearance. External jolts or attacks (Greenwood et al., 2002), insider-driven and purposeful strategies that target contested institutions (Maguire & Hardy, 2009), and an excess of taken-for-grantedness that result in institutions being neglected and neither defended nor advocated (Montgomery & Dacin, 2022) are central entropic forces highlighted in institutional theory.

However, deinstitutionalization is not an irreversible process, and actors may work on reviving and regenerating social arrangements and practices if they see a way to achieve institutional projects that favor their interests (Hampel et al., 2020). However, generating and reviving institutions have received scant attention in the literature (Montgomery & Dacin, 2022). More importantly, there is a dearth of knowledge about how actors invoke and use the past strategically (Suddaby et al., 2023) to revive declined markets.

2.2 Market revival

The revival of a declined market can be considered from an institutional theory perspective as a process of re-institutionalization in which the old and forgotten practices regain

legitimacy (Suchman, 1995). Declined markets leave institutional residues of old and forgotten practices in market actors' individual and collective memory (Kaghan & Lounsbury, 2013; Lefebvre, 1958). Institutional residues are also embodied in artifacts that trigger remembering processes (Regany et al., 2020; Pinch, 2008). These residues are remnants of the past. They can be used to revive abandoned practices (Montgomery & Dacin, 2020) or to spur the re-emergence of habits and forgotten social norms (Dacin & Dacin, 2008).

According to the marketing literature, memories and nostalgia take the consumer back to the past and rekindle strong emotions that influence their behavior (Orth & Bourrain, 2008). They can provoke strong reactions in consumers to re-launch a product or a brand that has been abandoned over time (Dion & Mazzalovo, 2016). By evoking the essence of the past and allowing consumers to immerse themselves in their past, a brand may revive emotions and a strong sense of nostalgia (Handique & Sarkar, 2021). Nostalgia is generally linked to the consumer's age and predisposition to "being nostalgic" (Prieto & Boistel, 2014). It can, therefore, lead to the resurrection of brands and products (Gilal et al., 2020), which triggers market shaping and market revival. However, we argue that reviving an entire market is much more complex than reviving individual products or brands. Regany et al. (2020) show that reviving a product through the strategic use of nostalgia or individual and collective memory is often studied as a dyadic relationship between the customer and the product. In other words, it is assumed that the institutions needed to host the revived product or brand still exist, i.e. those that define roles, norms, practices and form the basis of judgment within the market, such as quality and authenticity. Therefore, market players who act strategically to revive products and brands have to introduce them into the existing institutional setting of the market.

Hargadon and Douglas (2001) state that market products must meet established institutions. Customers will rely on existing institutionalized frames of reference and basis of social judgment in their interaction with the revived brand or product. However, in the case of the revival of declined markets, the interaction between the customer and the product requires building a new institutional setting (Mair & Marti, 2009). Institutional residues and

remnants should be considered building blocks and resources in the re-institutionalization process and cannot be substituted for market institutions. Although, they are critical in the revival process, the process by which institutional residues and remnants are introduced into a new institutional setting is undocumented.

Market institutions are complex systems that enable social interaction around market transactions and define market roles, the basis of social judgment, and the social meaning of market practices (Humphreys, 2010).

In summary, the revival of declined markets is distinct from two known marketing processes. It differs from market emergence as institutional residues and remnants of the past are used to create a new market space, and it differs from the extant use of the past and memories to revive individual products and brands in marketing since it requires the creation of new market institutions.

Based on these arguments, we formulate the following research question: How are declined markets revived through the institutional work of market players?

Empirical context

In order to address our research question, we have studied the traditional clothing market in Tunisia. This market has gone through several phases. For years, Tunisia was known for being a dynamic marketplace where handicraft products reflect its tangible and intangible heritage. Each region of Tunisia has its own typical garment that tells the story of that region (Ben Tanfous et al., 2021). Women and men wear traditional clothes on various occasions and in daily life. They are characterized by different designs, colors, and materials and incorporate specific weaving and sewing techniques. This great variety embodies the rich cultural and historical heritage of Tunisia.

However, after the country's exposure to Western values by the end of the 19th century, the market witnessed tensions arising from the conflict between Western modernity values and conservatism and traditions (Timoumi, 2010). Like in neighboring Arab countries, modernity

in Tunisia was born with a solid Western influence and society turned against traditionalist and religious institutions (Tessler, 1971). This significantly impacted the traditional clothing market, triggering changes in Tunisian clothing practices (Regany et al., 2021). Western fashion was considered an unquestionable indicator of progress and modernity (Keyman, 2007; Smaoui & Ghariani, 2011). Many traditional garments were perceived as backward and retrograde. Consequently, modern garments replaced traditional clothing in the name of modernity. Traditional clothes progressively lost their legitimacy and were abandoned or disappeared over time (Ben Tanfous et al., 2021).

Economic exchanges and international trade have also impacted the traditional clothing market. Tunisia's economic policy of liberalization and openness initiated in the 1970s has been detrimental to that market. Liberalization increased the competitive pressure on the traditional clothes market and pushed the workforce to seek new jobs offered by foreign factories offshored to Tunisia.

More importantly, the lack of a strong and coercive regulatory framework to protect Tunisian creations has encouraged counterfeiting and poor-quality products. Sales of counterfeit products are an illustration of the lack of a binding normative approach and state control to tackle counterfeiting. This clandestine activity has had negative consequences on the traditional clothing market. The demand for traditional clothing has gradually decreased, and many garments have fallen into oblivion.

However, in recent years, new handicraft brands have emerged. Artisans are increasingly reviving the traditional clothing market to meet a growing demand. The traditional clothing market took a new turn after the Tunisian Revolution or so-called “Arab Spring.” Traditional garments have become a focus of interest and an attractive fashion choice for a marginalized sector. In the wake of the revolution, which triggered significant social, economic, and political changes (Ben Slimane et al., 2020), the traditional clothing market in Tunisia has taken on renewed significance. When the Islamic party named Ennahda came to power following the post-revolution elections, society witnessed an exogenous sartorial influence inspired by other countries under a totalitarian religious regime, which put the Tunisian

identity at risk. These political upheavals have pushed Tunisians to defend their identity and undertake initiatives to safeguard and revive their traditions.

2. Data Collection

We conducted qualitative research using secondary data, semi-structured interviews, and a visual methodology. We started our data collection with desk research to familiarize ourselves with the context of the traditional clothing market in Tunisia and learn about Tunisia's history and traditions. Our sources included books that delve into the rich history of Tunisia and the traditional clothing market, statistical reports on Tunisian handicrafts, press releases, TV and radio interviews, and scientific articles.

To complement our desk research, we used a visual methodology to enhance the richness of data (Pain, 2012; Rose, 2016) and sought to understand the significance of images related to the traditional clothing market in Tunisia (Barbour, 2014). Using and interpreting visual data, we objectively and rigorously analyzed the meanings of images shared in the Tunisian clothing market.

We drew up a list of Tunisian craft brands and artisans with accounts on social networks, mainly Facebook and Instagram, the two social networks that have a predominant presence in the daily lives of Tunisians. Examining the content shared by artisanal product brands, we identified and categorized them according to their specialties (clothing, jewelry, decoration, carpets, copper, olive wood, pottery, etc.). We then selected the artisans and brands who specialize in traditional garments.

We also scrutinized images posted on Facebook and Instagram, specifically exploring content associated with hashtags such as #artisanat, #habitradiationnel, #traditionnel, #madeintunisia, #handmade, and #tunisianhandmade. Our goal was to select images related to traditional Tunisian clothing. These hashtags provided descriptive cues for the visual content (Giannoulakis & Tsapatsoulis, 2016). This method allowed us to extract more images efficiently and precisely. In the end, we had collected 446 images, which ensured a representative sample.

We also conducted 50 interviews with various actors in the traditional clothing market until we reached theoretical saturation (Glaser & Strauss, 1967). We interviewed 34 artisans, 11 consumers, three administrators of online communities interested in traditional garments, and two representatives from the Office of Tunisian Crafts (a government entity).

Our selection of artisans was deliberately diverse, encompassing artisans of different ages (between 25 and 75) and from different regions of Tunisia. We varied the selection of respondent profiles in order to gather as much information as possible about the different regions of Tunisia and the garments and practices specific to each region. We interviewed artisans who work in a medina (old town) or souk (marketplace) and those who sell exclusively online.

The interviews were initially conducted with artisans and representatives of the National Office of Tunisian Crafts to understand the context of the traditional clothing market. As our investigation deepened and distinctions among market actors became apparent, we expanded our interviews to include a broader spectrum of artisans and influential actors. Most of the interviews were conducted face-to-face in the respondent's workplace. We also conducted interviews via phone or Messenger to accommodate geographical constraints and ensure accessibility.

The interviews were recorded and transcribed in Tunisian Arabic, then translated into English. We used the back-translation technique (Brislin, 1970) to minimize translation bias (Temple & Young, 2004). Then, we compared the back translation to the source text, and any differences were thoroughly addressed through extensive discussions between the authors (Ben Slimane et al., 2020). The interviews ranged from 38 minutes to 1 hour and 30 minutes, with an average duration of approximately 50 minutes.

3. Data Analysis

In order to reveal new theoretical insights to explain how declined markets can be revived, our data analysis followed an abductive process based on the Gioia method (Corley & Gioia, 2011; Gioia, 2021; Magnani & Gioia, 2023). Gioia et al. (2013) draw on Glaser and Strauss's

Grounded Theory (1967), offering a systematic process to build theory from raw data. The Gioia method is a qualitative methodology focusing on a single case study (Langley & Abdallah, 2011) designed to meet the rigorous standards of reliable research. We triangulated primary and secondary data and prior literature to generate insights and reduce single-source bias (Nielsen et al., 2020). We divided our analytical process into three distinct steps.

First, we began by sorting our secondary data to comprehend the evolution of the traditional clothing market in Tunisia. We examined historical books, statistical reports, and press releases to trace key empirical actions and events. Our data revealed two pivotal moments that significantly influenced the market's evolution: Tunisia's independence in 1956, which ushered in a wave of modernization, and the 2011 revolution, which acted as a catalyst for the traditional clothing market revival. In addition, we made a comprehensive overview of the key market players and their role in the market's evolution.

Second, drawing on the Gioia methodology, we started with iterative cycles of open coding to differentiate categories based on their common characteristics or related meanings (Strauss, 1987). In this first-order coding step, we identified 2630 codes from the 446 images collected. Similarly, when analyzing the semi-structured interviews, we meticulously identified quotes that were explicitly tied to the research question, resulting in a voluminous body of text. In this process, we selected 515 essential extracts, ensuring the integrity of the terms used by our informants. We focused on various aspects, including the similarities in practices among the actors, the shared meanings and ideas, the marketing strategies employed by these actors, recurring phenomena that shed light on market dynamics, and a comprehensive examination of their digital work.

Third, we organized and grouped (data-driven) first-order codes into (theory-driven) second-order themes at a more abstract level. We used axial coding, comparing our emerging findings with the existing literature on market shaping and institutional work. These analytical processes helped reduce the large amount of data to “a more manageable number” (Gioia et al., 2013, p.6) of conceptual themes. Finally, we condensed second-order

themes into a narrower set of aggregate dimensions. The discovery of aggregate dimensions, by interweaving induction and abduction, led us to refine our constructs and, ultimately, arrange them into a theoretical model. Throughout the analysis process, the authors worked together to develop the codes and the data structure (see Figure 1), and any complexities arising from divergent interpretations were discussed.

4. Findings

Our findings show how institutional work can revive declined markets and how market actors bring about changes and shape the market. We have identified three types of institutional work that lead to the revival of the declined market: (1) triggering market revival, (2) reframing the product's meaning, and (3) rebuilding market infrastructure.

4.1 Triggering market revival

Our empirical analysis shows that triggering market revival involves two types of institutional work: (i) identity work and (ii) memory work.

4.1.1 Identity work

After the 2011 revolution, Tunisian identity emerged as a prominent concern among the Tunisian populace. The revolution resulted in the liberalization of speech, the democratization of politics, and growing calls for freedom and minority rights. The post-revolutionary era in Tunisia was also marked by the resurgence of fundamentalist religious movements (Wolf, 2013).

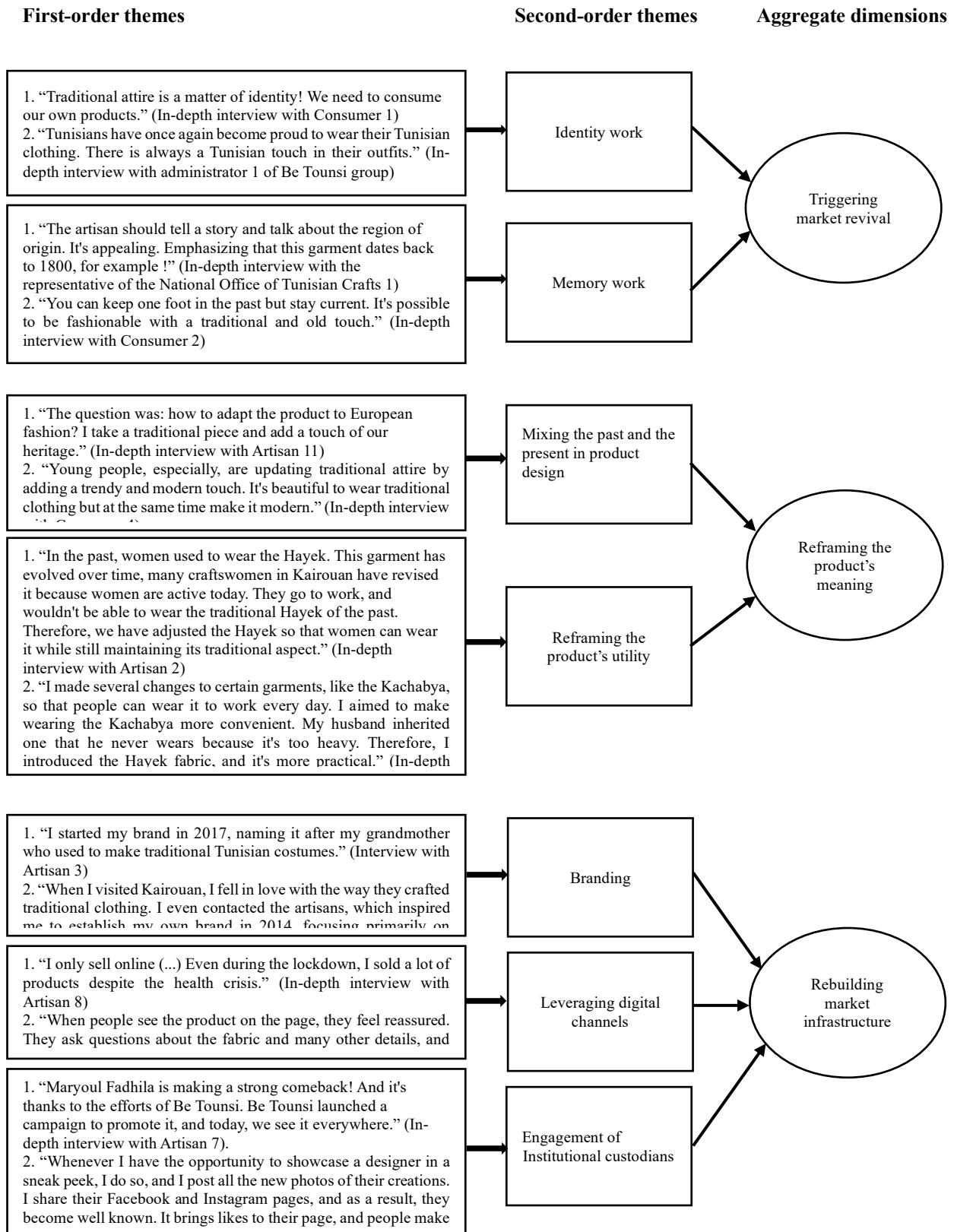


Figure 2: Data structure

The resurgence of terrorist attacks, the violations of individual freedoms, and the rise of the Islamist party Ennahda to power sparked political and ideological debates about Tunisian identity.

Identity work is embodied in clothing practices, which are a visible sign of belonging to the country. While clothing unquestionably serves as a marker of social class, it also reflects national identity and the unique characteristics of each region. Identity work has been particularly prominent on social media to oppose certain types of clothing considered foreign to Tunisian culture but which rapidly spread across the country after the revolution, such as Afghan burqas, Iranian chadors, or jihadist qamis. Market actors' identity work has reaffirmed Tunisian identity by resisting these despised clothing practices. Tunisians exhibited a resurgent enthusiasm for traditional Tunisian clothing, reflecting a renewed appreciation for their cultural heritage and a dynamic response to the evolving sociocultural landscape of post-revolution Tunisia. The following quote provides an example.

After the revolution, we (Tunisians) sought anything traditional that evoked our roots. The revolution shook the Tunisian identity. In those hard times, we sought refuge in our identity. Tunisians were looking for their origins and roots... through a return to tradition. I remember Tunisians sharing photos of Maryoul Fadhila, the Sefsari, the Burnous, and the Chechia on social networks during this period. The Chechia, for example, a garment that had fallen into oblivion, aroused renewed interest, and many young people wore it during Ramadan (...). After the revolution, we wanted to highlight the Tunisian identity. Our identity! (In-depth interview, Artisan 3)

Our analysis of images and interviews revealed a strong consumer inclination towards Berber culture, prominently reflected in traditional clothing. Artisans are delving deep into Berber heritage, fashioning garments synonymous with this culture, such as the Burnous and the Kachabia. The Kachabia, a traditional Berber garment designed to protect against the cold, is a woolen coat worn during winter. The demand for this particular garment

continues to soar, paralleling the increasing number of artisans dedicated to its creation. These artisans are keen to accentuate the origins of this garment, recognizing its integral place within Tunisian identity. The following interview quote illustrates this:

When I make a Kachabia, it is like giving birth... I have always been fascinated by the Berber culture and the tattoos that make up our identity, so I chose to draw inspiration from this rich culture that has not been given enough prominence before (...). Tunisians are increasingly concerned about protecting and safeguarding their endangered heritage. They are turning back to crafts and these precious products. Since the revolution, people have "repatriated" to their own country, looking for their identity. (In-depth interview, craftswoman 19)

The image in Figure (2) illustrates artisans' quest for identity through their creations. This image was shared by Artisan 19 on her brand page via Facebook. The image shows a Kachabia worn by a young girl. Berber motifs have been hand-embroidered to evoke the origins of this garment.



Figure 3: A Kachabia with Berber motifs

Sharing photos, showcasing products, purchasing, and wearing traditional garments all constitute institutional work that reinforces Tunisian identity. Consumers attribute meaning to their consumption practices, transforming them into communication and identification with a social group. Consumer behavior is intricately connected to their identity, manifested in consumption practices. As they engage with garments they love, consumers derive a sense of identity and belonging from these choices.

4.1.2 Memory work

Tunisians' diverse identity manifests as a complex and interconnected array of memories. Collective memory unites them through shared historical experiences and ancient traditions. Integrating elements of the past enriches people's understanding of the present. People draw on their historical experiences to gain deeper insights into their socio-cultural reality.

Memory work involves the collection of ancestral traces from past cultures and customs. These vestiges have influenced the evolution of clothing styles, leaving an indelible presence. Although certain traditional garments may fade into obscurity, the enduring artisanal heritage they embody is persevered. Each crafted piece narrates its origins and is a living embodiment of the intricate tapestry of regional traditions and rituals. This work is described by Craftsman 3:

In my posts, I strive to narrate the story behind each piece. For my scarves, I point out that they draw inspiration from the heritage of Gafsa, and I elucidate the intricacies of each item, including the weaving and dyeing techniques (In-depth interview, craftsman 3).

Brands mix historical elements with contemporary contexts to evoke emotional responses in consumers. This deliberate emphasis on nostalgia within brand representations is a direct prompt, reminding individuals of specific items of clothing associated with their memories and life experiences. Nostalgia can significantly impact consumer behavior and purchasing

decisions by bringing the past into the present. It can trigger emotional responses that translate into purchases, positive attitudes, social media sharing, or brand loyalty. One consumer expressed this emotional relationship as follows:

I buy traditional garments because they remind me of Tunisia! I also like to encourage artisans, but mainly because I feel nostalgic; it reminds me of the good old days... I have the Djerbian Jebba, which is part of the Djerbian heritage; I wear it all summer... on occasion I have shared stories while wearing it, and I have received many reactions! (In-depth interview, consumer 4)

Emphasizing the traditions and customs tied to each costume can bring back memories for consumers and shape how they see the product, impacting their buying decisions. These traditions and customs, known to certain consumers, offer a journey back to their roots, evoking a sense of nostalgia and transporting them to a bygone and evocative era.

4.2 Reframing the product's meaning

A product's meaning serves as an interpretive frame of reference to differentiate that product from others. The meaning of traditional products has undergone significant changes due to competition among various designs (Hargadon & Douglas, 2001) and functionalities. These products have thus moved beyond their original meanings and evolved in terms of both design and functionality (Wang et al., 2022). Our analysis revealed that reframing a product's meaning includes (i) mixing the past and the present in product design and (ii) reframing the product's utility.

4.2.1 Mixing the past and the present in product design

Artisans craft garments that mix modern trends with traditions for daily wear and special occasions. Artisans draw on Tunisian heritage to create and share stylish designs online. They present designs that subtly mix the traditional with a touch of modernity. The following interview quote illustrates the change in consumer perceptions of traditional clothing.

Today, Jebba, Burnous, and Kachabia are more and more widespread, which was not the case before. Most people are looking for products with a touch of creativity and modernity; they no longer accept an authentic product as it is; they are searching for a touch of modernity. (In-depth interview, artisan 13)

Pink Hindi, for example, is a Tunisian brand that skillfully combines the authenticity of traditional dress with modernity. In the image below (Figure 3), the designer presents a hand-embroidered jacket in traditional fabric. She combines this garment with a modern shirt and faux leather pants. The type of fabric and the handmade gold trim reflect the traditional side of the product, while the shirt and pants add a touch of modernity.



Figure 4: A combination of traditional and modern garments

Artisans seek to revive certain garments and re-legitimize them. They choose typical old models and revisit the garment by changing the fabric, embroidery, color, or cut or by infusing a touch of modernity. These artisans institutionalize new clothing practices and ensure the revival of certain neglected garments. Garments like the Fouta and Blouza have been updated to conquer international tastes and markets. The Fouta and Blouza, for example, were modernized by the Franco-Tunisian designer Azzedine Alaïa, who conquered the

fashion world. The success of this costume has even extended beyond Tunisia's borders. This ensemble has been worn by many celebrities and true style icons, such as American model Kendall Jenner, who showed off a revised model at Cannes, or singer Lady Gaga at the 2016 Victoria's Secret fashion show in Paris.

Consumers are, therefore, looking for traditional garments that have been revised and updated. This is an essential criterion in their purchasing decision. The consumers we interviewed expressed a particular preference for revised designs. They are attracted by modern cuts that still reflect their heritage. One consumer told us:

They have made many changes, in the right direction, of course! It is not the traditional garment we used to wear; it is different. It is these new designs that make people want to wear it (...) for example, the Djerbian jebba has undergone several changes, it comes in all different colors and cuts, as has the Kachabia, which no longer resembles that worn by the elderly. It has been modernized, and I think it is good to wear a garment that is traditional but at the same time modern. (In-depth interview, consumer 7)

Revisiting a traditional garment means interpreting it differently and giving it an original, contemporary touch. This reinterpretation should be aligned with current fashion paradigms while preserving the garment's traditional essence. The artisans introduce innovation and freshness to the clothes while ensuring that the fundamental essence or structure remains unaltered while preserving its authentic character.

5.2.2 Reframing the product's utility

Despite the richness and diversity of traditional costumes, these garments struggled to regain popularity as they had in the past due to specific characteristics such as heavy fabric or an impractical cut. Artisans have successfully adapted these garments while creating new clothing practices that appeal to consumers, by making the garments more functional and thus better fit consumer needs. The consumers we interviewed mentioned the obstacles that prevented them from wearing traditional garments daily and affirmed the

efforts made by artisans to make them more practical and more accessible, as illustrated by the interview comments below:

In the past, you could not wear a traditional garment every day, but in recent years it has been modified so that you can wear it more easily (...) They have adapted certain pieces, for example, the Burnous, which was too heavy to wear. So they have changed the material it is made of, they have used lighter wool, and it can be worn every day. Artisans have succeeded in adapting traditional garments to the everyday needs of consumers. (In-depth interview, consumer 2)

Following Tunisia's independence in 1956, many women gradually abandoned these traditional garments, deeming them outdated and conservative. They embraced Western fashion as a symbol of liberation and progress. This shift was propelled by the first President of the Republic, Habib Bourguiba, the leader of a modernization campaign, which made a significant contribution to creating new clothing practices for both men and women. This evolution has had an impact on the way artisans make traditional garments. Clothes that were originally intended to cover the whole body now only cover certain parts. The following quote from a craftswoman we interviewed confirms this observation:

I prefer to make pieces that are easy to wear daily while drawing inspiration from our heritage (...) Some outfits are only worn on special occasions like weddings, and I aim to simplify and facilitate the wearing of these garments (...) I even design traditional Hayek garments originally intended to almost cover the woman's entire body for protection from the male gaze. Now, I tailor this garment to be worn on the beach, and it is trendy. (In-depth interview, artisan 1)

Garments were redesigned to become more functional, easier to put on, and adaptable to everyday lifestyles. This involved transformations in the type of fabric used, the cut, and the embroidery that could be added. Some items were also diverted from their usual context. Clothing that was originally designed for modesty and almost covers the woman's entire body has become fashionable and is worn on many occasions. Men and women share much

of the same clothing. Many men's outfits have been adapted to appeal to women and vice versa.

4.3 Rebuilding market infrastructure

The revival of the traditional clothing market was built on market infrastructure that linked the various players and coordinated their actions and interactions. Building market infrastructure comprises three types of institutional work: (i) branding, (ii) leveraging digital channels, and (iii) engagement of institutional custodians.

4.3.1 Branding

For decades, artisanal products were crafted without any distinct brand association, with artisans laboring in relative obscurity, unrecognized by their audience. Their creations were not valued, and their right to own their designs was not protected. Nowadays, a brand name is essential for artisans entering the traditional garment business. It makes it easier for consumers to identify the brand, increases brand awareness, and promotes a positive image. In turn, this identification strengthens consumer loyalty.

I like many brands: Tourath, Koufia, Nakcha, Kehna art. I am a loyal customer of these brands (...) I keep many brands in mind because I think they do good work. They know how to do things properly. (In-depth interview, consumer 11)

Branding enables consumers to distinguish between brands, especially given the wealth of traditional garment types. Today, Tunisian artisans showcase their brands on the internet, each with a name that encapsulates its identity and the values the artisan aims to convey. Some artisans associate their name with their brand, a strategy to "avoid any confusion with other brands" (In-depth interview, artisan 3). Others choose names that echo the garment's origins and the stories it represents. For instance, the brand "Koufia" was created by a designer from Sfax who carried out research into the traditional garments of her region and used them as inspiration for the name of her brand:

Before choosing a name for my brand, I researched the Sfax region, asked my friends for their opinion, and wanted a name that characterized my region. Koufia is a traditional feminine headdress worn by Sfax brides with their traditional costume, a sort of bonnet. (In-depth interview, artisan 1)

Branding is a new form of institutional work in the Tunisian traditional clothing market. It leaves a lasting impression on consumers and shapes how they recognize and perceive the brand. Artisans develop a visual identity that differentiates their products from others to emphasize the traditional aspect of the garment and create an emotional bond. They have created names and logos for their brands to protect themselves against counterfeiting, reinforce brand recognition, and convey a positive product image. These branding initiatives positively impact the traditional clothing market, helping to revive it.

4.3.2 Leveraging Digital Channels

In the past, traditional garments were predominantly exhibited and sold within the historic Medina of Tunis and in souks. However, nowadays, the advent of websites, digital platforms, social media, and blogs has ushered in opportunities for better visibility. These digital platforms now serve as a gateway, offering a virtual space where artisans and sellers can congregate to present their products to a global audience.

Nearly all the artisans we interviewed have transitioned to selling their products online. Despite encountering challenges inherent to e-commerce, they unanimously regard it as the most advantageous approach. Initially, some artisans were reluctant to embrace online sales. Chief among the obstacles faced was the unfamiliarity of Tunisians with online commerce, resulting in uncertainty and a lack of confidence among potential consumers. However, artisans have progressively adopted online sales, significantly impacting the traditional clothing market. Among artisans, Facebook has emerged as the most popular online platform, becoming Tunisians' preferred social network and a pivotal channel for buying and selling. Its robust connectivity with customers makes it an effective distribution channel.

I sell on Facebook. In the past, that was not the case; online sales were not part of our Tunisian habits. And then, gradually, people started asking me: Why don't I sell online on social networks? So I took the plunge, and it changed my perception because it worked well. (In-depth interview, artisan 2)

As a borderless social network, Facebook provides a holistic sales solution that allows products to go directly from producers to consumers, bypassing intermediaries. The preference for social networks, especially Facebook and Instagram, as distribution channels is grounded in consumer behavior. These platforms offer unparalleled access to a worldwide customer base, greatly enhancing product sales prospects. Leveraging this technology, the traditional clothing market is actively tapping into a broader audience, spanning not only Tunisia but also reaching beyond its borders. The following testimonials are evidence of this outcome.

I work in my workshop, and we receive orders through Facebook; my daughter manages the page. We collect customer information and handle deliveries... Everyone uses social networks to sell, enabling us to reach customers even abroad (...).We cannot sell without Instagram and Facebook... Selling online is no longer a choice; it is a must. (In-depth interview, article 13)

Leveraging digital channels offers a new horizon for artisans to create and exchange product information, communicate interactively with customers, and revive Tunisian craftsmanship and heritage.

4.3.3 Engagement of institutional custodians

Respondents attest to the considerable efforts and essential role of "custodians" in our context. Custodians include a wide range of actors: virtual communities such as "Be Tounsi" and "Ma Tunisie, ses artisans et artistes," the Agency for the Development of National Heritage and Cultural Promotion, as well as celebrities and digital influencers. Based on our data, the primary custodians that emerged prominently are virtual communities. The largest of these, Be Tounsi, brings together all the artisans who focus on Tunisian handicrafts, mainly

traditional garments. It offers a virtual space where artisans can showcase their products to over 97,000 members. Members can learn more about the products and ask questions. The group's administrators have dedicated their efforts to promoting, enhancing, safeguarding, and reviving traditional garments as illustrated by the following quote:

When I craft a new item, I share it on the Be Tounsi group, and it reaches a wider range of consumers. They ask questions about the price and my workplace and compliment the product. Additionally, Be Tounsi hosts an annual exhibition in December, facilitating connections with customers who recognize us through our online presence. (In-depth interview, artisan 2)

The interviews with the group's administrators confirmed their dedication to ensuring the group's seamless operation. They work diligently to improve the visibility of traditional clothing, revive certain products such as Maryoul Fadhila, and influence shifts in dress codes. Consumers visit the Be Tounsi group even if they do not intend to purchase a particular product. They enjoy discovering new creations and staying updated on developments within the traditional clothing market. The group serves as a platform for its members to connect directly with artisans.

Be Tounsi is one of the key players in the market that continuously contributes to preserving Tunisian heritage through various actions and campaigns. Other influencers have also been identified, notably the Facebook group “My Tunisia, its artisans, and artists,” as well as influencers who take an interest in traditional clothing. The following quote provides an example:

There is also the group “Ma Tunisie, ses artisans et artistes”. Its founder is a French woman, and she does excellent work in promoting the new creations of artisans. You can always find updates and information in this group. (In-depth interview, artisan 10)

Custodians aim to promote and support Tunisian artisans and creators by exchanging with people, informing them about the latest developments, and encouraging individuals to contribute ideas and projects. The central goal is to inspire group members and others to

buy and consume Tunisian products, thereby contributing to the revival of the traditional clothing market.

Discussion and conclusion

This paper studies the market revival process from an institutional perspective. Whereas the literature has studied market emergence (Munir et al., 2021), market maintenance (Flaig et al., 2021), and market disruptions and decline (Parker & Ameen, 2018; Baker et al., 2018), our study focuses on market revival as a form of market shaping and shows how declined markets can be revived. Based on an exploratory single-case study of the traditional Tunisian clothing market, we show that market revival is achieved through three main types of institutional work: triggering market revival, reframing the product's meaning, and rebuilding market infrastructure.

This study makes three theoretical contributions. First, we contribute by conceptualizing and building a model that explains the process of market revival. This model provides an initial foundation, offering the opportunity to augment it with additional theoretical insights to construct a more detailed framework for market revival. In this regard, our research extends prior studies on market shaping by clearly describing how actors can revive declined markets. Regarding prior literature on market shaping which points out that endogenous or exogenous factors that cause changes in a market can lead some actors to attempt to alter the institutional status quo and trigger change on several levels (Ekman et al., 2021), our findings show how the Arab Spring sparked changes at the social, economic, and political levels. As depicted in Figure 4, our model suggests that understanding the process of market revival begins with understanding its triggers.

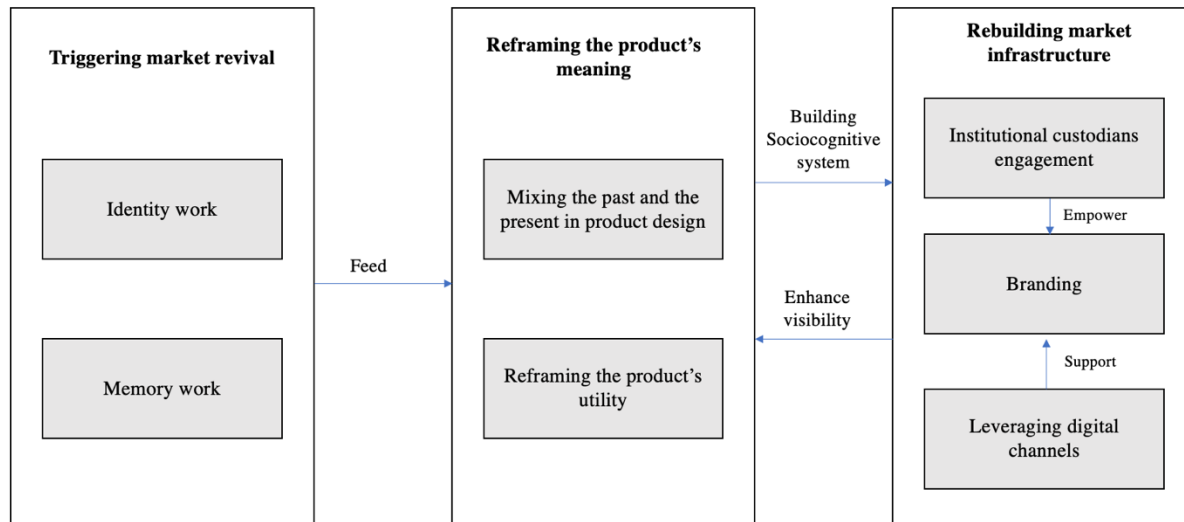


Figure 5: A process model of market revival

When market actors are deeply immersed in a non-controversial identity and culture, they actively participate in identity work, expressing their identities and doing memory work, preserving and reinterpreting cultural or collective memories. For example, Scaraboto and Fischer (2013) studied the case of Fatshionistas (fashion lovers who wear plus-size clothing), who were marginalized and stigmatized consumers. The authors showed that developing a collective identity can lead to inclusion in the mainstream market. Thus, identity work brings about the emergence of a new identity, based in part on the wants and needs that consumers perceive they share. Sandikci and Ger (2010), who studied the practice of Islamic veiling, showed that constructing a new hybrid consumer identity can transform a stigmatized practice into an attractive choice. Consumers were searching for new communities and wanted to craft a new identity to transform veiling into a fashionable clothing practice. Our findings suggest that identity work does not need to craft or create a new identity to shape market practices. Instead, reinforcing and reaffirming the actual identity can shape and revive markets. This is due to the non-controversial identity that unifies market actors. Their identity and memory work contribute to reaching a tipping point, thus triggering a market revival. Institutional work contributes to reframing the product's meaning by creating a revised design and adapting the product's utility. Artisans show that although the product has been transformed, it still carries the Tunisian identity, history, and

culture. The renewed market infrastructure enhances the product's visibility and increases brand awareness. Brands supported and empowered by institutional custodians and digital channels are positioned to achieve heightened visibility in the market. Thus, brands interact in a sociocognitive system (Rosa et al., 1999) where market actors change the meaning of the product.

Second, our research is unique owing to its focus on market revival from a macro perspective, which sets it apart from previous research that predominantly considered the micro-level, such as brand or product revival (e.g., Brown et al., 2003). Unlike existing studies, we explore in depth the revival of an entire market, offering a broader, more holistic understanding of the dynamics at play. Our results provide valuable insights beyond individual brands or products, offering a macro view that is novel and essential to inform strategic decision-making in market revival. In particular, our data shed light on how market actors bring the past to the present by using the persistence of the past and market residues to revive old practices. Although the market may have undergone a phase of decline and has become dormant, its products will always carry a historical narrative. The overlapping of past and present leads us to reconceptualize market institutions as a palimpsest: "an object that is altered in reuse but continues to bear traces of its original form" (Montgomery & Dacin, 2020, p.1480). One critical insight arising from our study is that market remnants and traces have been resurrected thanks to the emergence of new market actors called custodians and their institutional engagement. In our context, custodians are individuals and groups like "Be Tounsi" and "Ma Tunisie, ses artisans et artistes" who actively seek to revive the traditional clothing market in Tunisia. Their role extends beyond mere participation, as they are pivotal in promoting, enhancing, safeguarding, and reviving traditional Tunisian costume.

Finally, we contribute to the literature by showing that even actors with limited resources can change markets. The literature shows that actors empowered by various resources (symbolic, economic, and political) are more likely to shape markets (Battilana et al., 2009; Delacour & Leca, 2017; Hardy & Maguire, 2017). In Tunisia's traditional clothing market, artisans have perpetually grappled with modest resources, contending with persistent

shortages of raw materials and logistical challenges in the supply chain. The ongoing surge in raw material prices and the rampant inflation place a significant strain on the budgets of these artisans, many of whom lack financial resources or working capital. Artisans have strategically embraced social networks as a pivotal solution in response to persistent financial challenges. This strategic choice allows them to harness the benefits of these platforms without incurring any costs, making it a cost-effective and profitable way of coping with their economic constraints. Artisans have, therefore, found their refuge in social networks. These technological tools are highly profitable for artisans. Creating a webpage is accessible on almost all social networks. Paid promotions are relatively inexpensive compared to other means of promotion and can vary according to the artisan's objectives. Another relevant aspect of social networks lies in the potential to disseminate content within virtual communities characterized by high engagement rates, exemplified by groups such as "Be Tounsi" and "Ma Tunisie, ses artisans et artistes." Consequently, market actors can shape and revive declined markets even with limited resources. Ghaffari et al. (2019) focus on actors with limited resources and how these actors were able to create alternative clothing practices and shape market dynamics. They examine the Iranian female fashion market and veiling in Iran, a heavily regulated market where public institutions enforce the wearing of veils. In response to these regulations, market actors adopted ambidextrous practices to avoid confrontation with the state. They created secure networks composed of closed circles of individuals (family and friends) and weakened the rules through social movements. These findings contrast with our own, where actors publicly advocate for product visibility. Our context is markedly different from that of Iranian women's fashion, which is strongly influenced by unbalanced power relations owing to the dominance of the state and religion.

Our study represents an essential step towards understanding the dynamics and revival of declined markets. However, as we focused on a single case, we acknowledge that our research is limited in its ability to support generalizations. We suggest that future research is needed to investigate other contexts and to clarify the macro-processes of market revival and required institutional work.

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Navigating the Turbulent Waters: Exploration of the Modern Stage of Marketing Development in Ukraine Amidst Wartime Challenges

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"Science will give us Freedom.

Freedom will give us Science. "

— Robert Zubrin, President, and founder of the Mars Society

(from his talk on March 29, 2024, Kyiv)

Introduction

Ukraine stands at an unprecedented crossroads, where the pursuit of national existence is intricately entwined with the challenges of navigating a full-scale war. The repercussions of this situation are profound, extending well beyond the visible devastation of infrastructure, businesses, and entire industries. In this arduous context, marketing transcends its traditional role, transforming into a pivotal force in modern business management—a linchpin for the nation's recovery (Makarevych 2023; Zhehus and Illiashenko 2023). In response, higher education institutions have found synergies by working with government, businesses, civil society, and international allies, positioning themselves as central figures in spearheading innovative solutions and contributing to Ukraine's long-term prosperity. The urgent need for a nuanced understanding of Ukrainian marketing's current phase—identifying its distinct attributes and challenges during wartime—becomes apparent.

This study provides an in-depth examination of the marketing developments in Ukraine over a seven-year period—specifically, the five years leading up to the full-scale invasion, and the two years following it. Through this analysis, the aim of the study is to generate both theoretical knowledge and practical insights essential for navigating the road to recovery. Additionally, by adopting a macromarketing lens, this research seeks to explore the broader societal impacts and systemic changes in marketing practices amid such turbulent times, highlighting the potential of marketing to not only adapt to the challenges

presented by a wartime economy, but also to contribute actively to the resilience and sustainability of communities affected by conflict.

Methods

In this study, we employed a mixed-methods approach, integrating historical analysis with comparative techniques, to explore the evolution of marketing practices in Ukraine amidst wartime challenges. By drawing on a diverse array of data sources, including government documents, industry reports, academic journals, and first-hand accounts from marketing professionals, we constructed a comprehensive view of the marketing landscape over a seven-year period, divided into pre-invasion and post-invasion phases.

To assess the development of marketing practices across these distinct timeframes systematically, we adopted seven criteria aligned with the principles of periodisation for process analysis. These criteria encompass the maturity of market relations, the predictability of the business environment, the development of marketing practices, changes in university education, the role of professional institutions, the application of marketing across various sectors, and the degree of business internationalisation. Arranged hierarchically by its significance in defining periods, these criteria allow for an equally thorough characterization of each timeframe (Starostina 2024).

Ethical considerations, particularly in terms of data sensitivity and stakeholder privacy, were paramount throughout our research process. Challenges related to data accessibility and potential reporting biases were mitigated through cross-referencing sources and by engaging with a panel of experts of "Ukrainian Union of Marketing Experts", non-government organization, for validation.

The role of marketing in conflict situations

The strategic role of marketing in conflict situations emerges as a critical area of inquiry, particularly in the context of a wartime economy and its subsequent implications on marketing strategies and practices. This discourse is enriched by drawing parallels with historical instances, such as the United States in the early 1940s, where shifts towards a wartime economy necessitated revolutionary changes in marketing practices across various domains, including R&D, distribution, promotion, and pricing structures (Fullerton

1988; Hollander 1986). The adaptation of Ukraine's marketing strategies amidst conflict, notably in revolutionising drone warfare, enhancing army supply chains, controlling narratives through social media, and potentially adopting a barter system, echoes these historical shifts (Jones & Richardson 2007; Keith 1960).

The work of Clifford Shultz (2016) significantly contributes to the discourse on marketing's role in conflict situations by proposing that marketing goes beyond commercial transactions to act as a pivotal force in building peace, resilience, and sustainable well-being in war-stricken societies. This perspective emphasises the potential of strategic marketing interventions to address the complex challenges communities face during and after conflicts. By focusing on the restoration of economic activities, the re-establishment of marketplaces, and the promotion of social cohesion, marketing strategies can play a vital role in facilitating recovery and setting the foundation for lasting peace and prosperity.

The strategic role of marketing in conflict situations is multifaceted and dynamically evolving. It encompasses historical lessons and contemporary innovations, illustrating the critical importance of marketing strategies in addressing the immediate challenges of wartime economies and contributing to the longer-term goals of peace-building and economic recovery.

Results and Discussion

The fifth stage of marketing development in Ukraine (2017-2022) is characterised by the strengthening of the competitive position of national and regional marketing schools amid current complex challenges. Key features of this stage include the implementation of higher education standards in marketing, the launch of a new quality assessment system for education, the strengthening of a student-centred approach to education, the implementation of new forms of interaction with actual business, increased transparency in educational activities, and the introduction of new courses and innovative interactive technologies into the educational process (Starostina 2023). At this maturity level, business managers come to understand that their key activities—such as strategic business planning, market and product strategy development, and human resources management—

are central to marketing efforts. This stage of marketing development in Ukraine is described in Table 1.

The current stage of marketing development in Ukraine is experiencing significant changes due to the large-scale invasion by Russia^[1]. The war has introduced new realities to the socio-economic development of the country, including the destruction of industrial potential, market infrastructure, a decline in living standards, and the outflow of a significant portion of the working population. Although it is still too early to talk about a new stage of marketing development in Ukraine with the start of a full-scale invasion, it is important to examine the changes that have taken place since 2022.

Modern stage of marketing development in Ukraine during the war (2022 – present day)

Criterion 1. The degree of maturity of market relations in the economy. This period is characterised by challenges and disruptions. The ongoing war has impacted the stability and efficiency of market relations, leading to uncertainties, reduced investment, and disruptions in supply chains, the damage or destruction of entire factories and infrastructure (Korneev 2022). The wartime conditions hinder the development of advanced forms of market relations and affect the functioning of market infrastructure elements, as businesses navigate the complexities posed by geopolitical events and prioritise resilience in an unpredictable environment.

Criterion 2. The degree of variability of business environment factors and its predictability is marked by heightened uncertainty and fluctuations. The ongoing conflict introduces unprecedented challenges, making it difficult for businesses to anticipate and adapt to the rapidly changing economic, political, and social conditions. The unpredictability of the business environment is a significant factor influencing strategic decision-making and necessitates agile and flexible approaches by businesses operating in this wartime context.

Criterion 3. The degree of marketing practice development. The development of marketing practice during the war in Ukraine is marked by challenges and constraints, with businesses facing obstacles in implementing advanced marketing strategies and adapting to the uncertainties and disruptions caused by the war. It is important to highlight that all

businesses experienced a decline, commercial enterprises are operating to a limited extent with reduced marketing budgets up to 70%, and SEO professionals have begun seeking employment opportunities in Western regions (Links stream 2022). The planning of marketing strategies has changed significantly, with the following important elements being support for the Ukraine Armed Forces, volunteering, and the introduction of the Universal Design concept ([YC.Market](#) 2023). In marketing, particularly in the promotion strategy, digital tools are extensively utilised.

Criterion 4. Development of university education in the field of marketing. While the war has posed significant challenges to teaching, scientific research, and entrepreneurial activities, it is worth acknowledging that no higher education institution has entirely halted its operations. This resilience and entrepreneurial spirit can be attributed to the determination and adaptability of the management and staff of higher education institutions in overcoming strategic and tactical obstacles (Starostina et al 2023). During the period 2022-2023, about 30 universities successfully passed the accreditation of the bachelor's degree program in marketing (NAHEQA 2023). A significant impetus for change was the openness of the international educational environment, which allowed educators to join international grant projects, internships, and professional development programs.

Criterion 5. Availability of professional institutional structures in the field of marketing. Professional marketing organisations have played a key role in preserving and uniting professionals across Ukraine and beyond. An example is the "Ukrainian Union of Marketing Experts" NGO (Figure 1), which continued its activities in extremely difficult conditions. An important unifying factor was the general meeting of representatives of education and business in an online format, at which current challenges in the industry, topical issues of training future professionals, and work on professional standards were discussed. A significant event was the publication of the textbook "Marketing: World Experience and Ukrainian Dimension" in 2024 (Figure 2), which brought together marketing schools from 16 Ukrainian universities and 31 scholars, as well as representatives of consulting companies (OMU 2024).

Criterion 6. The degree of marketing application in various sectors of the economy and spheres of activity. During the war period, several sectors demonstrated remarkable resilience and growth in the face of adversity. The FMCG industry made a strong comeback, highlighting the enduring demand for essential products. Despite the disruptions caused by the conflict, the HORECA sector remained operational, adapting to evolving conditions, along with the pharma industry and the public sector (Makarevych 2023). The key sectors in demand for marketing services include the defence industrial complex, metallurgical industry, food production, and the restaurant and entertainment business.

Criterion 7. The degree of business internationalisation and university education. On one hand, universities are confronted with obstacles in sustaining international educational exchanges and joint programs due to the ongoing challenges of the war. On the other hand, the robust support from the international community has enabled Ukrainian universities to establish various agreements with international partners and organisations, showcasing a commitment to fostering global collaborations even in the face of adversity. For instance, in 2023, Taras Shevchenko National University of Kyiv implemented several international projects, strategic partnerships, and continued to join international professional networks and associations (Report TSNUK 2023). All this also contributed to the entry of Ukrainian businesses into international markets (Diia.Business 2023).

These challenges have profoundly impacted marketing in Ukraine and introduced new characteristics. Therefore, it is crucial to compare marketing developments before the full-scale invasion and during the war. To demonstrate the changes that have taken place at the current stage of marketing in Ukraine, we summarised our findings and compared them with the same criteria (Table 1).

Conclusions

This investigation into the transformative journey of Ukrainian marketing amidst wartime adversity has illuminated a landscape of remarkable adaptability, collaboration, and resilience. Anchoring its discourse within the macromarketing paradigm, this study highlights marketing's pivotal role in addressing systemic societal challenges and driving recovery initiatives during tumultuous times. The war has not only impacted the country's

image but also opened avenues for experts, businesses, and scholars, fostering an environment ripe for innovation and emphasising the freedoms—of the country, choice, and marketing itself. Macromarketing, therefore, serves as a crucial lens through which the intricate relationship between marketing strategies and broader societal needs can be viewed, showcasing marketing as a beacon for social good, peace, and sustainable development. As Ukraine navigates these unparalleled challenges, the study reveals pathways for resilience and innovation, advocating for a deeper engagement with macromarketing principles to harness marketing as a force for positive societal transformation, particularly in conflict-stricken contexts.

Table 1. Modern stage of marketing development in Ukraine (comparative analysis)

Criteria	MODERN STAGE	
	(2017-2021)	(2022-present day)
Criterion 1. The maturity degree of market relations in the economy.	The development of advanced forms of market relations.	Disruptions, uncertainties, and challenges that affect the stability and efficiency of market relations.
Criterion 2. The degree of variability of business environment factors and its predictability.	During this period, the business environment experiences rapid changes in its factors, with a notable impact of political factors on market entities' activities.	Unprecedented variability and unpredictability of market environment factors.
Criterion 3. The degree of marketing practice development.	Businesses prioritise strategic tasks, forming specialised departments and utilising digital tools extensively, with managers actively engaging well-established marketing specialists and emphasising the importance of business education.	Businesses encounter challenges in implementing advanced marketing strategies, primarily emphasising adaptation to the volatile business environment, while the utilisation of digital tools remains consistently high.
Criterion 4. Development of university education in the field of marketing.	Ukrainian marketing schools bolster competitiveness by upholding higher education standards, adopting a student-centred approach, and offering innovative courses to address contemporary challenges.	Ukrainian higher education adapts, excelling in teaching, research, and entrepreneurship, with increased participation in global projects and professional development.
Criterion 5. Availability of professional institutional structures in the field of marketing.	This period is marked by the establishment of the "Ukrainian Union of Marketing Experts," designed to enhance collaboration between practitioners and academics,	Professional marketing organisations have played a vital role in uniting and sustaining the professional community, highlighted by online meetings addressing industry challenges

	coinciding with the active development of the Ukrainian consulting services market.	and the collaborative publication of textbooks, monographs, and articles in marketing.
Criterion 6. The degree of marketing application in various sectors of the economy and spheres of activity.	Marketing services are particularly sought after in sectors such as the metallurgical industry, food production, restaurant and entertainment businesses, and export-oriented industries.	The key sectors in demand for marketing services include the defence industrial complex, metallurgical industry, food production, and the restaurant and entertainment business.
Criterion 7. The degree of business internationalisation and university education.	WTO membership in 2011 initiated European integration for Ukraine, culminating in the 2017 Association Agreement with the EU; this agreement facilitated globalised university education through joint programs, publications, and partnerships with leading international universities.	Universities face challenges in sustaining international exchanges amidst the ongoing war, but also benefiting from strong international support, fostering global collaborations.

Source: completed by the author on the basis of [Starostina 2024, p. 29-33; Domina 2023]

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^[1] The word "russia" is not capitalised by author on purpose.

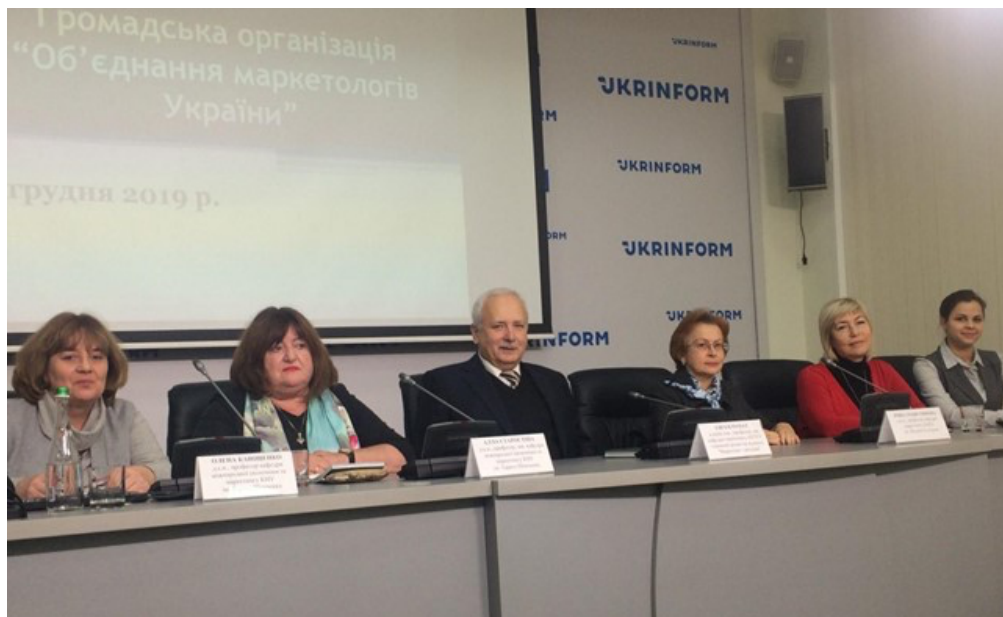


Figure 1. Presentation of the "Ukrainian Union of Marketing Experts" NGO at UNIA "UkrInform", December 11, 2019



Figure 2. Presentation of the textbook "Marketing: World Experience and Ukrainian Dimension" edited by Alla Starostina, March 21, 2024.

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Revisiting Lacznia and Michie's (1979) "The Social Disorder of the Broadened Concept of Marketing"

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Abstract: The United States is undergoing an era of socio-political dysfunction. This has in part been caused by marketers. The present paper revisits Lacznia and Michie's (1979) "*The Social Disorder of the Broadened Concept of Marketing*". It applies said authors' concerns (lack of definitional specificity, lack of institutional specialization, and imbalance between power and responsibility) to better understand the current dysfunction. Based thereupon, four initial corrective measures are proposed: 1) Develop a proper code of conduct for marketers (with actual penalties for transgressions - like lawyers); 2) Reduce First Amendment coverage for commercial and political speech (politics is, after all, a business); 3) Regulate broadcasters (re-establishing an updated Fairness Doctrine); and 4) Regulate online environments (especially in regard to surveillance marketing techniques.)

Keywords: Marketing, definition, scope, social system, market failure.

"It makes no sense to say there will be evil consequences "if marketing denies responsibility for its action when problems and abuses occur." Marketing is not an entity, "it" has no collective responsibility..." (Levy and Kotler 1979, p. 237)

Introduction

The United States is undergoing a concerning phase. Polarization between conservatives and liberals is high and increasing; elected officials are more focused on partisan interests than national ones; and governance as a whole is ineffective. The dysfunction, which impacts quality of life, is sadly the new normal (Baker 2023). Equally concerning is that the

government's ineffectiveness feeds popular disappointment in the nation's institutions and democratic system. This is opening the path toward autocracy and the abuses it usually entails (Miranda et al. 2022).

The political dysfunction is not only domestic. It also has international repercussions. If the country is incapable of managing itself, it cannot possibly help address larger, more global issues like those related to security or the environment. That foreign policy has become another partisan arena subject to gridlock is rapidly undermining the nation's leading position on the world stage. America's political dysfunction is thus the greatest threat to both itself and the international order (Boot 2023). This calls for solutions.

Historical research has become quite prevalent in Macromarketing (Jones and Shaw 2006). In particular, the history track of this year's conference focuses on how marketing thought evolved over time, and how its development impacted society. This is to be done, among others, by analyzing past articles, schools of thought, and concepts. In line with the above, this paper comments on Lacznia and Michie's (1979) "*The Social Disorder of the Broadened Concept of Marketing*" (Journal of the Academy of Marketing Science/JAMS, Vol 7(3), p. 214-232; later included in Sheth and Garrett's (1986) Marketing Theory anthology, amply used by doctoral programs.) This commentary thus falls within the history track's scope. It also heeds calls to study polarizing markets and the actors/processes involved, e.g. Ulver (2022).

Lacznia and Michie's piece is unique as it focuses on the consequences that the broadened marketing notion might have on the social order. The latter does not refer to some better past or present (however justified). Per classic sociology, it instead refers to a social system's long-term homeostasis. That is, the system's ability to remain reasonably operational given changing conditions. Maintaining said order is desirable as its social cohesion enables progress. Importantly, this cohesion derives from shared values, traditions, etc. (Cole 2019).

Lacznia and Michie focus on three aspects thwarting the social order: broadened marketing's lack of definitional specificity, lack of institutional specialization, and its imbalance between power and responsibility. The present commentary addresses all three

aspects. However, it emphasizes the latter two, deemed central to the current U.S. dysfunction. Key within these is the marketing of ideas vis-à-vis free speech. This stems from the present post-industrial society in which the consumption of meaning has become central (Conejo and Wooliscroft 2015).

The paper is structured as follows. The next section briefly recounts how marketing's different schools of thought emerged. The Social Exchange school, in particular, is then examined. These initial sections lead to Lacznia and Michie's (1979) article. Its three arguments are then presented. The article's broader context is then discussed, which helps further appreciate the points it makes. A discussion section follows, wherein said authors' arguments are used to address the current political dysfunction. Some potential steps are then suggested as to how this market failure might be ameliorated. Some closing thoughts are finally offered.

This paper's purpose is twofold. On the one hand, it strives to raise awareness of Lacznia and Michie's (1979) insightful article. The latter was written 45 years ago, the world and the marketing discipline quite different back then. While this needs to be remembered, the article remains relevant to marketing theory; especially macromarketing's interest in society. On the other hand, Jones and Monieson (1990) urge researchers to revisit past marketing thought to thereby reconsider the field's present and future. Even though this is very much a historical paper, it strives to look forward and stimulate discussion as to how marketing might be reigned-in to improve society. This, after all, is one of macromarketing's charges.

Schools of Marketing Thought

In the early 20th Century, marketing started to thematically separate from microeconomics and become a field in its own right. But as marketing's subject matter gained critical mass, scholars sought to organize it. Doing so would help to discuss concepts, and thereby, improve marketing theory and practice. Scholars thus developed different approaches to marketing. Each of these schools of thought addressed unique marketing aspects, i.e., its commodities, institutions, functions, and locations. Despite approaching marketing from

different perspectives, together they provided a fairly comprehensive picture of what the field then entailed (Bartels 1988).

Around mid-century, a 'paradigm shift' in marketing occurred. The latter was brought about by recent technological and scientific advances. The traditional schools of marketing thought were thus complemented, and later eclipsed, by several newer ones. These focused on other areas like managerial effectiveness or broader market systems, among others (Shaw and Jones 2005).

The Social Exchange School

Around this time, scholars started arguing that transactions were at marketing's core, e.g., McGarry (1950), McInnes (1964), or Alderson and Martin (1965). The Exchange school thus focused on explaining the contexts, participants, and motives that spurred transactions. However, in the late 1960s marketing experienced its 'paradigm broadening'. Due to social science's growing influence, schools of thought started expanding their notions (Shaw and Jones 2005).

In the Exchange School's case, a series of papers broadened how transactions were conceived. Among others, Kotler and Levy (1969) argued that marketing transactions went beyond the traditional realm of firms. The field's techniques were equally applicable to non-profit exchanges, and thereby, to organizations and people. Kotler and Zaltman (1971) then advanced the social marketing notion. They argued that the field's techniques also applied to ideas and social causes. Kotler (1972) finally suggested that transactions were not limited to products and money. They also comprised abstract exchangeables such as time, effort, and emotions, resulting in the extended marketing notion. This bifurcated the Exchange School along two paths: Conventional transactions (buying/selling), and broadened exchange (giving/receiving) (Shaw and Jones 2005).

Today, broadened exchange, encompassing most forms of human activity, is taken for granted. However, its proposal spurred controversy at the time. Since its inception, marketing had been largely firm-centric and profit-oriented. Reactions to the expanded notion include those of Luck (1969), Carman (1973), Bartels (1974), Luck (1974), and Tucker

(1974), among others. But by the mid-1970s, the controversy dwindled. Nickels (1974) found that 93% of marketing educators thought that exchange went beyond economic goods and services, while 95% that marketing's scope extended to non-business contexts. However, objections to the expanded notion were still being voiced, e.g., Ferrell and Zey-Ferrell (1977), Arndt (1978), and others.

Laczniak and Michie

In 1979, Laczniak and Michie published "*The Social Disorder of the Broadened Concept of Marketing*." Unlike prior, more theoretical rebuttals, this one addressed how extended marketing might weaken the social order. The authors focus on three aspects: broadened marketing's lack of definitional specificity, lack of institutional specialization, and power-responsibility imbalance.

Definitional Specificity

Laczniak and Michie (1979) note that definitions not only explain. How definitions are interpreted determines concepts' use; actors' aggregate behavior impacting the social order. System stability thus hinges on proper marketing definitions. Ones that are literal, denotative, and unambiguous; value-free, to not skew interpretation; and with objects' nature, place, and functions specified.

However, the authors argue that broadened marketing portrays the field ambiguously. For instance, Kotler (1972, p. 50) conceives marketing as "*the attempt to produce the desired response by creating and offering values...*" This definition is problematic. It does not necessarily refer to monetary transactions (selling-buying) but to generating a response (whatever that might be.) It also does not specify who creates said value (firms?) nor what this value entails.

Laczniak and Michie (1979) conclude that via such definitions broadened marketing applies to everything. It turns all forms of social interaction into marketing. As long as something is offered for a desired response, anything qualifies as marketing. To illustrate their point, the authors question whether exchanging wedding vows is marketing.

Marketing's scope thus becomes so extensive that it occurs everywhere, with everything, and by everyone. It renders the difference between market transactions and other exchanges meaningless. And by being so encompassing and ambiguous, these broadened definitions do not serve the social order.

Institutional Effectiveness

Laczniak and Michie (1979) note how clear labor divisions allow social system actors to specialize. Tasks are executed more effectively, enhancing the social order. The authors admit how other disciplines influenced traditional marketing. The field nevertheless retained a distinct place vis-à-vis other social actors (government, NGOs, etc.) Its functions thereby remained clearly defined (Figure 1's left.) This stemmed from marketing's origins, initially conceived as a subsystem of the broader business and economic functions. And because of this, economic criteria may be used to evaluate marketing's performance at both the micro and macro levels.

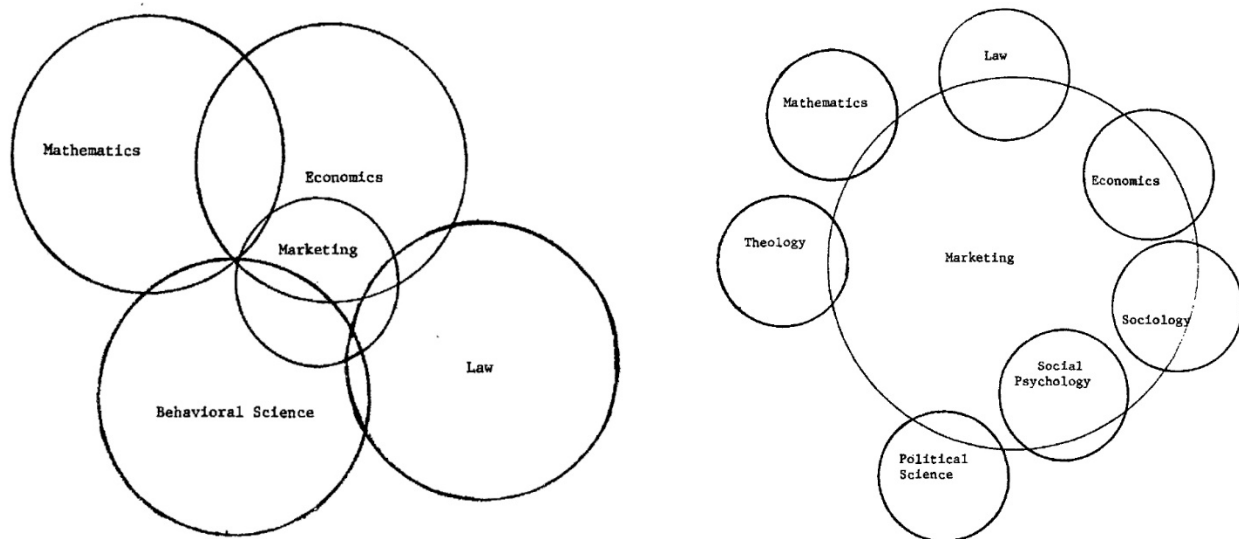


Figure 1: Traditional and broadened marketing, per Laczniak and Michie (1979, p. 221-222).

However, Laczniaak and Michie (1979) note how broadened marketing's ambiguous, all-encompassing nature thwarts the social order. Comprising virtually all types of human exchange puts Marketing at the center of human activity (Figure 1's right.) But by absorbing other domains, broadened marketing ceases to be a specific, distinguishable institution. A lack of boundaries prevents it from being placed within the broader social system. It thereby loses its primary function. In broadened marketing, distinguishing desirable from undesirable outcomes becomes tenuous. Economic criteria no longer suffice to assess the plethora of exchanges possible. Economic criteria cannot measure marketing's socio-environmental consequences as these outweigh monetary considerations.

Power and Responsibility

Laczniaak and Michie (1979) note that stable social systems support their various stakeholders. This requires power and responsibility to be balanced. Accountability for actions must fall upon those having undertaken them. The authors note that marketing had been traditionally seen with suspicion due to its unabashed profit orientation, sometimes even engaging in highly questionable practices, see, e.g., Farmer (1967) or Steiner (1976). Business operates according to an implicit social contract. Firms agree to supply society with products in a reasonable manner, while society allows firms to profit reasonably from this activity. Firms are moreover obliged to follow explicit regulations at the federal, state, and local levels. These strive to prevent shady practices and protect the public interest. The above notwithstanding, the mechanisms to garner accountability, even from traditional marketers, had at best been only partial.

However, Laczniaak and Michie (1979) argue that broadened marketing cannot at all balance power and responsibility. Especially when marketing abstract, ethically-charged products like ideas. Key herein is the Constitution's First Amendment. Regardless of how dysfunctional ideas might be, marketers may claim that they were exercising their and their clients' free speech rights. Marketers merely facilitated an intellectual exchange, but in no way coerced recipients into accepting the idea. These arguments might be legally valid. But not from an ethical perspective as the application of marketing techniques to the idea

provided the power to sway recipients. Marketers, in applying their expertise, become complicit in the outcomes. But if responsibility for the consequences is dodged, accountability breaks down under this expanded marketing notion. The locus of power is separated from that of responsibility, undermining the social order.

Broader Context

Concern for marketing's social impact seems normal today (in certain circles.) But to truly value Laczniak and Michie's (1979) contribution, one must consider the broader context preceding it.

Marketing theory did not develop freely in the United States. It was instead shaped by the socio-political conditions of the times (Bagozzi 1976). In the Cold War context, business research was a vehicle to fight the communist threat, e.g., Stouffer (1954). Domestically, new marketing know-how boosted business effectiveness, economic growth, and overall prosperity. Internationally, it strengthened the image of U.S. firms, the government, and the capitalist system. Crucially, new know-how helped developing countries raise standards of living. This inhibited the red spread, propelling American hegemony. Given this charged setting, marketing research became 'safe'. It favored practical topics that reinforced the political/business status quo (Tadajewski 2006).

Broadened marketing fit this context well. It also fit modernization ideology. The latter tied technical development to economic growth and prosperity, the overarching post-war narrative (Robin 2001). Safe topics were also personally important for marketing academics: It kept them within the institutionalized research culture, facilitating positions, grants, and publications. It also protected them in the repressive McCarthyist climate and its persecutions. Studies that might be ideologically thorny, or reveal inconvenient realities, were best avoided. Social science was by default associated with socialism, and by extension, communism. Any study critical of the established social order and its underlying capitalist system was deemed un-American, subversive, and even treasonous, with potentially devastating consequences for its authors (Tadajewski 2006).

Noteworthy is that in the same *Journal of Marketing* issue in which Kotler and Levy's (1969) broadening article appeared, Lazer (1969) also proposed extending marketing beyond the profit realm. Though unlike Kotler and Levy, Lazer argued for greater attention to marketing's social impacts. He saw marketing as also needing to serve the greater public interest. The above notwithstanding, and reflecting the era's mentality, Lazer's piece drew much less interest. Bartels (1988) later notes that by ignoring marketing's social impacts, the field's scope actually narrowed.

Subscribing to more practical research also aligned with the Managerial School of marketing thought. The latter integrated the traditional schools and came to dominate the field from the late 1940s onwards. It essentially conceived marketing as a tool, to be used for firms' benefit. Managerial marketing was theoretically light. But by avoiding abstractions, it provided simple, albeit powerful notions that helped practitioners market products more effectively (Sheth et al. 1988). Managerial marketing thus had little interest in addressing the field's social impacts; especially not in accepting responsibilities that might go against firms' interests.

By the 1970s, the government's grip on marketing had abated. The Cold War continued. But the profound changes the United States was experiencing (civil rights, feminism, environmentalism, etc.) elevated social science within marketing (Tadajewski 2006). The Republican Watergate scandal also increased scrutiny of professional ethics (Murphy et al. 1978). Marketing researchers thus advocated for topical diversification (Arndt 1985), questioning the status quo no longer anathema. Within this broadening context, the Macromarketing School of thought emerges. The latter strove, among others, to explicitly study marketing's impact on society (Hunt 1981). The first macromarketing conference was held in 1977, followed by the *Journal of Macromarketing*'s launch in 1981 (Shaw and Jones 2005). Laczniak and Michie's (1979) piece is a pioneering example of this more critical and forward-thinking school of marketing.

A Rejoinder and a Reply

In the same JAMS issue featuring Laczniaak and Michie's piece, Levy and Kotler (1979) call the former, p. 233, "*a somewhat astonishing approach to criticism of the broadened concept of marketing*" and "*a welter of misunderstandings.*" But instead of thoroughly addressing the core issues, Levy and Kotler digress, accusing the piece of "*sounding more like a political treatise than a scientific discussion*". Levy and Kotler then downplay the marketing of ideas stating, p. 235, that "*all products and services are "ethically charged"... we are always "marketing an idea," whether it is the idea of Campbell's soup...or guns, drugs, abortions... These are all "traditional economic goods".*" They add, p. 236, that "*It is an odd idea that marketing personnel who assist in the offering of the goods and services of which Laczniaak and Michie disapprove... are irresponsible.*" Levy and Kotler then indicate, p. 237, that "*It makes no sense to say there will be evil consequences "if marketing denies responsibility for its action when problems and abuses occur."* Marketing is not an entity, "*it*" has no collective responsibility... *Each conscience, in and out of tradition, controls its own responsibility.*" The authors conclude, p. 237, that "*Marketers should not fear... "society," or the power of their ideas.*"

The same JAMS issue features a reply to Levy and Kotler. In it, Laczniaak and Michie (1979b) reaffirm their position, underscore the importance of foreseeing the consequences that broadened marketing might generate, and the need to formulate remedies in anticipation thereof. Laczniaak and Michie conclude, p. 241, that "*We only hope that marketers will spend one-tenth of the time considering the societal and ethical ramifications of their broadened (marketing) applications as they have given to identifying areas where marketing might be the savior.*"

Discussion

Laczniaak and Michie offer a 1970s perspective of how broadened marketing may thwart the social order. Yet by looking back, marketers can see forward (Jones and Shaw 2006). The next sections apply Laczniaak and Michie's perspectives to the present, to (hopefully) develop a better future.

Definitional Specificity

Laczniak and Michie (1979) note that ambiguous construct definitions undermine the social order. Without precise definitions, which specify entities, activities, and objectives, marketing cannot be practiced in a way conducive to the broader good.

Marketing definitions evolved per the Zeitgeist of the times. In the particular case of the American Marketing Association (AMA), thought leader in the field, its marketing definition changed over the years (Zinkhan and Williams 2007). (For some examples see Cooke et al. (1992) or Ringold and Weitz (2007)) In 2007, marketing's definition was significantly overhauled given its narrow scope: It conceived marketing as a managerial tool; centered on firms, overlooking other stakeholders; and neglected the field's social impact. Marketing was thus redefined as “...*the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large*” (Gundlach and Wilkie 2009). This updated definition is more comprehensive than prior ones. It also better reflects current realities, thus still used today (AMA 2024). However, per Laczniak and Michie (1979), it remains problematic on several accounts due to its ambiguity.

1. The definition mentions *activities, processes, and institutions*. However, this makes one wonder if marketing is something one does, is part of, both, perhaps more?
2. The definition mentions *institutions*. But what are institutions? Is marketing limited to formal organizations, like manufacturers or distributors; or per the Social Exchange School, may it be done by casual groups or individuals?
3. The definition mentions *creating, communicating, delivering, and exchanging* offerings. However, does marketing only occur when all four activities are conducted; or does doing one or a few of them qualify as marketing?

4. The definition mentions *exchange*. But does this refer to monetary transactions (selling-buying); or per the Social Exchange School, any type of exchange, including ideas, information, feelings, etc.?
5. The definition mentions *offerings*. However, are these offerings deliberate, devised premeditatedly to generate exchange (like firms do); or can offerings be intuitive, spontaneous, or accidental (like people might do)?
6. The definition mentions *value for customers, clients, partners, and society*. But what is the difference between *customers* and *clients*? Why the emphasis? Moreover, does marketing only occur when all four receive value, or does giving value to one or a few qualify as marketing? Are there proportions as to the value that each receives; should it be equal or ought certain stakeholders get more? The latter might seem absurd. But if most of the value exchanged is expected to occur in the firm-client dyad, then marketing has not really progressed conceptually, as claimed. Furthermore, not specifying the minimum value that society should receive may lead to mere tokenism, as often occurs.
7. Finally, *the environment*, which is different from *society*, is not even mentioned in the definition. It seems that sustainability is not that important, despite the frequent hype.

The above illustrates how the AMA's current marketing definition still has important limitations. By no means is it outright rejected. But the definition still requires improvement, its various components needing more specificity. At the very least the definition should have some accompanying explanations to clarify the above and other issues. The AMA is said to evaluate its marketing definition every several years (Keefe 2008). This constitutes an excellent opportunity for Macromarketing to reassert its thought leadership and help develop a marketing definition more conducive to the greater socio-environmental good.

Institutional Effectiveness

Laczniak and Michie (1979) note how broadened marketing covers all types of exchange. However, it thereby absorbs other social domains. The encroachment prevents these other domains from attaining their objectives properly, undermining the social order.

Placing marketing at the center of human activity is consistent with neo-liberal dogmas, especially those of the Chicago School. Kotler, a broadening proponent, earned a Master's in Economics from the University of Chicago, a Ph.D. in Economics from MIT, and studied, among others, under Milton Friedman, a staunch neo-liberal (Kotler 2015). (For a thorough analysis of how broadened marketing and neo-liberalism relate, see Dholakia et al. (2021).)

One of the Chicago School's core objectives is to expand economic logic into the social domain, be it personal, organizational, or governmental. Doing so makes these areas leaner and more efficient. Supply and demand, and the resultant profits and losses, determine how scarce resources are best allocated. However, becoming market-driven redefines these domains' essence. As neo-liberalism coopts human activity, and imbues it with its notions and practices, it reduces the distinction between the economic and the social (Lemke 2001).

But should social domains be market-driven? And to what extent? A market orientation subordinates people to economic performance. Those who for whatever reason perform sub-optimally suffer. In such cases, the government usually assists. Though to be lean and efficient, neo-liberalism strives to reduce state involvement. Issues are to instead be sorted by the invisible hand; markets best off self-organizing. Support services are thus streamlined. Responsibility is shifted back to individuals who must then fend for themselves (Lemke 2001). A few instances illustrate what happens when market criteria supersede the social.

- The United States is one of the world's richest nations by GDP per capita (Forbes 2024). But its poverty rate is 12.4% with some counties exceeding 40% (Ney 2023). About 13% of households cannot afford proper food (USDA 2023). A strategy to mitigate this is free school lunches. These improve student health, overall behavior, and academic

performance. Lunches thus foster upward mobility and social progress (Pearce and Neal 2023). Yet conservative politicians aim to cut meal programs in low-income areas. They claim such programs are economically inefficient, while trying to cut taxes for the top 1% of earners (Thakker 2023).

- The United States spends much more per capita on healthcare than any other country (Wager et al. 2024). But a recent National Institute of Health study found the United States to be falling progressively behind. Life expectancy is declining with health worsening across demographics. This costs about \$100 billion annually. Personal and environmental factors aside, the main difference vs. other countries is that the United States lacks a universal health care system. Yet conservative politicians brand public health initiatives as ‘socialist’, infringing upon Americans’ freedom to choose. To note is that said NIH report was preliminarily called "Live Free and Die" (Simmons-Duffin 2023).
- To compete in the market, universities strive to improve students’ ROI. This leads schools to emphasize better-paying degrees like business or engineering. Though per the neo-liberal logic (and conservative agendas), it means cutting ‘unprofitable’ liberal-arts programs (Hartocollis 2023). Doing so is financially sound. But it thwarts higher-ed’s broader purpose, to improve society. This turns universities into glorified trade schools. They produce, per Deresiewicz (2015), *excellent sheep*: highly-trained specialists, but whose lack of breadth limits their critical thought. They thus obediently follow along; concerning, given today’s empty, albeit dangerous rhetoric, in whose trap the college-educated increasingly fall (Maiman 2024).

The above are but a few of the market failures that happen when the boundaries of marketing are not delimited, which allows the economic to overtake the social.

Power and Responsibility

Laczniak and Michie (1979) note how broadened marketing cannot hold marketers accountable for their actions. Especially when marketing ethically-charged ideas. This is problematic as marketing provides the communicative power to sway recipients. By applying their expertise, marketers become complicit in ideas' consequences. Yet responsibility is dodged by invoking free-speech rights. Power is separated from responsibility, undermining the social order.

The Constitution's First Amendment states that "*Congress shall make no law...abridging the freedom of speech...*" (U.S.-Senate 2021). While the type of speech protected is undefined, there is consensus that this right is not absolute. It does not protect all types of speech in all situations. Certain categories are usually excluded, like those related to fraud, defamation, and criminal activity/incitement. Yet disagreement remains as to the amendment's remaining scope. Different coverage rationales have been proposed. These range from individual liberties, through social norms, to democratic governance, among others (Shanor 2018).

However, the dominant reason underlying free speech has been the marketplace-of-ideas (Mol) notion (Baker 1989). The latter dates to John Stuart Mill's (1859) *On Liberty*. In line with classical economics, it argues that better outcomes are obtained when ideas openly compete. This is to occur via robust debate, free from government interference. Free speech's importance thus resides in the social gains unfettered discussion allows. Its social losses are comparatively so minor that unrestricted discussion cannot afford to be barred.

This reasoning seems sound. However, Baker (1989) notes how the Mol follows flawed assumptions. Real-world conditions often prevent socially-desirable outcomes from prevailing.

- 1) The Mol assumes an objective and discoverable best option against which weaker ones might be compared. However, social notions are often abstract and subjective, not open to direct evaluation.

- 2) Even if a best option is discoverable, the Mol assumes that its discovery is indeed wanted. Yet personal or group interests often conflict with those of society. Open debate is therefore not necessarily encouraged but limited or banned to support certain interests.
- 3) Even if open debate is fostered, the Mol assumes that people will discuss options rationally. However, some individuals might be biased. Others might not want to acknowledge the facts, insisting on being irrational. Sensible discussion thus becomes impossible.
- 4) Even if all prior assumptions are met, elites control the media, and thereby the narratives transmitted. Perspectives are thus imposed, not discussed. The perspectives that were more effectively packaged and promoted, i.e. marketed, tend to prevail, not necessarily the best ones.

Free speech is a cherished American ideal. But blind acclaim for it masks the above imperfections. This has led to growing First Amendment opportunism, it shamelessly invoked as a liability shield (Shanor 2018). It is said that corporations (and politicians) have hijacked free speech. They increasingly leverage the First Amendment as a deregulatory tool for commercial gain. In marketing, free speech has been used among others to justify selling people's medical data (segmentation), avoid safety labeling requirements (product), offer misleading promotions (prices), or protect dubious claims (promotion) (Wu 2013).

More concerning is the social impact that First Amendment opportunism is having. A recent World Economic Forum study found that a third of risk experts predict a global catastrophe within the next two years, be it political, economic, and/or environmental. The outlook worsens over the next decade, wherein two-thirds of experts foresee one. Crucially, a key element fueling this risk is the massive spread of misinformation (inaccurate information) and disinformation (false information geared to deceive/destabilize) (Ziady 2024).

Increasing mis/disinformation has intensely polarized the United States. This has led to political gridlock and civil unrest (Weismueller et al. 2023). Also troublesome is how the mis/disinformation eroded public confidence in social institutions (government, media, education, etc.) (Aguilera 2021). This social dysfunction is best illustrated by MAGA zealots storming the Capitol on January 6th, 2021. Incited by demagoguery and a plethora of lies (protected by the First Amendment) not only did they strive to block the peaceful transfer of government. Worse yet, they sought to subvert the rule of law.

Laczniak and Michie's (1979) concerns about broadened marketing are thus still valid. Especially regarding the marketing of noxious ideas, the marketplace-of-ideas suboptimal, even dangerous. The following section offers some suggestions as to what might be done in this regard.

Potential Steps Forward

Laczniak and Michie (1979) base their analysis on structural sociology. The latter assumes that upon disruption, social systems gravitate back towards their original balance. It does not admit social change, and new, different equilibria. Said authors thus offer an alternate scenario: Despite the disorder that broadened marketing might initially cause, its overwhelming practicality will lead to its eventual acceptance. Policymakers would then intervene and take the necessary regulatory steps to mitigate the disorder. They would resolve broadened marketing's definitional/institutional ambiguity and involve review boards to oversee marketing activity. Such measures would help balance power and responsibility in the field, creating a new, better, social order.

As predicted by the authors, broadened marketing has been long accepted. Steps have also been taken to update its definition and scope. (Though as indicated earlier, these still require improvement.) However, it is with regard to regulation that marketing still falls short. One thing is to strive for freely operating markets. Another is to have this freedom cause social disorder. Since the latter is increasingly the case, more regulation is necessary. Three initial measures are suggested, focused on curbing the impact that marketing of noxious ideas is having upon society.

1) *Develop a proper code of conduct for marketers*

According to broadened marketing, virtually everything is open to marketing. But this leads to a normative question: Just because something *can* be marketed, *should* it be marketed? As discussed above, marketing activities may have dire social consequences. Marketing practitioners thus require boundaries.

Business codes of conduct already exist. Lacznia and Kennedy (2011) cross-reference several and develop a global code of business conduct, including some hyper-norms. While a useful start, it applies to business generally, not marketing specifically. It thus results rather broad. Specific codes of marketing conduct also exist. For instance, the AMA claims commitment to the highest ethical standards. Among others, it extolls values like honesty, responsibility, and citizenship. However, and while it expects these values to be followed, it disappointingly notes that "*the AMA does not have the resources to adjudicate compliance with the Statement of Ethics in all areas within the marketing community. Thus, it is intended as an aspirational statement to motivate and inspire the marketing community...*" (AMA 2024).

Wishful thinking will not make marketers ethical. Especially as being ethical can be costly while the rewards for being unethical enormous. Maturing fields must become growingly specific (Most et al. 2018). So just like lawyers, marketers should be subject to codes of conduct. These will help professionalize practitioners, steering them from a strict profit orientation to being more pro-social, see Murphy et al. (1978). Vital is that codes have actual consequences for those breaching them. Penalties might range from fines, through suspensions, to being banned from practice. This requires, as Lacznia and Michie (1979) suggest, underlying structures, like state/national marketing review boards, and having marketers be licensed to practice. This might seem draconian. But if practicing law has requisites, why not marketing? Are not the consequences of marketing malpractice just as bad, if not worse, as those of legal misconduct? Marketing's ubiquitous nature, enormous power, and disorder potential cannot remain ignored.

Levy and Kotler (1979) found the marketing review board suggestion *horrendous*. They indicated that marketers' conscience sufficed to keep the social order. This, like the AMA's current wishful thinking, reveals broadened marketing's neoliberal underpinnings, according to which deregulated markets take care of themselves. But precisely via this laissez-faire mentality is that mis/disinformation, social polarization, and anti-institutionalism thrive (Berman 2019).

2) Reduce the First Amendment's commercial coverage

Codes of conduct alone will not quell unethical practices. Marketers who design and transmit noxious ideas would still invoke free speech rights to exonerate themselves. First Amendment coverage for commercial speech thus needs to be reduced. Doing so would be consistent with the amendment's origins.

Free speech was originally intended to protect the civil and political liberties of disenfranchised minorities, including dissenters. It thereby helped preserve the nation's democratic, pluralistic tradition. Commercial speech was thus initially excluded given its underlying profit motive. However, since the 1950s, commercial speech coverage gradually increased. The rationale given is commercial speech's informative value, allowing consumers to make better decisions. Today, said value is rather dubious given the informational abundance and commercial content's biased nature (Shanor 2018).

A key issue is to what extent politics is business, thus also subject to free speech reductions. Per the Social Exchange school, voting for someone to obtain their policies is within marketing's scope. Even from a basic Managerial School perspective, politics falls into commerce's realm. Using McCarthy's (1960) widely-accepted 4P Framework, candidates (Product) campaign in physical and virtual locations (Place), and via visits, ads, and direct mail (Promotion), secure contributions/votes (Price). But the business transaction does not end there. Once in power, officials' support of thorny issues is literally sold to lobbyists for hefty sums. Positions are also leveraged for economic gain. Examples include Trump making millions off his failing Washington DC hotel while president (Condon 2021); Trump's son-in-law gaining access to foreign billionaire investors (Fortinsky 2023);

and Trump spending millions in campaign donations against the barrage of legal charges he faces (Lardner et al. 2023). Politics is essentially a business (racket?) Its First Amendment coverage should therefore also be reduced.

The above notwithstanding, some might adduce politics' ideological nature to keep its speech completely protected. However, American politicians have been disregarding ideology since the 1990s. They have instead built their platforms around satisfying voter interests, these uncovered via market research (Curtis 2002). Satisfying clients is what marketing precisely does. This underscores politics being a business, and therefore, reducing its free speech coverage. Sadly, this market approach to politics subverted the democratic process. From being once ideologically driven, politicians now sell sticky soundbites. From being an act of citizenry, voting has been reduced to one of crass consumption.

But the main reason to reduce political free speech is that most noxious ideas marketed originate there. Deception is perennial in politics. Though lying is generally deemed negative. Being caught is usually costly in terms of credibility and support (Robinson et al. 2018). However, Huxley (1958) notes that in Brave New Worlds falsehoods no longer matter. What counts is that the autocrat and his party create non-stop distractions. These continually shift people's attention, prevent them from realizing what is actually happening, and crucially, prevent addressing issues.

Republicans have thus shamelessly embraced mis/disinformation as a strategy. Trump alone spewed 30,573 false or misleading claims during his four-year tenure, some 21 per day Kessler et al. (2021). Generating massive amounts of mis/disinformation is meant to overwhelm the democratic system (Stelter 2023). Its failure is key to Republicans given their autocratic ambitions (Blake 2024). Also alarming is that some of the destabilizing mis/disinformation peddled by Republicans is Russian in origin (Sanchez and Hauslohner 2024). Not only are national interests being subordinated to partisan ones, but to those of foreign powers.

Freedom of speech continues to be abused for commercial/political purposes. Yet the marketers who craft and transmit noxious ideas face few consequences for the social

disorder they cause. Clear First Amendment boundaries are essential for social cohesion (Shanor 2018).

3) *Regulate broadcasters*

First Amendment reductions must be complemented by further legislation. A good start would be to reinstate an updated Fairness Doctrine. The latter was introduced in 1949 to protect public interests. It forced broadcasters to be more factual, devote time to contrasting views, and thereby present issues more evenly. This allowed the public to better understand issues and make more informed decisions (what the marketplace-of-ideas strives for). However, the doctrine was abolished in 1987 by the Regan administration (Fletcher 2009). Not coincidentally, said administration marks the country's neo-liberal transition (Dholakia et al. 2021).

The doctrine's abolishment let broadcasters editorialize more freely, this more engaging and profitable than factual reporting. Some 'newscasts' became opinion shows, governed more by the principles of spectacle than information. But in selecting and reframing the facts is where the mis/disinformation often occurs. Other broadcasters became unabashed partisan voices, precisely what the Fairness Doctrine aimed to prevent (Illing 2019). These became blatant propaganda instruments intent on molding public opinion. Via 'news' and 'analysis' shows, their repeating narratives reprogram individuals, even entire demographics, see, e.g., Senko (2015).

Behind this shift is outlets having joined the *attention economy*, e.g., Williams (2018). Others went further, joining what Ulver (2022) calls *conflict markets*. In these, marketers co-opt sensitive topics (abortion, immigration, etc.). Via performative outrage, they stoke social division to then monetize group passions. This is unethical. Yet worse are its social effects. Building ratings via outrage requires mediums to constantly inflame audiences. But this creates growing discontent and hostility, unraveling the social fabric. Democratic values and institutions progressively erode, fueling the autocratic shift (Rosanvallon 2008). The shift is not only occurring in the United States It is a global trend, backed by multinational far-right organizations and anti-western governments (Becker 2019). Terrorism broadly refers to the

deliberate use of fear to destabilize and achieve political/economic goals (Young 2006). Outrage marketing is not that different.

It is healthy for media outlets to have a political bent. This fosters discussion in the marketplace-of-ideas. But different is for outlets to be propaganda mills, spewing destabilizing mis/disinformation for political/economic gain. Emblematic thereof is Fox News, the unofficial voice of the Republican Party and the Trump administration (Illing 2019). Fox currently faces another billion-dollar defamation lawsuit over the lies it knowingly yet keenly pushed during the 2020 election (Cohen 2024). Despite the social disorder it helped cause, Fox continues to be (as for the past 20 years) by far the country's top-rated 'news' channel (Mastrangelo 2022). Its monumental mis/disinformation potential highlights the need for an updated Fairness Doctrine.

4) Regulate online media

As trust in traditional broadcasters dwindles, people increasingly get their 'information' from 'independent' online outlets. However, this unregulated environment is rife with half-truths, falsehoods, and full-blown conspiracies (Orlowski 2020). *Infuriation strategies*, like those used by broadcasters, are equally prevalent (Scholz and Weijo 2016). The online marketing of ideas, which may further stoke resentment, polarization, and disorder, must also be regulated.

Key in this regard are the algorithms 'curating' the content that individuals receive. Consumer culture develops from the negotiated meanings between market actors (Conejo and Wooliscroft 2015). This process is organic, provided markets remain free from structural manipulation. However, behemoths like Google or Meta now dominate the ideoscape. This power asymmetry has disrupted consumer culture's dialectical relation (Ulver 2022). One may now speak of semio-capitalism, with consumer meanings under technological control (Hietanen et al. 2022). Corporations thereby engage in what Zuboff (2019) dubs *surveillance capitalism*: Marketers ubiquitously collect consumer data to feed predictive/suggestive algorithms. These match consumer interests via the online content offered. Yet this raises ethical issues.

Surveillance technologies fundamentally shift how consumers are perceived. Traditional marketing sees consumers as individuals, and in aggregate, as segments, groups of people sharing characteristics and desires. However, digital marketers see consumers as *dividuals*: mere database entries to be statistically processed. This occludes consumers' personhood, extracting the human, social nature from marketing and business Hietanen et al. (2022).

Under the guise of value creation and empowerment, marketers also usurp peoples' sovereignty. Via home electronics, phones, and wearables, marketers track what people do, think, and feel. From the professional, through the recreational, to the romantic, all life aspects are captured. This severely undermines individuals' privacy (Brusseau 2020). Algorithms then process the collected data into tailored choice sets. These, boosted by neural inducement techniques, *nudge* consumers toward certain options. Consumers think their choices are autonomous. But their self-determination actually lessens, choices steered more than ever by marketers (Yeung 2017).

Reinforcing extant patterns is problematic as it thwarts individuals' personal development. It also locks them into personalized, albeit distorted realities. In a 'news' context, algorithms produce informational echo chambers. These are from a propaganda perspective highly effective as they help monopolize the discourse while blocking counternarratives (Lazarsfeld and Merton 1949). Particularly noxious in this regard is marketers' growing use of AI for mis/disinformation purposes. This further subverts reality and polarizes, exacerbating the social disorder. Example thereof would be the thousands of robocalls in which a voice mimicking President Biden attempted to discourage Democrats from voting (Wright et al. 2024).

As the above example illustrates, surveillance marketing and AI easily lend themselves to political manipulation and social engineering. China controls its citizens, among others, by monitoring all online activity. Algorithms predict threats to the state, allowing officials to address them before they even occur (Mozur et al. 2022). Russia similarly crushes dissent. Its digital surveillance controls everyday life via algorithmic coercion (Litvinova 2023).

Some may scoff at such control ever happening in the United States. Though recall that Orwell's, *Big Brother* is an autocrat propped up by a cult of personality and two-way *telescreen* surveillance. Party members engage in *doublethink* (accepting alternative realities despite the facts) and in *doublespeak* (parroting obscure party narratives despite knowing better.) Meanwhile, the *Ministry of Truth* engages in constant historical revisionism and mis/disinformation. It also instituted *newspeak*, a simplified language that prevents critical thought/conversation. Contradicting the party's narrative is a *thoughtcrime*, anyone doing so an *unperson*.

In 1949, Aldous Huxley wrote to George Orwell after reading the latter's 1984. Among others, Huxley argued that instead of using repression and mind control, it would be more efficient for governments to maintain power as in his *Brave New World*: By allowing citizens to indulge themselves with distractions, they would come to love their servitude (Usher 2012). It is unclear if the United States is moving towards an Orwellian model or will maintain its Huxleyan one. Regardless, marketers play a decisive role in crafting and disseminating the required ideas. Lacznia and Michie's (1979) call to make marketers accountable is more relevant than ever.

Closing Thoughts

Darmody and Zwick (2020) see businesses moving toward a *post-marketing* era. The latter refers to a (brave) new world in which algorithmic choice engineering is completely ubiquitous, effective, and unobtrusive. Importantly, under this new paradigm marketing ceases to be a distinct notion, activity, and institution. It instead embeds itself completely within business and daily life. This new reality is rather ironic: Digital marketing promised to make the field much more efficient. But in doing so, it is making marketing as currently conceived, practiced, and studied obsolete.

This new world both fascinates and terrifies. Digital marketers, with of course vested interests, claim that surveillance marketing will improve resource efficiency, value creation, and consumer empowerment. Consumers, organizations, and capitalism all stand to gain

from this new marketing modality. This discourse, like that of broadened marketing 50 years prior, ties technological development to economic growth and prosperity.

However, and as discussed above, online marketing can also have sinister consequences. An industry around it already emerged, comprising surveillance platforms, data aggregators, and analysts, among others. These are rapidly taking over business, and per broadened marketing, other social spheres. At best, digital marketers will increasingly steer consumers. At worst, marketers will be the accomplices to corporate and/or state control, with all the social dysfunction this entails. The Internet's advent promised freedom by allowing people to circumvent traditional power structures. However, as society becomes more technified, the online realm is the very means of state and corporate control (Hietanen et al. 2022). Also ironic is that this control is not coerced. Individuals agree, even eagerly, to relinquish it for the convenience received (Brusseau 2020).

By no means is Luddism being advocated. Technological progress is an unstoppable reality. It also offers positive opportunities. But instead of presenting it as a panacea, digital marketing should be seen more critically. Doing so will allow to harness it for the greater societal good, not only for corporate/state interests. Moreover, neither is capitalism being repudiated. Free(ish) markets are by far the most efficient. But instead of adhering blindly to neoliberal dogmas, and letting markets run rampant, these also need to be regulated for the greater societal good. As history shows, unchecked liberalism tends to concentrate its benefits among a select few, often at the expense of society and the environment (Conejo and Wooliscroft 2020).

Reducing First Amendment coverage and regulating marketing activities might seem excessive. Some might even see these measures as totalitarian. However, and just like vaccines which immunize against greater ills, regulatory measures are necessary to prevent further social disorder. One can hardly deny that the United States is growingly polarized with institutional trust rapidly eroding. That governments are ever less effective has grave domestic and international implications. And much of this dysfunction may be traced to marketing activity, especially the crafting and dissemination of noxious ideas.

Macromarketing lies at the intersection of business and society (Fisk 1981). It addresses the impact that marketing has upon society (Hunt 1981). Though in addressing these impacts, Macromarketing needs to go beyond the positive and descriptive. Its quest for socially-responsible marketing needs to be guided by normative precepts (Laczniak and Shultz 2021). Macromarketers are in a key position to help restore the social order. We need to keep markets efficient, but at the same time look out for society and the environment. This, of course, is difficult given the scale and complexity of the problems currently faced. But the annual Macromarketing conference is an excellent venue to discuss these and other issues.

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Consumption Cultures and the Colonial Politics of Respectability: Implications of the Haitian Revolt (1791-1804) for Modern Slavery in Marketing Systems

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Abstract

For more than two centuries, the macromarketing systems provisioning sugar and coffee commodities to European states have had important social consequences. From the standpoint of consumer culture theory, new global trade in commodities brought about new rituals in taste, delightful luxuries, and novel modes of the public conferral of respectability based on merit over gentility. Hidden in plain sight were the colonial practices of transatlantic slavery that made possible the production, distribution, and consumption of these goods. With respectable conversation taken to be commensurate with modern exercises of participation in the literate public sphere, news eventually spread of the Haitian revolt that brought about the radical disruption of these global supply chains. Behind that revolt was Toussaint L'Ouverture as the leader of the first independent Black republican democracy. Unfortunately, marketing literature has been as complicit as any discipline in the erasure of these incredible contributions from its intellectual canon. As an exemplar of literate virtue, restraint of luxury, equitable treatment of others, novelty in administration, diplomatic success, and champion of freedom and equality, academics seeking a marketing system corrective to the resurgence of modern slavery ought to reflect on the life and practices of Toussaint L'Ouverture.

Key Words

respectability, virtue, marketing history, Haitian revolt, modern slavery

Introduction

Reports of the manifold forms of modern slavery show a precipitous demographic rise across all regions of the globe. As of 2009, Bales estimated the number at around 27

million. At that time, he calculated this as more than the aggregate number of slaves at the height of transatlantic slavery (Bales 2009; Bales 2012). At the time of this writing, the Global Slavery Index he founded to track aggregate global numbers shows the past decade and a half has seen that number close to double (GSI 2024). The count currently estimates 49.6 million persons subjected to modern slavery. Since the most troubling forms are often the most clandestine (Gurrieri, Previte, and Prothero 2020), it seems fair to assume that rising counts of forced child labor (Crane 2013, p. 65), sale of children into sexual bondage (Bernstein and Shih 2014), human trafficking (Crane 2013, pp. 60-61), stigmatized involuntary prosumption (Rocha, et al 2020), debt bondage to employers (LeBaron 2018), pressured prison labor (Bales 2012, p. xxvii), juridical enforcement turning a blind eye to unpaid contracted work (LeBaron 2018), and the forced labor of immigrants and global migrants make it highly probable for estimates to rise (Caruana et al 2021, p. 263).

While marketing systems literature is uniquely placed to shed light on the supply chain dynamics of this global rights abuse, unfortunately, the discipline has produced little conceptual or empirical contributions compared to other domains of business, including but not limited to accounting, economics, and management (Wray-Bliss and Michelson 2022; Caruna et al 2021). Even non-business disciplines like jurisprudence, political science, sociology, and philosophy have demonstrated the importance of marketing-driven research for understanding and disclosing modern slavery (Caruna et al 2021). This should not seem surprising when persons are product, global supply chains the place, underground networks grow with improved promotional success, and consumer demand for ever lower prices all fall within the domain of standard marketing theory and practice.

Finding and stopping hidden practices face two significant challenges that will be the theoretical and practical focuses of this project. On the one hand, the variegated cultural nuances of supply chains that stretch globally can subvert contextually situated norms that exploit gaps across unique historical narratives. Those implicated in the same supply chain might not even have mutual awareness of common engagement in the same multi-stage production process (Crane 2013). On the other hand, there are strong hints to suggest that the contemporary side of raising awareness about modern slavery in the here

and now may fall victim to practices hiding in plain sight in hotels, restaurants, and other consumption domains we daily frequent. This becomes less surprising when reimagining common sense features of marketing systems like wage labor, international supply chains, and industrialized production as historically contingent practices unique to capitalist, imperial, and colonial logics masked by centuries of historical normalization.

Addressing the ties between the historical legacy of marketing systems requires a prolonged engagement with the Haitian revolt (1792-1804) and the marketing managerial role of its successful leader Toussaint L'Ouverture. The purpose is to show the centrality of the transatlantic slave trade as the birth of modern marketing systems. While the sugar, coffee, and commercial wealth stemming from Saint Domingue served as the conditions for the possibility of the rise of modern consumptive practices and rituals tied to European respectability, the paradoxical conferral of respectability by merit as opposed to gentile birth comes to a halt at the insurmountable world-historical color line (Du Bois 1904). The purpose of our focus on the exceptional rise to respectability through Toussaint's status stems from practices of anti-consumption, restraint toward luxury, and a life of unsurpassed industriousness.

The contributions to macromarketing are to add an account of the important role of religion in marketing systems with deeper historical roots than much of the extant literature. While accounts dealing with critical gendered perspectives offer emancipatory insights 'hiding in plain sight,' this account shows that much more could be done by adapting these same ambitious aims to new perspectives on racial and ethnic advances in fair trade as equity (McDonagh 2002; Geiger-Oneto and Arnould 2011; Lindenmeier et al 2017). A similar contribution to macromarketing would be furthering its aims of combatting legacies of epistemic injustice towards those facing stigmatization, systemic exclusion (Bone, Christensen, and Williams 2014), and stereotypical tropes (Derry 2012).

What Can Saint-Domingue Teach Us About Modern Slavery in Marketing Systems?

If clandestine practices of enslavement are culturally embedded and the legacy of modern slavery spans centuries (Grier, Thomas, Cross 2019), it would serve marketing system scholarship well to seek out the wider 'context of the context' and trace these challenges of

the present to the genealogical stages of their historical emergence (Askegaard and Linnet, 2011). As the adage goes, we can never fully understand where we are in the present without acknowledging where we have been in the past. While deeper queries into the birth of modernity as a philosophical construct are beyond the scope of what one might feasibly expect and demand from marketing scholarship, we can attempt a query into the birth of distinctly modern marketing systems. If modernity were treated broadly as akin to a global rite of passage, we could seek out our reconstruction of the birth of modern marketing systems with the advent of transatlantic networks of trade (Francis 2021; Francis 2023). Since we have cast such a wide net from both conceptual and cultural lenses for what might constitute the advent of modern slavery, a practical case for focused reflection ought to hone our sensibilities. Treating modern slavery in the framing of the trans-Atlantic marketing system around plantation sugar aids in reaching the various forms of modern slavery not merely limited to industrial factory production (Francis 2021). For instance, while sweatshops, child labor, and debt bondage do fit the industrial mode of proletarian wage labor, other typologies of modern slavery like human trafficking (Bates 2009), sexual bondage (Bates 2016, pp. 30-35), domestic servitude (Bates 2016, p. 67), coerced prostitution (Rocha, et al 2020; Noble 2018), and migrant agrarian labor do not map well onto Marx's critical observations of the nascent London textile industries (Wong 2021; Islam 2011; Bates 2009).

It would be safest to note that the historical emergence of the plantation mode of sugar production in the West Indies on the vast island of Saint Domingue (contemporary Haiti and the Dominican Republic) is just one of many potential cases for a more attenuated focus on transatlantic slavery as the birth of modern slavery (Shabbir et al 2020, pp. 227-228; Thomas 2019; Francis 2021). For instance, in their insightful RIM (race in the marketplace) commentary on the inception of race as a socially constructed belief system whereby individuals can be hierarchically divided into groups based on perceived physical and cultural traits Grier, Thomas, and Johnson go as far as to postulate that 'some argue it can be partially traced back to one of the first truly globalized marketplaces: the transatlantic slave trade' (2019, pp. 92-93). Exploring and expositing this claim alone could

suffice for a marketing literature contribution in aiding the enumeration of a catalog of conditions sufficient to qualify as one situated site for showing hints of modern slavery in practice.

However, the more ambitious aim of this project is to argue that a confluence of world-historical factors from an impressive array of scholarly, lay, and testimonial sources of documentation mark the Saint Domingue plantation system as the singular site for the birth of modern slavery. The irony of the experimental rendition of this particular case as the birth of modern slavery is not just an exemplary case for decolonial marketing scholarship as an instance of a successful revolt against enslavement (Francis 2021). This historical marketing research proves equally as documentation of replete testimonial accounts from persons of color most immediately affected crowning it as the first truly modern marketing system (James 1963; Du Bois 1935). This twofold aim of presenting the Saint Domingue sugar plantations as the first distinctively modern marketing system and as the birth of modern slavery invariably puts marketing scholarship at the central axis of a timely concern.

As one major primary historical testimonial account, we will draw heavily on James' *Black Jacobins* since his research treats the Saint-Domingue, France/UK, and Africa triangulation as a highly modern marketing system.

When three centuries ago the slaves came to the West Indies, they entered directly into the large-scale agriculture of the sugar plantation, which was a modern system. It further required that the slaves live together in a social relation far closer than any proletariat of the time. The cane when reaped had to be rapidly transported to what was factory production. The product was shipped abroad for sale. Even the cloth the slaves wove and the food they ate was imported. The Negroes, therefore, from the very start lived a life that was in its essence a modern life. That is their history—as far as I have been able to discover, a unique history. (James 1963, p. 392).

Drawing heavily from these historical efforts at a phenomenological reconstruction of the events of the San Domingo Revolution, Trinidadian historian C.L.R. James writes from a first-person Caribbean perspective on this set of events as a decolonial revolutionary labor movement that has yet to find recognition in basic U.S./Western history. In contrast to the prevalent third-person European historicism of Saint Domingo revolts written from the bias of a presumptive White objectivity, James treats the major Black revolutionary groups and figures through a race-conscious dialectical lens. His account presumes agentic powers necessary for the function of any complex marketing system including but not limited to subjective willing, rational strategizing, and responsible agency (James 1963, pp. 128, 153; Wray-Bliss and Michelson 2022, pp. 655-656). His manuscript-length treatment provides much material to augment our theme of tracing the origins of modern slavery through the events of the Haitian revolt (James 1963, p. 10) in its distinctively original and uncharacteristically mature forms. In painstaking detail, James reconstructs the slave labor in Saint Domingue as a form of modern work, explaining the mix of disciplined focus and back-breaking effort that found ‘The sugar plantations demanding an exacting and ceaseless labor’ (10). In a step-by-step fashion, a complex system of carefully measured and planned ditches had to be dug around every partition of cropland to facilitate air circulation, thus requiring intense planning to mitigate the laborious toil as slaves dug into the sunbaked tropical soil (10). Enhancing the careful planning necessitated by such laborious intensity, canes took fourteen to eighteen months to reach maturity with special individual care and devotion necessary in the initial three to four months (10). Any team of producing laborers with rotating seasonal demands, capacities, and supply chain fulfillment must understand and master multiple stages of the production, supply chain, and marketing processes.

Data Sources and Conceptual Foundations

In detailing the contemporary relevance of Toussaint’s unparalleled world-historical rise to respectability, we focus on four main literary genres to devise a viable decolonial marketing model for detecting and resisting modern slavery modeled after his success. The first set is the most recent array of contemporary marketing academic articles attempting to imagine

a working template for what might comprise a future path to decolonial marketing systems. The second entails repurposing W.D. Smith's *Consumption and the Making of Respectability 1600-1800* consumer culture scholarship on the emergence of respectability from the consumptive revolutions of 17th and 18th-century European metropolises. This literature on the historical emergence of respectability demonstrates that overlapping cultures of virtue, luxury, and gentility were transformed by new discretionary rises in income born from the material fruits of the transatlantic slave trade (Murphy 1999). The third body of literature comprises testimonial accounts of evidence of the transatlantic spread of resistance to colonial practices of dehumanization through emergent practices of respectability drawn from the ethnographic historical accounts of African-American W.E.B. Du Bois' *Suppression of the Slave Trade in the Americas* (1898), Trinidad-French historian H.L.R. James' *Black Jacobins* (1938/1963), and British-Haitian M. Daut's *Tropics of Haiti*. The fourth and final set of sources stems from historical documentation of British parliamentary records, French Assembly proceedings, and U.S. Congressional debates that detail concerted efforts to distort and suppress the open public exchange of ideas about efforts to purge the colonial marketing system of any traces of slavery in its varied modern forms.

What we hope to show in what follows is that the paucity of research into modern slavery as a field of study is not necessarily an affront to any particular school of marketing scholars or their capacities. As Caruna et al show (2021), it is due to an impasse between the relevant social sciences and business disciplines that can only be bridged by creative interdisciplinary activity that often faces structural obstacles when funding, hiring, and research accolades tend to encourage hyper-specialization. According to W.E.B. Du Bois, the institutional roadblocks involved in shifting into the rare domain of quality interdisciplinary scholarship renders the transdisciplinary engagement needed for research into modern slavery near impossible in requiring comprehensive literature reviews across the intersectional lenses of racism, colonialism, and capitalism that do not reflect the epistemic division of labor of contemporary business schools and their marketing departments (Du Bois 1904; Eckhardt, et al, 2021).

However, with our focus on the historical peak of the material successes of the Saint Domingue sugar plantation systems, we will follow the recommendations of Caruna and instead leverage Du Bois's transdisciplinary science to ask the deeper undertheorized question of 'how new is this really?' (2021). And, in a related line of thought, we seek to address whether the dichotomy between traditional and new forms of slavery holds up to scrutiny once the various historical forms of the slave trade are understood in their full complexity (Caruna et al 2021). The copious documentation from not only James and Du Bois, but also Daut as a contemporary scholar of British-Haitian helps us directly assuage the empirical dilemma of compiling documented evidence of modern slavery as a clandestine practice when we have copious testimonial accounts of its West Indies origins.

The very trope of the 'West Indies' as a conceptual construct immediately immerses us into the decolonial marketing challenge of eliding Eurocentric ideologies while still operating within the practices of distinctively modern cultural systems (Eckhardt, et al 2021). On the one hand, the still practiced designation of the West Indies gets to the heart of the etymology of colonialism with its linguistic heritage from Columbus and his mistaken belief that he had come close to capturing the fortunes of the East (namely China and India) for Spain. On the other hand, in Sheller's *Consuming the Caribbean*, she traces the history of its self-ascription and its rendition by others as somewhere in a liminal space between an exotic object of 'othering' for the consumption of imperial powers and a heterogenous mix of self-understood set of islands with very distinctive colonial, Indigenous, Afrikaner, and Latinized histories and identities. Even the contemporary split of Saint-Domingue as an entire land mass into Haiti and the Dominican Republic attests to a decolonial hybridity. On the one hand, its self-ascription as Haiti was originally a gesture by the founders of this initial Black republic to its original Indigenous naming while the othering designation of Dominican Republic traces back to clashing French claims to the Eastern side and a Spanish stronghold on the Western side. Moreover, with the common indentured status of Haitians as a prime source of labor in the Dominican Republic today, we are back to a legacy of neo-colonial power dynamics driving coerced labor still into today. As such, a more prolonged engagement with the Saint Domingo heritage as the birth

of modern slavery accentuates many of the extant legal challenges with formally illegitimate labor and supply chain practices as human rights abuses that nonetheless escape domestic and regional juridical sanction. Moreover, if we are overcome in the present by the vagaries of digital marketing systems implicated in geo-political battles of misinformation, reflection on the United States' suppression of word of the successful 1791-1804 Saint-Domingue revolt as historically documented in both the 1898 Harvard dissertation of Du Bois (1904), legislated through federal and state Acts, and archived publicly documented records of willing suppression in congressional proceedings helps keep us grounded in recognizing there is nothing new at least to the notion of state and industry-sponsored disinformation campaigns.

Data Analysis

The triangulation of historical events required immersion in Black scholars of African-American (Du Bois), Black-Jamaican (James), and British-Jamaican (Daut) from the disparate disciplines of sociology, political history, and postcolonial literature. For a neuro-atypical White male scholar with a dual training of two terminal degrees respectively in the history of philosophy and marketing, there are limits to interdisciplinary competence that mere reading cannot overcome. Conceding these limits, the author attempted to inhabit the perspective of those persons of color most immediately affected through three years of immersion in the primary and secondary sources around this revolutionary event. Any historical, hermeneutic, or reconstructive inaccuracies may be due to the author's inescapable biases and perspective of privilege. However, the hope in engaging this type of scholarship of discovery on historical marketing systems would be to stimulate further debate and dialogue concerning these timely issues of race, colonialism, and imperialism. One might hope that this mode of data analysis from the narrative perspectives and voices of those underrepresented in canonical business and marketing literature might take steps toward intellectual reparations for a long legacy of epistemic apartheid (Khan and Naguib 2017).

Decolonial Marketing and the Dilemmas of Modern Slavery

The aforementioned long heritage of domestic US suppression of Saint Domingue history constitutes a prolonged project of nation-building that cannot be separated from the legacy of modern slavery as rendered opaque by centuries of epistemic apartheid. Fortunately, the 2021 Royal Holloway roundtable debate on ‘Decolonizing Marketing’ that was then turned into a journal article in *Consumption, Markets, and Culture* drew much attention to the epistemic limits of Eurocentric perspectives. One contribution of the debate showed that neo-colonial nation-building projects often produce a liminal absence of political status that creates the modern slave. Fitting for the present purposes, the interface between nation-building and complex marketing systems is reflected in a more substantial stream of literature on how best to theorize decolonial marketing as a global concern. For instance, Touzani, Hirschman, and Smaoui focus on marketing communication and the limits of Eurocentric perspectives in making sense of the complexities of multi-valanced ‘acculturation in situ’ as it unfolded in real-time in Tunisia amid the Arab Spring. In their ‘The Legacy of Colonialism in Revolutionary Times’, they experiment with the extension of this hybridization of Arab-Muslim, French-Western, Carthaginian, and Phoenician heritages to other national revolutions across the MENA region (2016). In a similar line of thought, Hemaïs and Santos wrote ‘Understanding the Brazilian Consumerist Movement from a Decolonial Perspective: The Case of Proteste’ (2021) on how the power asymmetries between Eurocentric versus Global South extensions of consumer protectionist movements in practice from a European framing do not help protect Brazilian consumers. In another project focused on assessing the adequacy of engagement with subaltern consumers most affected by neo-colonial marketing practices, Greeff authored ‘Decolonizing marketing: five fundamental decision for customer engagement’ from the standpoint of consumer-driven multicultural customer engagement in the banking sector of South Africa (2022). In contrast to Hemaïs and Santos’s pessimistic account of myopic consumer engagement, and our relatively pessimistic construal of colonial abuses of the West Indies as carrying into the present, she shows how incorporating liminal non-White perspectives in South Africa helped transform an industry riddled by racial and epistemic forms of apartheid from a bottom-up process of positive transformation.

In contrast to the strengths of these practically oriented projects in their situated colonial contexts for variegated degrees of success and failure at nation-building, June Francis's approach to decolonial marketing looks to derive common conceptual strands across any decolonial project. For her, this critical engagement with the general complicity of marketing systems theory implies acceptance of Whiteness as the default 'neutral' stance, an uncritical endorsement of capitalist logic, and the tendency to separate academic marketing from its colonial and imperial inheritance (Francis 2023; Burton 2009a; Burton 2009b). Her comprehensive view of decolonial marketing therefore entails tracing the roots of Whiteness, colonialism, capitalism, and imperialism back to the myopic marketing of ideas in higher education that dissuades business school critique of these culturally entrenched systems (Francis 2021). In a more contextualized historical framing, Francis published a decolonial commentary as 'A Macromarketing Call to Action—Because Black Lives Matter' (2021) in the wake of the George Floyd moment as a global event. There she calls for re-historicizing marketing systems with an eye to how they perpetuate extant structures of domination in academia as part of the perpetual disjunct between transformative cultural change and systemic injustice that contribute to the newest forms of modern slavery including the legacy of the carceral state in the US. As such, the intent of this current paper is to closest to her call for 'Rescuing marketing from its colonial roots: a decolonial anti-racist agenda' (2023) by leveraging the rhetorical sensibility of her critiques of marketing education to include a more prolonged exegesis of the Saint Domingue revolt she has already at least brought into mention in published marketing discourse (Francis 2021; Francis 2023).

As yet another fold to the aforementioned epistemic apartheid, Banerjee regards epistemic coloniality as a major contributing factor to modern slavery (2021). He argues that there is a false dichotomy between purportedly open systems theories of management versus ones that claim to integrate Indigenous theory unadulterated. As his preferred route he espouses the notion of a decolonization of management theory with the moniker of the decolonial as a tacit reference to Franz Fanon's own Africana spin on Hegel's master and

slave dialectic as the perpetual condition of the colonized mind and body (Eckhardt et al 2022).

One simple criterion for decolonization would be to focus on domains of epistemic coloniality that evince evidence of epistemic erasure in the classical historical textbooks of Western history that have been repurposed as nation-building rhetoric for anti-critical race theory legal pronouncement from close to 20 of the 50 states in the US for elementary to secondary education and up into the higher education university systems of at least two. Banerjee's call for a decolonial turn amounts to warning Western scholars against lapsing into epistemic coloniality as a partisan integration of native elites into the dominant Anglo-Euro-Centric ideology of modernity that even plagues our classification of modern slavery with the nebulous placeholder of modern. Since the closest approximation he offers of a decolonial research agenda would be CMS (critical management studies), one would likely look to some marriage of micromarketing systems and critical marketing as the most likely cite for scholarly advancements that pertain to the role of marketing in modern slavery. What he finds appealing an approach rooted in critical theory is its open candor in foregrounding the political dimensions of business research that would not be difficult for micromarketing to emulate. However, he concedes that a real challenge comes with finding the appropriate balance between mainstream research (which will tend toward epistemic colonialism) and more heterodox methodologies that counterweigh a privileging of phenomenologically-oriented qualitative social inquiry over purportedly colorblind, scientific, and quantitative empirical analysis. Banerjee concludes his reflections by calling for an epistemic imagination akin to a pluriverse of viable alternative ways of knowing in contrast to universalist epistemologies that, in his view, lapse into epistemic tyranny. He even echoes much of the tenor of the Royal Holloway decolonial marketing discourses in condemning the fashionable label of subaltern as always already presuming the black box universalism of White Euro-American theories that quickly devolve in degrees of contextual relevance to the crucial demographic of the vast majority of the human population. On this account, Banerjee imagines a scenario in which 'many worlds co-exist' with a concession

to transdisciplinary social science that, if done correctly, will disclose glimpses whereby 'everything is connected to everything else' (8).

When pairing these transatlantic marketing systems for commodities with the inevitable reflexive exchange of ideas and ideals across the Atlantic, from James' account of the events, the extant social conditions made possible by the industrial innovations of labor, control, and production added to the disciplined capacities for coordinated managerial governance to constitute a tinder box ripe for revolt. The emergent Jacobin spirit refashioned by the litany of unifying bonds made for a historically unprecedented revolutionary current that could not be suppressed by White colonial plantation holders, especially when blinded by the White race-conscious prejudice that did not foresee conscious planning, the disciplined emergence of leaders, and the political organization of a collective will from peoples regarded as subhuman. Insofar as the odd mix of Black laborers also included second and third-generation Mulattos (Daut 2015) with sufficient wealth to send children to Paris for respectable university education, the civic religion gradually coalesced quite naturally around Enlightenment ideals of universal liberty and equality, supplanted by strong documented evidence of social service provisioning Black Mulatto Freemason societies patterned on European molds of respectability by industry as a replacement for a fading conferral of status by sheer gentile birth. These then forged additional reinforcing layers of transnational republican civic solidarity (to and from European Freemason circles and French abolitionist Friends of the Negro societies frequented by the likes of Hegel and other progressive Philosophes) to inform the now not-so-curious formation of Black Jacobin societies (James 1963, pp. 68-69). These civil society organizations began the real-time experimental realization of Banerjee's pluriverse social imaginary in melding together the declaration of the rights of man as salvation from the oppressive intersection of an expressive race-consciousness reinforced by White master cruelty, Caribbean-wide colonial ties back to a revolutionary France, and the rising capitalist status of Saint Domingue as the most profitable colonial enclave in the long history of the transatlantic slave trade (James 1963, pp. 37; 47-48; Du Bois 1904).

While this last postulation of a pluriverse remains under-explored in marketing literature, the variegated behaviors of Saint Domingue denizens reinforce Harrison, Thomas, and Cross's observation that existing theories still proving ineffectual in capturing the lived acculturation of those with two or more distinctly constructed cultural backgrounds (2015). Moreover, this is not a new problem for marketing since even in one of the earliest academic reflections on race, Williams noted that simply asking minorities to self-identify in an open-ended manner led to eight different ascriptions from those who otherwise would be characterized generically as Black from the standpoint of White classifiers (1995, p. 241). Grier and Deshpande may even have foreshadowed Banerjee's pluriverse by twenty years in their findings that ethnic and multicultural consumer distinctiveness may exist at multiple levels of analysis since 'consumers who see larger social status differences between their group and another group will have stronger ethnic salience' in manners of privilege more significant than the White vantage of framing most multicultural consumer impacts in terms of binary majority/minority numeric statuses (2001, p. 218, 222).

European Colonial Consumption as the Modern Origin of Respectability (1600-1800CE)

The goal of this section is to frame the institutional conditions for a successful campaign of decolonial marketing by highlighting the significance of Toussaint L'Ouverture's historical rise to respectability in the Saint-Domingue Revolution (1791-1804). Specifically, we focus on how his leadership drove systemic resistance to the birthing of modern slavery. As sugar production in Saint-Dominque marked the highest maturation of a modern marketing system, Toussaint instilled localized restraints on luxury through predominately conservative means and encouraged the public exchange of Enlightenment ideals of virtue in ritual displays of taste, open conversation among equals, and conferral of status through professionalization of social strata by industry as open to gentile birth.

In support of this line of argument, Du Bois drew on a testimonial exploration of the French-Haitian heritage of his paternal grandfather (Du Bois) as the impetus for his reconstruction of the seminal importance of Africa to the purported advent of modernity. Du Bois regards the Haitian revolution as a direct causal antecedent to the ensuing quick

failure of the French Revolution in delivering the promised ideals of liberty, equality, and solidarity. Since the destroyed plantations led to the demise of France's abundant middle- and upper-class wealth vanishing in months, Du Bois depicts the rise of an independent Haiti as leading to the failure of Napoleon's plan for a Saint Domingue-style colonial model to flourish in Southeastern North America. According to Du Bois, this indirectly contributed to the global shift in the rise of imperialism from Europe to the U.S. as 'Napoleon gave up his dream of American empire and sold Louisiana for a song' (301). But then Du Bois further laments that Jackson's 1814 victory over New Orleans' revolt inspired by many Saint Domingue emigres ultimately failed to resist the reincorporation of the plantation model of labor at the key strategic lands at the Mississippi delta. The silencing of this revolt eventually led to the onset of a new plantation system that only bested that in Saint Domingue with greater coercion, the cruelty of land-grabbing masters, and stronger land-aided federal military backing (as opposed to naval battles against European empires).

As for the successful revolutionary events, not only does Du Bois attribute them to the magnanimous leadership of Toussaint L'Ouverture, but he also cites the wider empirical history of the successful revolt as contributing to the narrative of intense African agentic influence over world history. Since, like James, he views their important plantation labor innovations as contributing to the onset of an industrial modernity that even saw a brief era of Haitian independence after Toussaint as realizing the Jacobin republican vision of communal wealth distribution much better than its French counterpart ever achieved. As likewise detailed by C.L.R. James, this turn toward worker-control industrial democracy fed into Du Bois's late-life lamentations of the U.S. has led to a parallel history in the opposed direction. Much to Du Bois's increasingly egalitarian sentiments that grew with each decade, the U.S. chose imperial colonialism, passive enforcement of its limited restraints on enslavement, and a steady rise in plutarchy in contrast to the decolonial civic republican establishment of the early Haitian state (James 1963).

As an interesting accommodation to adapting French mannerism, modes of dress, naval innovations, and republican philosophies, the public accounts, letters, and diplomatic engagements of Toussaint reverse DeBerry-Spence and Izberk-Bilgin's (2021)

and Crockett's more contemporary spins on Black middle-class respectability politics (2017). In contrast to the contemporary forms of respectability that include waves of authentication in reviving African dress, culture, and heritage through the authentication practice of 'journeying to the motherland' (2021), Toussaint sought respectability from his colonial 'fatherland' by emulating French culture. Through his orchestrated hybridization of Catholic virtues and documented exposure to French republican philosophies, Toussaint's conservative bent on respectability politics in practice (if not yet in the name) drew extensively on France as a surrogate mediator for European norms of gentile birth.

The Black Jacobin ideal documented comprehensively by James (1963), and more recently by Buck-Morss (2009) and Daut (2015) of a Rousseau-inspired civic religion also was brought to unique experimental fruition as a rare hybridization of European, African, and Indigenous proprieties of respectability through self-authentication. James (1963) and even more so Buck-Morss (2009), argue that this hybridization came to its more unlikely historical fulfillment through the commonality of coerced displacement and the arduous peril of months of a voyage across dangerous seas (James 1963. pp. 8, 46). As a locus of negative solidarity of sorts, they shared the common terrifying experience of Africans united in their common assessment by European Whites as dark bodies condemned by skin to servile bondage. Collectively, they were brought to San Domingo by European slave traders manipulating, coercing, and cajoling disparate groups onto ships holding 300 to 750 slaves brought over in fleets to number persons in waves of thousands from distinct tribes, nations, and clans across the African continent, most commonly trekked by foot across all stretches of the African continent to New Guinea as the most direct point of seafaring departure.

While Toussaint's Catholic republicanism remained a constant (perhaps as a precondition for the performance of the diplomatic respectability sufficient to forge a neo-Jacobean republic), the average denizen of Saint Domingue would contribute to that pluriverse admixture of an array of distinct tribal deities, the colonial African spread of varying Christian denominations, and the presence of Islam through various regions of Africa which Buck-Morss seems probable as the etymology of fellow revolutionary leader

Bookman (2009; as literally ‘man of The Book—the Quran). These varying modes of respectability as historical antecedents to ‘acculturation in situ’ (Touzani, Hirschmann, and Smaoi 2016) offered ritually induced bonds among displaced slaves that often held no common language. As they shared, borrowed, and experimentally consumed very distinctive ethnic, organizational, militaristic, labor practices imported with them to Saint Domingue, every testimonial account of their eclectic existence attests to the agentic powers any coercive form of modern slavery tries to eliminate (Wray-Bliss and Michelson 2022, pp. 653-655).

They also shared the additional negatively coerced solidarity of intentional selection into groups on ships that strategically mixed warring tribes. This dissuaded any prospects of organized mutiny and resistance during the long, miserable, and dehumanizing transatlantic voyage. The creative mixture of cultural and religious rites led to the practice of Vodou as a bond of civic solidarity amid collective suffering at the hands of a common White enemy (Rosa-Salas and Flower 2020). As Creole linguistic bonds emerged, these cultural and communal forms of life also entailed oppositional coping with the strategic severing of bonds of tribe and family. These colonial strategies to stave off land-led revolt nonetheless served to meld this uniquely Black Jacobin form of life that only strengthened with the word of mouth hope. As James not only documents the coordinated distribution of promotional pamphlets disseminating word of the French ideals of liberty, equality, and fraternity, there was documented civic awareness of Abbe Raynal’s prognostication of a ‘Black Spartacus’ to emerge that aided in presaging Toussaint as that self-conferred liberator. The juxtaposition of the birth of modern slavery on the same island that historically achieved the French republican ideals of universal freedom by forging a common self-governing polity makes its epistemic erasure from standard world history all the more puzzling.

Towards a Decolonial Account of Respectability Status as Anti-consumption

In this section, we find that Toussaint’s meritorious conferral of respectability from a multitude of European and US colonial powers rendered him a seminal world-historical player in disrupting the precarious transatlantic trade in persons as the abiding source of

colonial geopolitical power across three continents. While Toussaint openly borrowed from emergent European consumption practices and proprieties, paramount to his genius was the ability to transfer and adapt new modes of respectability politics for decolonial aims. This was no mere elitist anomaly as his success came in the dissemination of ideas to a multitude of colonial subjects vying for the end to an array of forms of modern slavery including but not limited to human trafficking, forced labor, reproductive bondage, and coercive pressures on exclusionary and inflated terms of restricted exchange with colonial masters in the same complex marketing system(s). Contributing to the abiding success of Toussaint's governing and magisterial policies was his encouragement of restraint in the face of luxury, chastity, and monogamy for civic leaders, and neo-mercantile taxation protective of Haitian interests.

Note in the telling passage from James below how one of the means of success of a rising class of respectable Saint Domingue residents built upon the proprieties of respectability originally forged by their Enlightenment predecessors including but not limited to thrift, industry, virtuous restraint on luxury, sobriety, and preference for professional conferral of status over gentile birthright:

They lived (ran a report) like their forebears, on the local vegetables, drinking no wine, confining themselves to the local liquors brewed from the sugar cane. Thus their personal consumption contributed nothing to the maintenance of the important trade with France. Their sober ways of living and their small expenditure enabled them to put away most of their income every year, they accumulated immense capital, and grew more arrogant as their wealth increased....Being so rich they imitated the style of the whites and sought to drown all traces of their origin...Those who had ability enough to make them forget the vice of their origin were even seeking places in the judiciary. If this sort of thing went on, they would soon be making marriages with distinguished families in alliances with the slaves and gangs, whence the mothers of these upstarts came (James 1963, pp. 39–40).

While the historical context presents a significant gap, Bradford and Grier found that in under-researched minority communities, a similar sort of voluntary transition to food well-being (through voluntary consumptive restraint) was most sustainable over time through similar such gains in literacy, enjoyable proprieties of in-group socialization through free exchange of ideas for success, and a new conception of pleasure in restraint (2019). We can only find hints of these practices of willed in-group solidarity through parallels with Rosa-Salas and Flower's notion of oppositional respectability running in two directions: not repeating the habits of vice in the local Saint Domingue White over-indulgence and emulating the Victorian restraints over the otherwise exotic form of life across the other side of the Atlantic (2020). As many of these members of the emergent class were of mixed birth, James' observations also reinforce Meyers's findings that study participants stronger in ethnic identification felt more positively toward those deemed as also strong in oppositional identity versus those weak in their ethnic identification (2011, pp. 83-84). In contrast, those feeling weak ties of ethnic identification responded more strongly to other behavioral models to emulate that have weak notions of in-group respectability (pp. 82-84). As yet a last contemporary parallel, Crockett gives a contemporary take on how Black middle-class upward mobility in consumerism proceeds through varied stages of advancement in perceived paths to respectability (2017). Akin to the new merchant class those were rising through the industry to property ownership, these consumptive paths to respectability served likewise as modes of stigma management through carefully regulated consumptive behavior.

These gains in respectability often reciprocally conferred upon elite trips abroad to Paris were strongly juxtaposed to the rising intensity of colonial coercion to extract more wealth from the colony proportionate to rising status. James adds testimonial accounts from his studies in history in Paris that historically document that the mastery of shipping innovations abroad in Saint Domingue that were leading to elite military strategies, disciplined order rose with enhanced professionalization of the higher classes, and diplomatic exchanges between Toussaint and other foreign literate administrative leaders were praised for their proprietary excellence (James 1963, p. 198; Aristide 2001). James

cites as additional evidence the preponderance of Black Haitian rational innovations in colonial administrative governance that include ID card bureaucratic order (94), slave formation of selfhood through disciplined labor in other crafts and skills outside of industrial agriculture, the education and return of wealthy Mulatto children upon reception of French university education, and the tempered discipline evinced by Toussaint in the unmerited grace he bestowed upon enemies in battle and White plantation owners alike (James 1963, pp. 122, 131, 152, 157-158).

Perhaps the best concluding illustration to complement the tenor of the self-assured rise in respectable status of Toussaint in his many virtuous displays of rational agency comes from the mouth of a common plantation laborer queried by a French officer who had just captured a prisoner of war. James documents the Frenchman asking: why do you Haitian soldiers so senselessly burn these plantations of unrivaled world-historical potential for accruing wealth to the ground during battle:

Why do you burn everything? asked a French officer of a prisoner. We have a right to burn what we cultivate because a man has a right to dispose of his own labour, was the reply of this unknown anarchist. (James 1938, p. 361)

As a characteristically neo-Hegelian (who would have been a historical contemporary to the unnamed laborer) of casting proof of one's rational agency through disciplined labor comes also the respectable self-ownership of one's will necessary for the conferral of mutual recognition (Islam 2012). Such habituation into the respectable virtue of industry brought continued identification with labor as self-formative to the extent that willed action upon the world can be willed consciously into reflexive erasure (Smith 2002). The unknown anarchist was also deploying a familiar Haitian best practice of foresight in recognition of basic economic principles of respectable professional industriousness feeding into the prime European colonial interest in San Domingo: the wealth and prosperity brought on by the commodity value of its crops which includes the value-added dynamic of skilled industrious labor. If in defeat, the colonialists inherit the island and even reestablish slavery, the self-respecting prison realizes that it may take five or more years of expensive

infrastructure investment and toil to bring the lush soil back to industrious profitability (James 1963, p. 88).

Towards the Decolonial Mobilization of Counter-publics

Not only did Toussaint teach restraint for the sake of industry, but his public consumptive displays served as strategic diplomatic grounds for advancing Haitian interests. One factor of significance was noting that over-consumption of alcohol dulled one's rational capacities for the free exchange of ideas and information in the gradual formation of a literate public sphere (Smith 2002). To inculcate these mannerisms of respectability through publicity, Toussaint frequented hotel audiences for large and small circles that encouraged open exchanges of ideas characteristic of emergent European public spheres in coffee houses and taverns. He granted dignified guests allotted time for sustained semi-private conversation while also making the lowest of those in attendance feel welcome and appreciated. At the more systematic level of organizing fleets and armies in the thousands to lead them to victory, Toussaint and the Saint-Domingue revolutionary victors exhibited command and mastery of European battle techniques through regular disciplined training. They forged strategic alliances in trading training innovation for arms and weaponry. The final path to revolutionary victory included engaging in clever strategic alliances that leveraged colonial powers against one another with a consummate eye toward doing best by what he perceived to be most in Saint Domingue's national interests as he sought reciprocal diplomatic recognition.

His strategies as a leader included cross-generational and reproducible leadership training to lend autonomy to future generations. For this, Toussaint encouraged and financed state support of sponsoring youth education in the habits of Parisian gentility (speech, writing, demeanor). Insofar as he gradually built up a literate public in this rational course of nation-building, minds were ripe for public sphere consumption and dissemination of revolutionary pamphlets for popular, commoner, and laborer education. In an aesthetic sense typically tied to the affective allure of virtuous respectability, Toussaint might even be regarded as a reputational entrepreneur who ensures talent and

industry are recognized accordingly (Banks 2019, p. 217). He was able to recognize that those drawn to his magnanimity were strongly motivated by perceived quality (218-219), mode of representation (219-220), obvious markers of ethnic pride (220), and the leader's racial background as a person born into relative privilege that then utilized elite resources for the good of others of lesser station and status (Banks 2019, pp. 220-221).

Limitations and Further Research

As interest in decolonial marketing has increased, a wider historical vantage can help us better understand the lines of continuity between the Saint-Domingue plantation system of production and modern slavery. In the hopes for more similarly crafted projects in historical marketing research on the transatlantic slave trade and plantation production of sugar, coffee, and other commodities, one could only expect a more expansive conception of modern slavery that ought to be theorized to recognize seemingly new phenomena as part of wider historical narrative. For such projects to come to fruition, marketing scholars ought to take more risks in forging new research innovations to receive additional uptake from disciplines already further along in their efforts.

As a limitation to this research and an area for future development, race has emerged as a significant motivator of boycotts and boycotts which might evince calls to action more nuanced in character that have been found even to motivate consumer response irrespective of specific aesthetic interests (Banks 2019, p. 222-223). What would be better left for a separate full investigation would be further exploration of what the documented differences in boycotts of sugar related to Saint Domingue politics meant for citizens in Britain versus those in France. On the one hand, before the Saint Domingue revolt, citizens in Britain were exposed to abolitionist pamphlets that went as far as equating certain amounts of aggregate months of sugar per family to the lost life of one slave. On the other hand, after the Saint Domingue revolt, the French strategy was surprisingly similar to what Du Bois documented in his dissertation on the American suppression of news of the slave trade. Propaganda efforts were so effective in France that advanced the claim that supply chain routes with Saint Domingue were not at all disrupted (even after the colony was lost), that women organized protests against the outlandish rise

in price of sugar as blame was shifted to price speculators as the real cause was yearly increases in demand met by a sudden halt in production. The study of consumer resistance historically as compared to its contemporary guises would be fascinating to attempt to approach from a less of decolonial marketing. Along those lines, there are suggestions that resistance to the British boycotts and anger amid the French shortage in both cases had direct ties to concerns about decreases in unskilled labor productivity due to the absence of the stimulant (Van Dyk 2021).

Practical and Managerial Implications

As far as practical implications go, a closer look at how norms of respectability that emerged out of the context of the colonial system of plantation slavery were repurposed successfully by Toussaint L'Ouverture might help us better understand how similar such systemic changes might occur in present forms of resistance to modern slavery. Some of the worst forms of modern slavery include sexual coercion, human trafficking, and debt bondage. Many of the pejorative stereotypes around racial hierarchy, miscegenation, and biological inferiority stem directly from labor and sexual bondage as a crucial component to the profitability of the monstrous colonial system. This points to important steps to intellectual reparations that come with active engagement in the works of otherwise uncited and undocumented accounts of the real functioning of historical marketing systems.

In terms of social implications, while increasing attention has been given to the historical injustices of colonial market systems, the compelling narrative of Toussaint's real-time successful navigation of the novel politics of respectability brings hope that we can better learn from these testimonial experiences of historical injustice. Sorting through testimonial accounts of otherwise clandestine practices that have been all but erased from Western textbooks demonstrates concerted efforts at suppressing the most extreme forms of coercion from open public scrutiny. As far as managerial insights go, Toussaint offers an exemplary instance of the convergence of religion, markets, and authority that might better explain practices and modes of leadership more germane to the Global South and the majority of the global market participants.

Conclusion

Can decolonial marketing avoid historical engagement with slavery if it continues to encroach into marketing systems in the present? While there has been some enhanced interest in deriving a contemporary account of decolonial marketing, there has been no comprehensive historical research assessing the 17th and 18th-century marketing systems that led to the dual emergence of consumptive practices of respectability simultaneous to the emergence of modern slavery. The originality also lies in offering a detailed historical account of Toussaint as a leader and the mixed group of revolutionary agents successful in their concrete practices, aims, and agentic influence over disrupting a systemically unjust marketing system. One key scholarly insight about the prospects of future successful decolonial movements comes from the framing of a politics of respectability as a revolutionary achievement paradoxically achieved through predominately conservative practices aims, and behavioral norms.

As data-driven technologies render supply chains increasingly transparent, we ought to expect new complex instances of modern slavery to continue to come to the attention of the next generation of consumers who prefer equitable labor practices (Valor 2007; McDonagh 2002). As new archival technologies and electronic databases render non-canonical voices more accessible, marketing programs and business schools cannot but engage with more sophisticated accounts of multicultural marketing. While basic knowledge of the American Revolution includes the Boston Tea Party boycotts, one might hope that an enriched understanding of the French Revolution would make the achievements of Toussaint's boycotts of plantation labor part of the accepted historical canon.

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Marketing and Market Fundamentalism: Lessons from János Kornai on the Footsteps of Karl Polanyi

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Extended Abstract

Introduction

Raymond Benton stated the following in his recent publication: “Marketing in general can have greater influence if a new, yet old, perspective on marketing is adapted – something akin to the original orientation of marketing.” (Benton 2021 p. 88). He proposed relying on notions of institutional economist Karl Polanyi to change our obsolete marketing mentality and demonstrated the affinity of the Fisk/Polanyi orientations attracting macromarketers’ interest. I fully agree with him as well as with other marketing scholars that the importance and relevance of marketing could be enhanced by applying its *supplying disciplines* (Wierenga 2021; Hunt 2015; Kotler 2015).

The first/main goal of this paper is to highlight two institutional economists, namely Karl Polanyi (1886-1964) and János Kornai (1928-2021), whose theoretical concepts are relevant to improve marketing theory (Benton 2021; Kornai 2016; Polanyi 1944/2001; Stiglitz 2001). The renaissance of Polanyi’s thoughts regarding the development of capitalism resonates in post-communist countries, where reform economists lost their illusions of liberal market economies 34 years after changes were made to their political systems (Voszka 2019; Hall-Soskice 2001; Stiglitz 2001). Theory development in emerging, developing markets is capable of advancing marketing science and practices (Burgess and Steenkamp 2006). My second/other objective is to demonstrate the difference of marketing and market fundamentalism.

There seems to be a paradigm shift in the relationship between marketing and economics. Based on Thomas Kuhn’s (1970/1962) concept of scientific revolutions, János Kornai defined a paradigm as consisting of four elements: a/ “*consensus*” of researchers; b/ work on the same “*puzzle*” using similar approaches and neglecting the

same areas/topics; c/ use of the same “*vocabulary*” as well as easily translatable terms and words; d/ application of the “*same or similar methodologies*,” concepts and arguments (Kornai 2000).

This is a conceptual paper, intending to follow the previous roadmap of paradigm shift. After describing the theories of Polanyi and Kornai, I am looking for similarities of their vocabulary and I found commonalities in their systems and historical approaches emphasizing the role of institutions. Their responsibility for the society offers initiatives for macromarketers.

Polanyi and market fundamentalism

It is well known that Karl Polanyi adopted a socialist orientation, while his debate about mainstream economics – just as his rejection of Marxian economics – had a theoretical basis because his main principle *focused on the interests of society and people* (Polanyi 1944/2021). This excludes relentless profit-seeking as well as anti-democratic trampling on freedoms. Outlining Kornai’s revisited theory of the so-called system paradigm – including the *great systems* of capitalism and socialism as well as the *forms of political systems* namely dictatorship, autocracy, and democracy – also allows me to compare these aspects with Polanyi’s coordination mechanisms.

Polanyi’s most influential book, *The Great Transformation*, is rooted in political economy, which is also reflected in its subtitle, *The Political and Economic Origins of Our Time*. This work articulates his clear political stance stating that *the ideology of nineteenth-century liberal capitalism (laissez-faire) is a utopia* which dislocates “market economies” from the fabric of “society” making them predominant, thereby inflicting immeasurable suffering on humanity, while also bringing about the greatest ever development, namely economic growth, as well as productivity. Thus, advocates for market economies narrow down the meaning of *development*, equating it with *economic progress* (growth).

Modern economists have already clarified the limitations of self-regulating markets. Truly free markets have never existed regarding labour nor any other goods. George Soros is among those who have criticised the institutional systems of capitalism. After the Asian

financial crisis, he published a book entitled *The Crisis of Global Capitalism* with the subtitle *Open Society Endangered*, criticising Adam Smith's philosophy of the "invisible hand." This liberal philosophy concerning self-regulating markets was referred to as "laissez-faire" in the 19th Century. Soros recommended that this French term should be renamed "*market fundamentalism*" to be more understandable for English speakers (Soros 1998). Fred Block and Margaret Somers regarded this term as so precise that they used it in the title of their book discussing the concepts of Polanyi (Block-Somers 2014). Fundamentalism as a religious, ideological term has connotations of rigid, unquestionable dogmas, predominantly connected to Islamic fundamentalism.

This religious belief in self-regulated markets has been criticized by many marketing scholars (Benton 2021; Kotler 2015; Sheth and Parvatiyar 2021). In the light of this short-term profit orientation of companies and self-interested, motivated people, the metaphor of the "invisible hand" should be replaced by the "visible hand" principle in marketing (Sheth and Parvatiyar 2021).

Kornai's concept of the system paradigm and Polanyi's resonance

Enough experience has accumulated to date allowing us to conclude that Karl Polanyi's work *induced a paradigm shift* in economic history and economic anthropology. Although many speak the same language, aim to resolve the same social or economic problem as well as work with the same methods, they are not always aware of each other, for example, economists are less aware of marketing scientists, which is not a necessary condition of a paradigm shift.

The researcher who had the greatest in-depth knowledge of Hungary's economic system over the past 70 years was János Kornai, who became an internationally recognized expert on theories of economic systems and institutional economics (Kornai 2007; Xu 2017). After elaborating on the critique of the over-centralization of the socialist system, engaging in a debate with the mainstream of bourgeois economics (general equilibrium theory) (Kornai 1971), providing an elaborate description of the existing socialist economy (Kornai 1980 and 1992) and harnessing the experience of transformation gained in post-socialist

countries (Xu 2017), Kornai reached the conclusion that the concepts of the capitalist and socialist (communist) systems should be revised. Ultimately, in 2016, he revisited his views, originally articulated in 2000 under the term *system paradigm*, to complement and shed new light on this concept based on experiences in the post-socialist region (Kornai 2016).

Table 1: Primary and secondary characteristics of the capitalist and socialist systems

Characteristics of the system	Capitalist system	Socialist system
<i>Primary</i>		
1. Dominant form of property	Private ownership	State ownership
2. Dominant form of coordination mechanism	Market coordination	Bureaucratic coordination
<i>Secondary</i>		
3. Dominant state of the market for goods and services	Surplus economy, i.e. the buyer's market is dominant	Shortage economy, i.e. the seller's market is dominant
4. Labour market	Labour surplus Unemployment rate is high	Labour shortage Unemployment is not acceptable
5. Speed of technological progress Emergence of revolutionary innovation	Fast Frequent	Slow Rare
6. Income inequality	High	Low
7. Budget constraint	Hard	Soft
8. Which side of the market initiates corruption?	Seller	Buyer

Source: Author's own compilation based on Kornai (2016), p. 553.

Kornai's study applied two kinds of typology, distinguishing between capitalism and socialism as *great systems* on the one hand, and democracy, autocracy, and dictatorship as different *forms of government* on the other hand. The first is still applicable to the economic system and the second to the political regime. This helped Kornai to resolve the problem that communist China operates as a capitalist system, while its political-governmental form remains a dictatorship. Therefore, capitalism is a necessary but insufficient condition for democracy (Kornai 2016, p. 569).

In Table 1, the rows in bold show the four characteristics which, in my opinion, can be correlated with Karl Polanyi's approach. The characteristics of a primary system include *market and bureaucratic coordination*, the latter being identical to the form Polanyi referred to as *redistribution*. An earlier work by Kornai (1983) describes two more coordination mechanisms, namely ethical and aggressive coordination, which he later dismissed due to their lesser significance. For Kornai, although *reciprocity* does not feature as a distinct category, it can also include *corruption* as a form of quid-pro-quo exchange. This is also corroborated by the movement of products and services in primitive, archaic societies observed by Polanyi.

The third and fourth characteristics of a system that Polanyi and Kornai agree upon are the *labour market* and *income inequality*. Kornai's account of these systems can be labelled as conceptual and speculative or substantive and qualitative that requires an empirical, quantitative, and historical foundation. Kornai concluded that only two countries, that is, North Korea and Cuba, met the requirements of the socialist system. In this respect, he ascribes great importance to primary *ownership relations*, an aspect ignored by Polanyi as pointed out by some of his critics (e.g. Dale 2010). While ownership relations are not discussed here, it should be noted that this topic, to which Polanyi paid little attention, is illuminated by Chris Hann, in the spirit of Polanyi and in dispute with Kornai's theses, in his latest book *Repatriating Polanyi: Market Society in the Visegrád States* (2019).

While reformulating the system paradigm, Kornai, a committed advocate for the prevailing market economy in spite of all its negative social consequences (Hann 2019), arrived at the conclusion that the separation of "great systems" and "political-governmental forms" is necessary. Polanyi inferred the same insight based on his historical and conceptual observations: "A *self-regulating market* demands nothing less than the institutional separation of society into *an economic and political sphere*. Such a dichotomy is, in effect, merely the restatement, from the point of view of society, of the existence of a self-regulating market." (Polanyi 1944 [2001], p. 71, emphasis added). However, the two scholars drew opposing conclusions because Polanyi had never narrowed down socialism as a system to its economic characteristics.

The “real existing” socialist system of Hungary had an underdeveloped market mechanism or marketing. This regime in general was less suitable than the capitalist system as far as realizing innovative ideas was concerned (Kornai 2013; Xu 2017). The country’s pharmaceutical industry, for example, developed numerous original products/medicines that failed to sell due to the absence of marketing capabilities. The Rubik’s Cube too owes its worldwide fame to the fact that a foreign, capitalist firm undertook the development of its marketing strategy and was able to build a global brand as well as construct corresponding sales, distribution, and inventory management systems to make this product globally available.

Studying European conditions in global terms, on several occasions, Polanyi highlights that the economic power and potential of Asian countries, particularly China, greatly exceeded that of Europe in the Middle Ages. However, he failed to provide specific statistics, relying on qualitative estimates and sources instead. Thanks to an English economic historian working in the Netherlands – Professor Angus Maddison, who studied the processes of quantitative macroeconomic history – a more accurate picture of how the economic performance of different continents has changed over time has been obtained by evaluating estimates of the GDP. These data had “demonstrative” power in the sense that the capitalist market economy has predominated over other systems for the past 150 years. Although Polanyi always acknowledged this, he thought this came at an excessively high price in terms of social impacts and inequality. Nevertheless, the last 50 years has revealed a new trend, at least in Asia, while Africa remains stagnant despite its growing population.

Many have tried to unravel the secret of China’s economic rise, partly to find out how long such a communist system can be successful from a historical perspective. To be able to impartially understand the processes going on in China, it is reasonable to seek answers from “native” economists who are also equipped with the knowledge of Western economics such as Xu Chenggang, who places emphasis on the unique institutional system of the country in his paper published in 2011. According to him, China’s “*regionally decentralized authoritarian*” (RDA) regime provides an explanation for its long-standing economic success (Xu 2011).

This description of the Chinese political regime as “authoritarian” is likely to be rejected by all who prefer to characterize it as a dictatorship given its violation of Western democracies (Kornai 2016, 2019). Nevertheless, the regionally decentralized decision-making mechanism described by Xu (2011) probably offers an explanation that is acceptable to many, moreover, falls in line with Polanyi’s experiences. Both medieval and archaic societies exhibited, besides centralization, the relative autonomy, responsibility and competitiveness of subordinates, smaller regions and even defeated vassals (Polanyi, Arensberg and Pearson 1957; Polanyi 1966).

The Chinese president Xi Jinping, already General Secretary of the Chinese Communist Party, in 2019 had a constitutional amendment passed that allows him to remain in office for the rest of his life. Apart from Mao Zedong, no one had occupied the post of General Secretary for more than 10 years. The influence of populist, autocratic leaders is increasing worldwide, e.g. Donald Trump, Recep Tayyip Erdogan, and Viktor Orbán amongst others. This tendency and the potential harmful consequences that might ensue from a pessimistic perspective led János Kornai to denounce it in an unusually heated opinion piece (Kornai 2019). The social cost of populism is another aspect where Kornai’s system analysis resembles Polanyi’s (Holmes, 2019). The longevity of Hungarian autocracy is highly debated in Hungary and its long-run economic consequences are likely to influence marketing practices too (Éltető and Martin 2024).

Conclusions

Inspired by the works of Karl Polanyi and János Kornai - two intellectual giants from the long 20th Century - as well as influenced by the recent identity crisis in marketing, I followed in Raymond Benton’s footsteps. The obsolete market mentality led to market fundamentalism and diminished the original relevance of marketing according to the Fisk/Polanyi orientation (Benton 2021). I strive to strengthen the relationship between marketing and institutional economics, which are both in agreement with the concept of *embeddedness* that is missing from mainstream market fundamentalism.

As a further research area, a systematic analysis of schools of marketing thought (Maclaren et al. 2010) combined with the Three Dichotomies Model by Hunt (2015) and Polanyi's lines of thought could be conducted to *empower markets rather than market fundamentalism* (Dale 2010; Stiglitz 2001; Block and Somers 2014). Awareness of the system paradigm of János Kornai could lead to the advancement of marketing research in emerging markets, especially in post-communist as well as Central and Eastern European countries (Burgess and Steenkamp 2006).

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IMAGINING A REGENERATIVE, PLENITUDIOUS ECONOMY

TRACK CHAIRS: Eric J. Arnould
Anu Helkkula

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Fostering Plenitude through Regenerative Education

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*"Education is the most powerful weapon you can use
to change the world."*

Nelson Mandela (1990)

Introduction

There are calls for a stronger sustainability program in various domains, such as marketing, where human and economic systems are situated as a subsystem of the biosphere (Georgescu-Roegen, 1975), and where a macro perspective is adopted (e.g., Clark et al., 2014) that looks beyond mainstream approaches that do not account for the historical and cultural evolution of current systems (Press, 2021). This paper builds on this thinking and focuses on education as a transformative means to usher a new wave of sustainability (Gibbons, 2020; Sonetti et al., 2019), and regenerative cultures (Collado-Ruano & Sarmiento, 2022). We conceptualize this type of education initiative as *regenerative education* aligning with what Gibbons (2020) has coined as “the new sustainable”.

Education plays a crucial role for both individual growth and for social development. As a powerful lever for change, education enhances health and livelihoods, contributes to social stability, and propels innovation. Moreover, the pivotal link between education and the needed transformation, such as climate action, stands as the foundation for nurturing a resilient and sustainable future for every child (UNESCO, 2023). The 4.7 Sustainable Development Goal (SDG) for education is to “ensure that all learners acquire the knowledge and skills needed to promote sustainable development” by 2030 (Council of Europe, 2024).

However, according to critical researchers, the SDGs must transcend the epistemological fallacies inherent in the concept of "development" (Collado-Ruano & Sarmiento, 2022), a concept that systematically excludes, marginalizes, and renders invisible the historical alternatives proposed by colonized peoples (Shiva, 2005). As such, SDGs are questioned for their conventional economic vision, and instead, *regenerative approaches* are proposed as an alternative that cultivate an awareness that integrates the philosophy of nature with the philosophy of education (Collado-Ruano & Sarmiento, 2022; Georgescu-Roegen, 1975).

A regenerative ontology moves away from sociocentric or anthropocentric ways of understanding the role of education and development in society. This approach urges economic organizations to respect laws and regulatory mechanisms related to the rates of reconstitution of renewable resources (Georgescu-Roegen, 1975). Collado and Malo (2019) argue that, while sustainable development seeks to minimize humanity's negative impact on the planet, regeneration aims to maximize the positive impact of humans on Earth, acknowledging that, similar to the limitations on the growth of animals or plants, the economy operates as a subsystem within the Earth System, with its own boundaries for growth.

This orientation underscores the need to embed the design of regenerative approaches into educational curricula, prompting educators and citizens to feel, think, and act in harmony with nature. This concept challenges the prevailing economic paradigm by moving away from centuries of attempts to dominate and control nature, focusing instead on generating *plenitude* where less consumption and more confluence with the natural order can bring more abundance in line with the eco-efficient wisdom found in nature (Collado-Ruano & Sarmiento, 2022). To illustrate this, we position *plenitude* at the top right quadrant of Fullerton's diagram (2015) in Fig. 1.

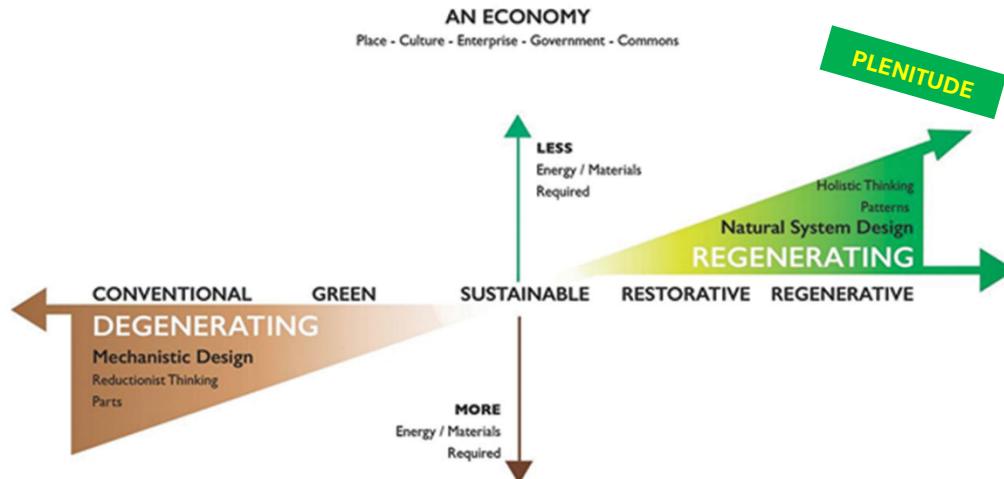


Figure 1. Plenitude and regenerative economics. Source: Fullerton (2015, 43).

Purpose

Answering the urgent call by Collado-Ruano & Sarmiento (2022) to further examine the foundations and philosophy of regenerative education cultures, our purpose is to explore *regenerative education as a transformative resource driving a shift towards regenerative cultures and plenitude*. Our guiding research questions are: *What is regenerative education constituted of in practice?*; and *How does regenerative education support and promote cultures of plenitude?* We further investigate how education initiatives positioned as regenerative correspond with the ideals expressed by leading scholarship (e.g., Hauk, 2017; Gibbons, 2020).

Methodology

We analyse education initiatives submitted to HundrED - a global education innovation platform with a crowdsourced network of expert reviewers that help identify highly impactful and scalable education initiatives. The empirical study answers the “what” question about regenerative education. We identify 8 quality education initiatives that explicitly position themselves as “regenerative”, and with content analysis, we develop a framework of *regenerative education* including its aims, elements, and methods.

To answer our “how” question, we compare these initiatives to key literature (e.g., Buckton et al. 2023), thus offering an understanding of regenerative education that is grounded both in theory and practice.

Preliminary Findings and Discussion

The preliminary empirics indicate that the theme of regenerative education encompasses several aspects, including: *fostering environmental stewardship, advancing scientific understanding, integrating circular economy principles, promoting hands-on project-based learning for actionable outcomes, incorporating nature-centric and integral learning experiences, and empowering students to become proactive contributors to a regenerative future*. We find that regenerative education in practice aims at instilling a sense of responsibility, interconnectedness, and the skills needed to actively participate in the regeneration of our environment, society, and individual well-being.

To support the transformation towards a new paradigm of plenitude and regeneration, we argue that certain education initiatives can be seen as regenerative resources when they promote regenerative cultures of plenitude by propagating a new sustainable mindset and a much-needed change in underlying values and educational practices. Regenerative education encompasses a breadth of methods and approaches but with a shared inclination to learning through practice, and empowering teachers and students to co-create holistic education that restores inherent plenitude and alignment with nature’s design. Sustainable cultures are insufficient, and humanity requires regenerative cultures as a new way of moving forward.

Thus, we advocate for a depth of change that includes transforming worldviews and promoting holistic and mutualistic relations emphasizing co-evolution with nature and maintaining positive reinforcing cycles of well-being (Buckton et al., 2023). Consequently, we urge educators to integrate *regeneration* with sustainability opening new avenues in the development of the professional teaching profile and practices such as thinking about how to introduce regenerative cultures into the business world. A regenerative education vision

for business implies that educational institutions need to deeply reconsider their curricula and training programs.

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A COVID-19 RECOVERY THROUGH ACTION RESEARCH: THE INTEGRATED SUB-DISTRICT ECONOMIC AND SOCIAL UPGRADING IN BANGLAMPOO LANG, THONBURI, BANGKOK, THAILAND

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Keywords: Creative Economy, Cultural Identify, COVID-19, Arts and Culture

Extended Abstract

The COVID-19 pandemic situation has caused economic hardship in the world. As a result of the COVID-19 pandemic, Thailand, a middle-income country, has gone through an economically challenging time, especially among those in the subsistence marketplace. According to the latest National Economic and Social Development Council (NESDC) of Thailand's report, 8.1 million Thais are poor, and 4.4 million live below the poverty line. In 2021, during the COVID-19 pandemic, the Thai government launched the University to Sub-

district Project (U2T) program in 3,000 subdistricts. It extended to 7,500 subdistricts in 2022 through the U2T for Bioeconomy, Circular Economy, and Green Economy (BCGs). This integrated sub-district economic and social upgrading program has been implemented as community action research led by academics employing university students and locals in communities across Thailand. The program was framed as action research utilizing knowledge, technologies, and innovations and coordinating with local administration and other relevant organizations, with the goal of poverty mitigation.

Our community action research in this study is situated in Banglampoo Lang, Klong San, Thonburi, Bangkok, Thailand. This is an area situated in the old capital of Thailand, Thonburi, lies on the western banks of the Chao Phraya River which was in Bangkok before the Rattanakosin era. This Banglampoo Lang community includes the 200-year-old morning market that has been part of the community since the beginning of the Rattanakosin Era. The local food represents the unique qualities of the community. There is a traditional martial play named Kratua Thaeng Sua, which is a Thai traditional martial play. The performance has been passed on from the Ayutthaya period among the people of Banglamphu Lang. The performance is one of the royal martial plays and remains alive in the sub-district. This folktale from the area features male and female roles and is accompanied by traditional music with influences from Southern Thai folk music. The hunter and his family go tiger hunting in the story. The tigers dance in an acrobatic manner. This performance is an integral aspect of Thai folk culture, upholding the country's distinctive traditional way of life in the area rich in local cuisine and artistic and cultural heritage.

Our community action research aimed to reflect perspectives and apply integrated development approaches to the community (Ozanne & Saatcioglu, 2008). We employed university students whose homes were not more than 5 kilometers from the community and locals in communities who have been exposed to issues during COVID-19 in the communities. Our objectives extend beyond academic inquiry. We aimed to empower locals to recognize their potential as catalysts for change and to foster the emergence of more

inclusive and emancipatory social structures. Grounded in the community's collective experiences, we first explored the community's shared narratives, traditions, and cultural expressions. We prioritized the perspectives of the marginalized over those in positions of power from the capitalistic forces. Through collaborative inquiry from academics and locals, participants analyze and revitalize knowledge, recognizing its strengths and limitations. Participants gain insights into adaptive strategies relevant to addressing contemporary challenges by critically examining historical practices and indigenous wisdom. Ultimately, this endeavor serves as a means of dismantling entrenched power dynamics, reclaiming ownership of local knowledge, and galvanizing collective action toward genuine and self-directed development.

The emphasis in our community action research is on economic and efficiency development by centralizing the cultural identity aspect of the sub-district through developing street arts by crowdsourcing the idea to create and maintain the core cultural values. The goal is to build a cluster economy at the sub-district level, revolutionize the place branding concept, upgrade tourism sectors, and investigate other sources of income that have been performed to help the community. The cultural identity approach developed a precise, unique positioning by branding the destination experience rather than the physical attributes of their destination, capturing the consumer's attention with a more compelling and urgent reason to visit. We received idea generated from local artists, organized a competition, and painted the street art utilizing the walls donated by those in the community. Our community action research has positively impacted both the businesses in the communities, local stakeholders, and consumers personally as a successful case of deriving the place's cultural identity and rebranding in a sub-district economy in a developing country.

The local street art of Kratua Thaeng Sua, a Thai traditional martial play, has been established as part of the core cultural identity in the value creation process of the sub-district. Street art sheds light on the potential effects that one person's agentic consumption or presumption of space may have on another person. The urban landscape of street art

provides cultural fields and texts (Warner 2002) that affect the community. Street art renews the legacy and encourages residents to develop a critical relationship with city locations liberated from space by conceptualizing urban landscapes as screens (Visconti et al. 2010). The knowledge gained can be replicated in other sub-districts with substantial assets. We conclude that participation in sustainable development in constructing cultural identity creates ownership, and the community prides itself on its identity. The people's way of life in the grassroots economy community and the heritage element of local history and culture are critical aspects in developing the sustainable uniqueness, especially when considering the sub-district economy. A sense of belonging and dialogue restore it to a meaningful place is important. To generate income from conservation tourism while sustainably maintaining the traditional art and culture, thus contributing to practical, creative business ideas is significant.

Developing a powerful strategic asset from cultural heritage can lead to competitive advantage and long-term profitability. In this action research, the objectives are to apply the concept of “Creative Economy” and use the integration of both the sciences and the arts to connect with community culture and meet Sustainable Development Goals (SDGs). By incorporating what we learned from consumer research, the usage of street art practices related to ideologies of consumption of public places (Visconti et al. 2010) has been implemented in this study. It creates the meanings about the consumption of a particular public good, public space. The outcome of the action research is to create a community-based integrated development destination strategically. The action research activities connected with the United Nations Sustainable Development Goals 1 (no poverty), 8 (decent work and economic growth), 10 (reduced inequalities), and 12 (responsible consumption and production). The action research helps create awareness of the city during the constrained period involving local lifestyles, and cultural heritage promoting its destination brand identity.

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Appendix A: Banglampoo Lang Community Action Research VDOs

Banglampoo Lang on Youtube: <https://www.youtube.com/@u2t951/videos>



Brand Identity - Kratua Thaeng Sua Dance:

<https://youtu.be/ZIKoRYlFC4k?si=lcc7hW5qqowUwKhy>



Problems during COVID19: https://youtu.be/8WCGV5_sFH8?si=dzfrbwvNxj-LhNWg



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What's in a Name?

Marketing Challenges, Benefits, and Recommendations for Geographical Indications

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Abstract

Geographical indications (GIs) are protected products from specific regions, including products like Jamaica Blue Mountain coffee, Ghanaian Kente cloth, Vietnamese cassia, and French Champagne, where producers take a cooperative approach to positioning their products. Global sales of GIs amount to billions and can provide crucial benefits, including financially, socially, and environmentally, to a variety of consumers, producers, communities, and nations. Despite their ubiquity, GIs have not been the subject of much enquiry in marketing literature. However, they have caught the attention of companies who have begun selling counterfeit GIs on the market, with sales of these also estimated to be in the billions. The paper provides a deep dive into the contested legal regimes and varied marketing strategies that aim to protect – and sometimes threaten – the benefits that GIs provide to involved actors, including consumers, producers, communities, countries, and regions. By outlining the gaps in geographical indications legal regimes and interrogating their impacts, this paper highlights the challenges related to marketing GIs. This paper concludes with an ambitious future research agenda regarding the understudied area of GIs in marketing.

The Booming Market of Geographical Indicators

Geographical indications (GIs) are a name or a sign that denotes the geographical origin of a traditional product. In other words, GIs are a “form of intellectual property that limits the use of specific place of origin names and labels to producers located in that place and producing the specified traditional products” (Skilton and Wu 2013, p. 144). GIs abound on the market where examples include Champagne from France, Cuban Havana tobacco, Ghanaian Kente cloth, Vietnamese cassia, Florida Oranges for the USA, and Italian Prosciutto di Parma ham, among many others. The market value of

these GIs is immense. Total sales of GIs in the European Union (EU) alone exceed €77 billion, and exports of GIs from EU countries are estimated at €32 billion (Luxembourg: Publications Office 2021). While GIs are prevalent in EU (Giovannucci, Barham, and Pirog 2010) and are growing in number and attention there (Profeta et al. 2010), they are increasingly being recognized globally (Teuber 2010), such as in the US market (USPTO 2020). Notably, developing countries are increasingly using GIs to protect and market their products when exporting to developed countries (Rangnekar 2010). For example, a lead export market for the GI of Jamaica Blue Mountain coffee, one of the most expensive coffees in the world, is Japan (WIPO 2013).

As such, the global demand for GIs is growing. The growth is fuelled by increasing consumer demand for authentic food products (Augustin-Jean and Saavedra Rivano 2012) and preferable consumer perception of GI products (Dhamotharan et al. 2015). For example, GIs have long been known to command a premium price and position on the global market (Aaker 1996), with consumers reportedly willing to pay more for GI products with consumers reportedly paying an average of around 2.2 times more for EU GIs than for similar non-GI offerings (EC 2019). Given this demand, where they can also enhance reputations and thus allow smaller producers to compete with larger corporations (EC 2019) and can connect traditional production to global consumer markets (Skilton and Wu 2013), therefore thought to be a route to sustainable development (Francis and Hyman 2013). These benefits are honed because GIs can be collectively owned and exercised by a group of producers located in a certain area, rather than by any specific individual or organization (Addor and Grazioli 2002).

However, despite their ubiquity, they are rarely investigated or understood in business, with few articles focusing on them. This oversight is striking given the immense range of products with the GI designation, and the opportunity they present to contribute to sustainability, protection of traditional knowledge, and overall community wellbeing. Further, we lack insight into the challenges facing GIs and how to tackle them. Critically, the premium position of GIs attracts non-genuine products that free ride on successful GIs by passing themselves off as the genuine GI product. Non-genuine GI products abound on the market (Addor and Grazioli 2002), employing a variety of tactics to pass off their products as genuine. The EU estimates that the value of infringing non-genuine GI products is €4.3 billion in the EU alone, representing nine percent of its GI market (EC 2019). This issue is not limited to the EU, where, for

example, the GI for Kashmir Pashmina shawls has been infringed upon by inauthentic producers in China and Nepal (Das 2010), while more inauthentic Guatemala Antigua coffee is being marketed internationally than the authentic GI (Grote 2009). Many countries have called for improved protection for GIs, arguing that the protection against this phenomenon afforded under existing multilateral agreements is inadequate (Rangnekar 2010). However, there is a significant transatlantic divide between the protection afforded in different jurisdictions, which requires careful investigation.

This paper seeks to launch a research trajectory of GIs in marketing, with three key contribution: (1) we name and interrogate the understudied yet important area of geographical indicators, including their benefits to producers, consumers, and communities, as well as the market-based challenges related to geographical indicators that are hampering sustainable development goals, (2) we identify a number of pressing research questions related to geographical indicators, and (3) we provide recommendations for policymakers and GI producers to bolster the benefits while overcoming the challenges.

Geographical Indications and their Benefits

GIs give producers from a designated geographical area the shared right to use “distinctive signs which permit the identification of product on the market” (Addor and Grazioli 2002, p. 865) for traditionally made products. Protected GI signs can include their geographical origin such as American Napa Valley wine, a non-geographical name such as Basmati rice from the sub-Himalayans, or a symbol such as the Eiffel Tower. Products gain domestic and international legal protection as GIs by satisfying specific criteria, such as the requirement that production occur in a designated geographic region and according to explicit standards. Interestingly, GI protection is both based on the product itself and on distinctive production specifications, where, for example, Parma Ham must be cured in a specific way. In another example, Jamaica Blue Mountain coffee must be grown at an elevation of between 3000 and 5500 feet on the Blue Mountain range in the country of Jamaica. These products therefore have special characteristics that result from their unique place of production (WIPO 2019). **GIs**

Impacts on Consumers

GIs convey product origin information to consumers of the product they purchased (Addor and Grazioli 2002). They therefore allow consumers to know the origins of their choice and link that to quality (Teuber 2010). Origin information is valuable because it

helps consumers assess product authenticity (Beverland and Farrelly 2010), achieve food-well-being (Mugel et al. 2019) and provides consumers with a connection to a place (Postrel 2003). Importantly, country of origin research shows that geographical origin can affect consumer's product evaluations (Samiee 1994; Verlegh and Steenkamp 1999), increase value (Agrawal and Kamakur 1999), and halo on products from the same region (Samiee 1994). Origin therefore becomes a proxy for quality in consumption decisions (Teuber 2010) and has been used to assess price (Beverland and Farrelly 2010). For example, Profeta, Enneking, and Balling (2008) found that labeling of GIs by location impacts consumers decisions, especially for weaker brands, while Fotopoulos and Krystallis (2001) found that consumer's attitudes were positively influenced by GI labels.

Particularly in Europe, consumers link GI products to local cultures and may even view the GI as conveying a food safety guarantee (Wongprawmas et al. 2012). Consumers therefore seek out GIs because they convey a certain reputation and provide confidence in quality (Addor and Grazioli 2002) based on their heritage and place (Raustiala and Munzer 2007). Consumers may therefore find these offerings more attractive (Downes and Laird 1999), especially given growing interest in environmentally and socially sound products (Giovannucci, Barham, and Pirog 2010). Also, GIs have the ability to "add a human dimension to goods which are increasingly subject to standardized production for mass consumption" (Addor and Grazioli 2002, p. 874).

Indeed, GI products "usually represent high-quality goods in the market" (Addor and Grazioli 2002, p. 874). For example, Jamaica Blue Mountain coffee is one of the most expensive coffees in the world (WIPO 2013b), with an average retail price of \$43.44US per pound, significantly higher than the average American coffee price of \$3.17US per pound (Teuber 2010). For example, a systematic review of papers about GIs in Europe (mainly France, Spain, and Italy), Cei, Defrancesco, and Stefani (2018) found indications that market prices are generally higher for GIs than standard products and consumer are often willing to pay more for GIs, where intrinsic product quality and consumer knowledge influence these outcomes.

However, successful GIs require effective marketing to cultivate positive consumer perceptions (Das 2010). If consumers are unfamiliar with a GI, marketing attempts must inform consumers of the GIs existence, location, and quality (Das 2010). In this way, GIs are similar to brands, where GIs could potentially hone similar benefits

to that of branding. And while some important legal distinctions between brands and GIs exist, like brands, a GI also identifies a product and associates it with a group of producers. Both GIs and brands serve to identify the product source, the only distinction between GIs and brands appears to be that GIs relate to a specific place of origin. As such, GIs can convey competitive advantages similar to brands (Fotopoulos and Krystallis 2001) and have the potential to reap benefits similar to brands. Indeed, strong brands have enormous value in the market, including identification in the marketplace, loyalty, price premium, higher returns, and reduced vulnerability to competition (Aaker 1996).

GIs Impact on Producers and Communities

GIs are also thought to contribute to sustainable livelihoods for producers (Francis and Hyman 2013), where GIs can bring higher incomes to the GI producers. For example, over 45 percent of Jamaica Blue Mountain coffee's very high retail price accrues to producers (WIPO 2013), indicating potential benefits to producers. For example, a systematic review of papers about GIs in Europe (mainly France, Spain, and Italy), Cei, Defrancesco, and Stefani (2018) found indications that market prices are generally higher for GIs than standard products and consumer are often willing to pay more for GIs, although intrinsic product quality and consumer knowledge influence these outcomes.

However, variability exists, as producers tend to often face higher production costs, as traditional practices, less technology, and local knowledge can drive up cost (Cei et al. 2018). GIs price premiums often offset this, although not always, and this is context and product dependent – where “a GI offers a great potential to improve producers' economic results... but the success must not be taken for granted” (Cei et al. 2018, p. 14). For example, not all GIs earn a higher price (e.g., star anise in Vietnam), although some do (e.g., using a GI label for Ha Long Bay calamari increased prices for some producers by 15 to 17 percent) and GIs of raw materials (e.g., fruits and vegetables) can have lower economic value (Pick et al. 2017). Nonetheless, producers can use GIs to protect assets (Addor and Grazioli 2002) and allow them to “build a differentiated identity in the market more efficiently than with individual quality signs” (Belletti et al. 2017, p. 47).

GIs are thought to provide wider economic benefits in rural areas (Loureiro and McCluskey 2000) and can therefore be a tool for rural development (Francis and Hyman

2013). For example, GIs create jobs (Fotopoulos and Krystallis 2001) and decrease rural migration, as community members economically benefit from locally made products (Seetisarn and Chiaravutthi 2011). Indeed, Cei et al. (2018) noted that there are emerging indications that regions also hone benefits such as through increased number of GI companies and supporting organizations (e.g., suppliers, lenders) in general. Further, GIs can spark complimentary services in their origin area (Cei et al. 2018), such as tourist visits. In this way, GIs are “not only tied to a local supply chain, but also to the whole local community, as demonstrated by the product’s ties to consumption habits, local gastronomy, fairs and festivals, daily life and traditions stemming from production methods” (Belletti et al. 2017, p. 46).

In this way, GIs might also contribute to a sense of pride and cultural identity (Nielson et al. 2018), where they can become public goods (Belletti et al. 2017). GIs also allow “individuals or groups to identify, protect and profit from authentic, traditional practices” (Raustiala and Munzer 2007, p. 345-6), where actors in the supply chain need to work collectively with a “common vision concerning the quality of the product and the specific characteristics of its production process” (Belletti et al. 2017, p. 46). GIs support communities with their preservation of their traditional knowledge, where traditional knowledge, if linked to a specific geographical location, could be granted protection as a GI (Addor and Grazioli 2002). Traditional knowledge is accumulated know-how and capabilities of a community (Emery 200) that is borne from a community’s ongoing relationship with a particular ecosystem (Subramanian 2010). Indeed, the GI itself is borne from specific traditional knowledge and local resource (e.g., soil, climate, flora) (Belletti et al. 2017). Although it is largely overlooked as an area of attention in business and marketing, traditional knowledge is thought to provide a multitude of social and economic benefits to a community, including income and maintaining community continuity (Beninger and Francis 2016). Protecting traditional knowledge through GIs could help to guard and encourage these benefits.

Critically, the oft small-scale production of GIs is commonly less environmentally damaging in comparison with other methods (Skilton and Wu 2013), although increasing demand – and higher prices – for a GI product could undermine environmental sustainability if not managed appropriately (Pick et al. 2017; Belletti et al. 2017). On the other hand, GIs can encourage actors to avoid negative externalities related to, for example, the environment, such as through enforced standards (Belletti

et al. 2017). Taken together, the GI designation has the potential to not only affect sales and production in a market, but also the underlying economic, cultural, social, and environmental of the community.

Protecting Geographical Indications

Given the potential benefits of GIs, legal regimes work to protect GIs in their respective markets. However, due to loopholes in legal protection, non-genuine products exist on the market. Consumers are deceived into purchasing non-genuine products, resulting in a consumer loss of over two billion euros annually in the EU alone of unjustly paid premiums for non-genuine GI products: This loss represents approximately almost five percent of total GI product purchases (EC 2019). As a result, genuine GI producers lose income. They also face challenges in defending against imitators, as monitoring of non-genuine GIs can be resource-intensive and infringement cases can result in expensive legal costs (Das 2010). Such incidences are drastically hampered by insufficient legal regimes. Establishing and enforcing protection of GIs are often challenging for developing countries especially due to resource constraints (Das 2010), existing power structures (Francis and Hyman 2013), and lack of sufficiently rigorous protection (Addor and Grazioli 2002). Hence, many practitioners attempt to employ company-level strategies, rather than relying on legal strategies, to protect their genuine GIs. In what follows, legal and marketing strategies that seek to protect GIs are detailed, supported by respective case studies.

Legal Protections

Several international agreements govern GIs. Multilateral agreements will be covered here, as bilateral agreements are beyond the scope of this paper due to the variety of national regimes that exist. Additionally, for small countries, or those with limited resources, multilateral protection is a key to providing producers with legal certainty regarding product protection. The multilateral agreements include the following five agreements: The 1883 Paris Convention on the Protection of Industrial Property; The Lisbon Agreement for Protection of Appellations of Origin and their International Registration of 1958; The 1981 Madrid Agreement for the Repression of False or Deceptive Indications of Source; The 1891 Madrid Agreement and following 1989 Protocol on the International Registration of Marks; and TRIPS.

Paris Convention for the Protection of Industrial Property of 1883 was the earliest attempt to provide protection at an international level and the initial agreement

provided for robust protection and had wide agreement with 117 countries as signatories: According to Article 1(2) of the Paris Convention: “The protection of industrial property has as its object patents, utility models, industrial designs, trademarks, service marks, trade names, indications of source or appellation of origin, and the repression of unfair competition” (WIPO 1979, Article 1.2). However, under pressure from the United States, the Paris agreement was amended in 1958 (Murphy 2004). The 1958 agreement provided only weak protection for appellations of origin. Analyses of the Paris convention conclude that “(f)ollowing the revision, the Paris Convention only prohibited uses of geographic indications that were absolutely false or misleading” (Murphy 2004, p. 1201). Currently, 171 countries are signatories to the agreement. Despite the very large number of countries that have signed this agreement, limited protection still exists against misleading appellations of origin.

The 1891 Madrid Agreement Concerning the International Registration of Marks, and following Protocol Relating to that Agreement in 1989, provided for much stronger levels of protection by proscribing misleading GIs including, importantly, advertising and display tactics that intended to mislead. The Madrid agreement (1891) states that

“The countries to which this Agreement applies also undertake to prohibit the use, in connection with the sale or display or offering for sale of any goods, of all indications in the nature of publicity capable of deceiving the public as to the source of the goods, and appearing on signs, advertisements, invoices, wine lists, business letters or papers, or any other commercial communication” (Article 3).

Significantly, the United States did not sign this agreement and, as of June, 2021, there were only 55 member states that have joined this agreement, making it of very limited scope.

The Lisbon Agreement for Protection of Appellations of Origin and their International Registration of 1958 proscribed a very significant approach to deceptive practices. It prohibited the use of a registered geographical indication even where the true place of origin is indicated or where other terms such as ‘imitation’ or ‘style’ is used, providing much higher levels of protection for products. Other noteworthy provisions included the proposed establishment of a central multilateral register of GIs with the World Intellectual Property Organization and provided for the protection of other member countries GIs in their territory. Again, the United States did not sign this treaty. Only 16 members were party to that agreement as of 1996, and, as of 2010, there

were still only 30 signatory countries, thus limiting its scope. The Lisbon Agreement was amended with Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications of 20 May 2015 (The Geneva Act) and came into force on 26, February 2020. This Act allows intergovernmental organizations to become signatories and aim to reconcile differences in legal regimes and expand the scope of protection for products (Lightbourne 2021). The Lisbon system, including the Geneva Act, now covers 54 countries but the US remains outside the agreement still limiting its overall scope of influence.

This ongoing lack of agreement about the scope and level of protection of GIs culminated in the Trade Related aspects of Intellectual Property Agreement (TRIPS) on the issue of GIs at the WTO. This controversial agreement created two different levels of protection for different categories of products: wine and spirits, on the one hand, and all other products, including food, on the other. TRIPS provides standard principles and means for enforcement of trade-related intellectual property rights while recognizing national differences in legal structures and systems. As part of the TRIPS agreement, GIs were covered in articles 22 to 24.

Under Article 22 of the TRIPS agreement, GIs are “indications which identify a good as originating in the territory of a Member, or a region or locality in that territory, where a given quality, reputation or other characteristic of the good is essentially attributable to its geographical origin” (WTO 1994, Article 22.1). The act stipulates that member countries should provide legal means to prevent any designation “which misleads the public as to the geographical origin of the good” (WTO 1994, Article 22.2a) or constitutes an act of ‘unfair competition.’ Provisions under Article 22 create minimum standards that apply to all product categories. However, the act provides a higher level of protection for spirits and wine under Article 23, that affords stronger protection against imposters by limiting the ability of non-genuine products to use words such as “kind,’ ‘type,’ ‘style,’ ‘imitation,’ even when used in translation, thereby providing two tiers of protection depending on product categories. No clear rationale was provided by TRIPS about the imbalance in protection.

The difference between Articles 22 and 23 is significant. The weaker provisions under Article 22 appears to make it relatively easy to free ride on the reputation of GIs that are not spirits and wine, where the use of qualifiers such as ‘kind,’ and ‘style,’ could effectively mislead the public. Under the current level of protections afforded to these

products, according to TRIPS, producers can and do pass off their brands by using ploys such as "blue mountain style" or 'Jamaican style coffee" to create confusion in the minds of the consumer. In comparison, under Article 23, no such qualifiers are allowed and GIs for wines and spirits are protected from these marketing approaches.

In conclusion, no multilateral agreement can be fully relied upon for the protection of GIs, as can be relied on for trademarks. Given limited multilateral protection, GI holders have to negotiate the minefield of varying regional and national legal environments as they seek export markets, a daunting task for GIs from smaller and developing nations. Although providing details of all the varying non-multilateral protection regimes is beyond the scope of this paper, two comparative case studies can be instructive, that of the EU and US. These focal regions were chosen given that the EU and US are major markets for developing countries' agriculture and foodstuffs and represent contrasting legal philosophies and regimes. Further, many systems around the world adopt either of these approaches to some degree and, as such, the contrast between the European and American system has wider applications.

A key distinction between countries with respect to GI protection is the *sui generis* versus trademark distinction. *Sui generis* systems afford GIs their own separate and specific property rights, as is found in the EU, while trademark does not, as is found in the US. This distinction underlies a fundamental difference between the European approach to GI protection and the American approach and also underlie much of the controversy at the international level, which has made reaching any overarching agreement difficult. The following discussion will outline the legal sources for EU protection followed by that of the American trademark regime.

Case Study: EU Legal Protection for GIs

The European Community, under the *sui generis* system, has provided for the protection of GIs for agricultural products and foodstuffs through a unitary regime that binds all member states since 1992. This system is separate from other trademarks and provides for the registration, certification, and protection of GIs for agricultural products and foodstuffs (EC Regulation 2006). Importantly, non-EU countries can register their GIs under EU regulations, if they are registered in origin country as GIs. However, the scope of protection is limited to specific product categories, that of agricultural products and foodstuffs, providing that a link exists between product or foodstuff characteristics and the advantages afforded by the geographical location of production. As such, not all

agricultural products and foodstuff comes under the ambit of the regulation's protection. Nonetheless, the *sui generis* system is motivated to promote rural development and increase farmer incomes. Towards this aim of development, the EU regulation provides a high and flexible level of protection. The protection specifically excludes confusing terms such as 'like' or 'style.'

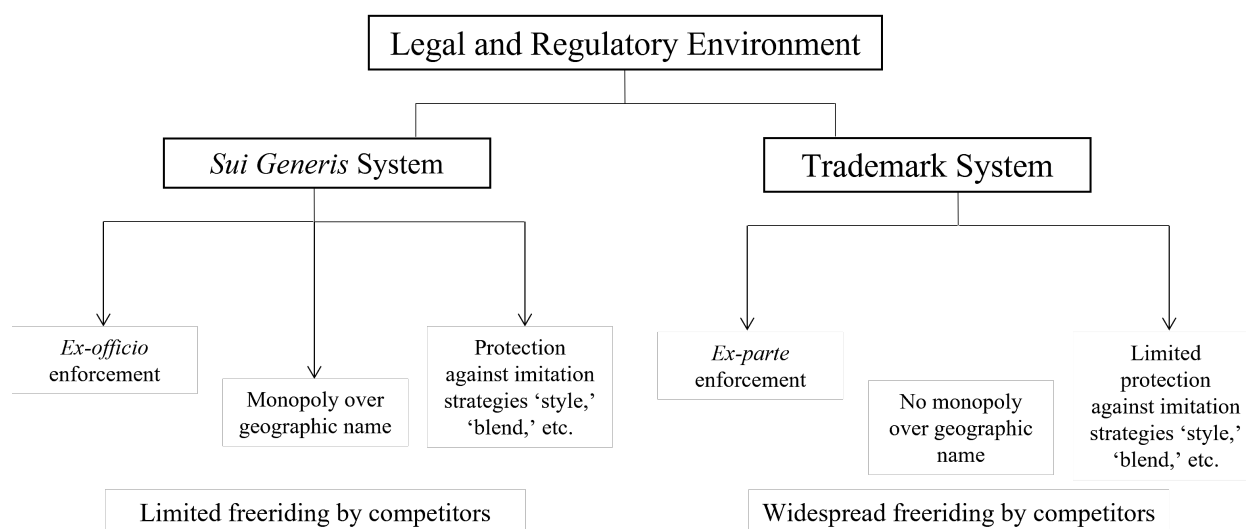
Case Study: USA Legal Protection for GIs

Comparatively, in the United States, protection is provided through the regular trademark system. In principle, protection is primarily only possible through registration as a collective or certification mark. A collective membership mark indicates group membership, such as a geographically-based regional group, while certification marks convey that goods meet certain standards but cannot be used by the owner (must be third party). If a GI includes a geographic term or a primarily descriptive geographic term or sign, the GI can only register as certification marks. As such, a certification mark can be used in the US to protect GIs as these marks certify some aspect of products related to its geographic origin or methods used (USPTO, n.d.).

However, certification marks do not primarily identify qualities of goods or services, but can be used in this way to signal that the goods meet a geographic criterion of origin. As well, they do not provide monopoly rights, thereby not prohibiting third parties from using a geographic name so long as that party uses it in honest practice. Rights holders may also find that there have been prior trademark registrations that include their geographic name and they cannot seek a previously registered trademark. This is a significant risk given the historical nature of many GIs. Competing companies or imitators could have already trademarked the term, name, or other element important to the GI. Further, as the US trademark protection for GIs uses an *ex-parte* system, enforcement is shouldered by the rights holder and redress is usually sought through the court system, an expensive and time-consuming process. As such, although the US system of certification mark may be technically used to protect GIs against invocations such as 'style' and 'type' under certain circumstances, as the protection depend on enforcements by the GI holders, many GI producers can do very little to protect against free-riders in practice (USPTO 2014). In practice, the American systems opens the door to marketing approaches that non-genuine GIs can employs such as using geographic names or insinuations on the market (Gonzalez 2012) to freeride on genuine GIs.

In comparison, the EU system for non-EU exporters is that it uses an *ex-officio* enforcement system versus an American *ex-parte* enforcement system. Unlike in America, the former protection system relies on the public authorities to police and enforce GI protection. For foreign exporters, especially small or under resourced ones, this system presents a significant advantage, as they will not need to rely heavily on their own resources to enforce their property rights. It should also be noted that, while the EU system provides a wider scope of protection, because third party registration in the EU is relatively new (provided for under Regulation 510/2006 for agricultural products and foodstuffs, Regulation 1234/2007 for wines, and Regulation 110/2008 for spirits), it remains to be seen how this will work in practice. Nonetheless, the range of protection and the ‘ex-officio’ protection should provide stronger protection for GIs under the EU system, especially for small GIs from developing countries (see Figure 1 for a summary of the legal protection for GIs).

Figure 1. Effect of Legal and Regulatory Environment on Genuine and Non-Genuine GI Marketing Strategies.



Company-Specific Protections of GIs

The drawbacks of legal protection are notable, especially in jurisdictions that maintain the minimum level of protection under the TRIPS agreement or where the trademark system is used. Hence, practitioners attempt to employ company-level strategies, rather than relying on legal strategies, to protect their genuine GIs.

Most critically, companies differentiate themselves through packaging (Wongprawmas et al. 2012) to signal to consumers that they are a genuine GI.

Packaging is an importance source of information for consumers who often formulate product expectations from packaging, which can stimulate purchases (Miaoulis and d'Amoato 1978). Packaging generates “consumer attention by breaking through the competitive clutter” (Underwood, Klein and Burke 2001, p. 403). Indeed, packaging is often a consumer’s first contact point with a brand, promoting brand identification and contributing to purchase decisions and value assessments (Rundh 2005). Genuine GI producers design their packaging in such a way to highlight their special status.

A common strategy is the use of logos that link the product to specific locality or source (Das 2010). Logos are used to signal that the products are genuine and provide reassurance that the product comes from an official designation and is expected to increase the evaluation of these products. The Coffee Industry Board of Jamaica, representing Jamaica Blue Mountain coffee, has cultivated a logo which is protected in 20 countries. Certification logos provide consumers with a way to identify which products are GIs. Logos of GIs can help signal quality, acting as a trust mediator (Wongprawmas et al. 2012), and such labels are demanded by consumers (Loureiro and McCluskey 2000). In certain legal jurisdictions, such as the EU, these logos are protected and, therefore, only genuine GIs can make use of them. Indeed, the EU has mandatory logos for registered GIs (CIB 2013), while developing country GIs also make use of their own created logos, such as in Jamaica.

Understanding Non-Genuine GIs

Despite these protections, non-genuine GIs are frequently sold. Globally, GI names are “illegitimately used by producers and manufacturers not located in the designated region” (Addor and Grazioli 2002, p. 866) or by those products who do not have the special characteristics of the GIs (WTO 2013). For clarity, either products meet the criteria for the specific GI, such as being produced in a specific region following a specific process, or they do not. In just the EU markets alone, around 11 percent of GI fresh meat and meat products are non-genuine, this found in a study of 100,000 products checked for GI compliance across 17 EU countries (EC 2019). For example, in Vietnam, non-genuine producers use the Ha Long fried calamari name, despite not being from Ha Long Bay, where producers from Ha Long Bay source calamari from other countries (Pick et al. 2017). The problem is so pervasive that the website of the Coffee Industry Board of Jamaica, which monitors production of Jamaica Blue Mountain

coffee, maintained a Counterfeiter's Gallery that lists product that are deemed to be non-genuine and unauthorized use of Jamaica Blue Mountain registered trademarks.

This situation therefore has links to counterfeiting literature. Counterfeit products are common in the market, with the counterfeits sold worldwide estimated to be worth billions (IACC 2013). Counterfeit products are products that have been made to look like an established product and can be so convincing that even the savviest of consumers can be duped. Previous research has investigated the role of status in luxury counterfeits (Geiger-Oneto et al. 2013), as well as why consumers knowingly purchase counterfeits, where those who had a more positive attitude about counterfeits were more value-conscious, less normatively susceptible, and were lower in integrity (Ang et al. 2001). Other work investigated how consumers evaluate counterfeits, such as through assessing the location of sale, the relative price, quality, performance, and personal taste (Gentry et al. 2006).

Although much attention has been directed at counterfeit products in the luxury good fashion industry, it is estimated that this category accounts for just 4 percent of all counterfeits (IACC 2013). Counterfeit products from other product categories, such as within the food industry, can be found on the market, and products with geographical indications are also targets. Further, consumers are not always aware of what GIs are in general (Addor and Grazioli 2002; Seetisarn and Chiaravutthi 2011) and, even when consumers are aware of some established GI products, newly introduced GIs may pose a challenge to consumers' ability to distinguish between the genuine and non-genuine GI (Wongprawmas et al. 2012).

While the brand imitation literature is largely based on copycats attempting to copy other brands by using similar trade dress such as packaging and other marketing cues (i.e., d'Astous, Alain, and Ezzedine Gargouri 2001), in the case of GIs, firms are attempting to pass themselves off as coming from a specific geographic location. Based on packaging cues alone, in legal jurisdictions that allow for the use of such terms as 'style,' 'type', or other similar marketing approaches for agricultural products, it may therefore be difficult for consumers to be able to distinguish between the genuine and non-genuine real-world products without specific GI signifiers.

Non-genuine GI products, who do not have the special GI characteristics (WTO 2013), can quite easily copy packaging, even while the quality of the product can be harder to imitate (Mitchell and Papavasiliou 1999). Copycat products benefit from the

genuine GIs reputation and past marketing efforts, where copycats imitate the name and packaging designing, and other marketing elements (van Horen and Pieters 2012). In this way, non-genuine GIs can deceive consumers into purchasing an imitation while they believe they are purchasing a genuine product (WIPO 2019). As certain attributes cannot be assessed by consumers, “information asymmetry may arise and producers may take advantage and cheat on these attributes, which leads consumers to pay for a quality that does not actually exist” (Cei et al. 2018, p. 1). Indeed, products that attempt to free ride on genuine GI can also create the perception of a genuine GI through using logos. For example, Jamaica Blue Mountain coffee use a logo provided by the Coffee Industry Board of Jamaica’s logo: This logo, while protected in 20 countries, can be easily downloaded and used by imitator brands.

Packaging that is designed to replicate an existing offering (such as designing packaging to look like the well-known *Tic Tac* mints, for example) can cause customers to generalize their prior experiences to the “new” products (Miaoulis and d’Amoato 1978). The psychology behind consumer evaluations indicate that “because of fleeting attention and perceptual biases, individuals often make mistakes in their perception of similar, but not the same, brands in the marketplace” (Zaichkowsky 2006, p. 73). In a survey of shoppers, a significant majority (two-thirds) self-report that they are confused by copycat packaging with one-third reporting they have mistakenly bought the wrong brand because of its similar packaging (Poulter 2009, reported in Satomura, Wedel, and Pieters 2014). In short, consumers become bewildered in the face of competing product packaging (Miaoulis and d’Amoato 1978) and this may lead to consumers’ making erroneous purchase decisions, which would act to reinforce the prevalence of this type of marketing approach by non-genuine GIs

In the case of GIs, if non-genuine GIs are being sold at a major retailer, the consumers, assessing the sale location, may be hard pressed to know the offering is not genuine. For example, big international retailers such as Amazon.com and Costco in USA seemingly sell non-genuine Jamaica Blue Mountain coffee: The authors saw both of these retailers selling the brand Magnum Exotics which appears to seek to pass a product off as Jamaica Blue Mountain coffee, using the term ‘Jamaica Blue Mountain coffee blend’. This indicates that even buyers for these retailing organizations are perhaps not always aware or unable to tell the difference between genuine and non-genuine GIs. While trademark protection is largely aimed at providing consumers with

information that they can attach to a source and therefore reward those whose products they prefer (Beales, Craswell, and Salop 1981), if the legal framework allows for communications that may lead consumers to form inaccurate belief, such as that regarding the geographic source of a product (Beales, Craswell, and Salop 1981), this may lead to consumers' making erroneous purchase decisions.

Non-genuine companies likely invest in impressing the consumer with visual and semantic strategies to imply authentic links to pass themselves off as the genuine GI. Indeed, non-genuine producers can more easily change the product packaging than the product itself, and, as Jamaica Blue Mountain coffee is one of the most sought-after coffees in the world, the non-genuine coffee will be hard-pressed to match the product in quality. The non-genuine product, if confused with the genuine Jamaica Blue Mountain coffee by consumers, could affect the genuine product's reputation in the long-run as the imitator's quality may not live up to consumer expectations. This is extremely significant, as the collective reputation of a product can impact the overall success of the GI (Loureiro and McCluskey 2000). Further, without defensible property rights, infrastructure development investments related to GI will be increasingly unlikely (see Skilton and Wu 2013). This situation a threat to those who legitimately produce and sell geographical indications.

Policy Recommendations

As detailed above, GIs provide economic value to producers (Addor and Grazioli 2002), contribute to social benefits such as sustainable livelihoods and rural development (Francis and Hyman 2013). They can also be linked to local cultures (Wongprawmas et al. 2012) and traditional practices (Raustiala and Munzer 2007), and can provide environmental benefits (Skilton and Wu 2013). In other words, this designation has the potential to not only affect marketing, but also the underlying economic, cultural, social, and environmental of a market. However, the above analysis also point to the need for legal and policy reform if small producers, especially those from the Global South are to reap the potential benefits of their GIs. Protection from free-riding by non-genuine competitors is critical if the economic, social and political benefits are to accrue and in order to protect consumers from deception. In addition to overarching policies, given the current inconsistencies in legal protection for GIs, industry bodies and practitioners need to adopt marketing strategies and supports to mitigate these impacts while being alert to the opportunities and risks associated with varying legal

environments. Policy recommendations are detailed below, followed by industry and organizational recommendations.

National & International-level Policy Recommendations

As discussed in this paper, the TRIPs agreement provides limited protection for goods, other than wines and spirit, resulting in economic losses to producers and consumers alike. Despite many countries advocating for extension of article 23 of the TRIPs agreement to include all products an impasse persists (Sangiovanni 2019), countries, primarily from the Americas, New Zealand, and Australia, led by the United States, strenuously oppose this extension. Without the expectations for imminent change, countries seeking high levels of protection for their GIs in international markets therefore need to go beyond the multilateral TRIPs agreement to adopt bilateral and plurilateral approaches. Examples of these include GI provisions adopted in 1999 as part of a common legal framework of the Organisation Africaine de la Propriété Intellectuelle (OAPI), the African Intellectual Property Organization, which includes 17 West and Central African member states and the EU-China bilateral agreement completed in 2021 (EC 2021). The advantage of the OAPI lies in the pooling of resources and capability that are especially helpful when dealing with large export markets as well as the automatic protection that extends to all member states (Chabrol et al. 2017). Bilateral agreements such the EU-China agreement can secure protection in priority markets for a country's GIs.

Capitalizing on export market opportunities is usually a major goal in protecting GIs and the evidence shows that GIs contribute to increased exports (Curzi Martijn 2021). As countries seek to support their local GIs in developing export markets, the capabilities and level of development of their country's GIs should be a major factor in market selection. For countries with limited capacity, export markets with sui generis systems and high levels of protection such as the EU markets would lower the risks associated with free-riding by competitors. In trademark-based legal systems the requirement for market surveillance to protect GIs and the likelihood of free-riding suggest market potential should be weighed against these risk factors.

At a minimum, countries need to ensure GIs are legally protected at the national level to benefit from local and international protection for their GIs. There is a growing body of research signaling that GIs need to be carefully promoted, structured, and governed at the national level if they are to realize inclusive benefits to various

stakeholders. Governments actions are seen as critical to establishing adequate legal frameworks that protects against fraudulent use, while minimizing the risks of usurpation. Governments are also critical to ensuring adequate institutional support for the promotion of GIs and for enforcement and monitoring for infringement (Hughes 2009). However, not all countries are at the same level of GI development and recommendations at the national level need to consider whether GIs are in a developed or nascent state of institutional and legal development within each country (Tregear et al. 2016).

For countries with nascent GI systems, working to increase awareness and interest in the potential value of GIs (Pick et al. 2017) should be a first priority, especially for countries with high GI potential (e.g., Chabrol et al 2017). GIs also depend on collective action (Tregear et al. 2016), hence national level decisions need to consider a range of factors including local knowledge about GIs (Pick et al. 2017), For example, governments can assess and then seek to improve government and industry associations capacity to organize and regulate the GI (Neilson 2007), and support for fostering cooperation and intuitional assistance (Cei et al. 2018). Governments can also assist by creating enabling marketing capacity to analyse and respond to markets conditions, especially for GIs from low-income countries marketing to high-income export markets (Adekambi et al. 2018).

In the Global South where “GI initiatives are often driven by outside actors such as the State or development agencies” (Pick et al. 2017, p. 308), these top-down implementations could undermine both GI adoption by and benefits to producers (Derks et al. 2020). Developing the right balance in defining criteria is also a critical factor given strict criteria for GIs can undermine registration in certain countries (Pick et al. 2017). While the role of governments is seen as critical (Chabrol et. al. 2016), government policies need to be carefully considered if they are not to undermine the best interest of producers, by, for example, putting pressure on producers to modernize, to introduce price controls (Durand and Fournier 2017), or by promoting the interest of select powerful actors and thus undermining small producers. This is critical, as GI benefits can be unfairly distributed, with benefits flowing to downstream members, “with the upstream phases of the value chain, in particular small farmers, often being excluded from benefits” (Belletti et al. 2017, p. 53).

As such, there is growing voices arguing for producer involvement, towards ensuring that GIs include genuine involvement of all stakeholders (Belletti et al. 2017). With careful thought, GIs may be “a useful instrument to be used by local communities in order to enhance their economic performance” (Cei et al. 2018, p. 15). This requires industry and organizational level involvement.

Industry- and Organizational-level Recommendations

To fully realize the potential of GIs and considering the current limited multilateral and national protection and enforcement afforded to many GIs, GIs need to draw on a range of mechanisms to achieve distinctiveness and protection. Producers should be central to the discussions around the use and growth of GIs (Derks et al. 2020) at the industry level and by the producing organizations.

GIs, at their core, require collective action on activities like promotion to consumers and control of their GI (Belletti et al. 2017). The industry-level approach is needed as GIs involve more than just one producer (see Skilton and Wu 2013 for a closer look at the issues of communal control regarding GIs). As such, GIs should form an industry body, such as the Coffee Industry Board of Jamaica, if they have not done so already, and that those boards work towards furthering the aims of the GIs. Care has to however be taken to ensure that these boards, some of which were established in colonial times, do not continue to reflect historical racialized power relationships (Francis 2021) by reviewing board rules and regulations to rid these of neocolonial vestiges (Nicholls et al. 1999). For example, many coffee and wine GIs do engage in collective marketing initiatives, where GIs are “often managed by associations that bring together firms placed at the different phase in the supply chain” (Belletti et al. 2017, p. 53). These bodies not only represent producers and communities but also engage in collective marketing activities, as well as providing other services, for example lobbying and technical assistance, while ensuring long-term coordination throughout the value chain (Belletti et al. 2017).

Collective activities can be particularly effective in fostering market resilience (Beninger and Francis 2021). Such activities could involve increasing awareness around the product at an industry level, promoting the uniqueness of the products, as well as engaging in regulatory activities designed to challenge those who falsely sell non-genuine GIs in concert with policymakers. Work can also be done to strengthen local resource management such as through “renewal of traditional farming systems and

voluntary actions that preserve the environment and landscape, but is also achieved through cultural and gastronomic events strengthening the identity of the local community” (Belletti et al. 2017, p. 46). Collective industry action can be successful even in the context of weak government support (Chabrol et al 2017).

Industry level actions can be geared towards increasing the impact and protection of GI logos by creating and promoting the use of use these logos and through working with other industry boards, as well as governmental bodies, to widen protections of these logos. If genuine GIs are able to distinguish their products by the monopoly use of logos, logos could be a way forward for protecting genuine GIs. In the case of Jamaica Blue Mountain coffee, for example, protection of their logo should be applied for in future designations. Of course, logos are not a foolproof method of distinguishing genuine GIs in markets, where logos can also be found in fakes, reproductions, and mass-market items (Beverland and Farrelly 2010) and consumers might not take the time to read about the logo.

A number of marketing approaches could therefore be used to bolster the distinctiveness of genuine GIs and protect against free riding. Improving the attractiveness of packaging to convey the GIs premium quality and price and investing in visibly unique packaging can help distinguish products on the shelf (van der Lans, Pieters and Wedel 2008) and facilitate brand recognition (van Horen and Pieters 2012). Marketing strategies could highlight the providence and authenticity of GIs given that authenticity can be a powerful technique in marketing (Geiger-Oneto et al. 2013) and one that has successfully been used in wine (Beverland 2006. Authenticity includes “elements intrinsic to the product, production process, and/or links to place and historic style,” (Beverland 2005, p. 1008), as well as subjective elements such as consumer beliefs (Beverland 2005). Consumers have a desire for the authentic (Beverland and Farrelly 2010) and value authenticity (Ewing, Allen, and Ewing 2012). Consumers seek authenticity in products for several reasons, including their personal goals and desires (Beverland and Farrelly 2010), such as individuals with higher occupational prestige seeking for authentic luxury products instead of counterfeits (Geiger-Oneto et al. 2013)

Authenticity stories can be used to convey unique heritage and products in marketing (Beverland 2006), where managers can convey that their product is ‘special’ rather than posh or luxurious (Geiger-Oneto et al. 2013). For example, Beverland (2006)

identified six authenticity attributes in wine: heritage and pedigree; stylistic consistency; quality commitments; relationship to place; method of production; and downplaying commercial motives in favour of social aspects. Dhamotharan, Devadoss, and Selvaraj (2015) likewise suggest that marketing GIs should focus on quality attributes, including natural methods of production. An effective marketing strategy could therefore be to promote the authenticity of the local production process and highlight the link between the GI, the environment, and local development (Rangnekar 2004). This promotion can be done by companies, industry, and overarching government bodies. For example, the European Commission promotes a cookbook, called *Sensational!*, which is free to download and features recipes made with GI products.

GI promotion can thus convey the information about the “story behind products about landscape, production area, production, and work conditions” (Wongprawmas et al. 2012, p. 193), which can also be conveyed through packaging. Referencing the unique history, culture, and place (Beverland 2005), this storytelling can provide a ‘face’ to a product, such as through sharing photos of the farmers and their farms (Teuber 2010) as product packaging generates more positive feedback if it contains pictures on the front (Underwood et al. 2001). The (ethical) use of this technique is reliant on the GI producers actually producing in what would be considered an authentic way, including not only where the product is made, but also “what ingredients and techniques are to be used as to ensure ‘authenticity’” (Rangnekar 2004, p. 15).

Upholding ethical standards by avoiding misrepresentations is critical to maintaining the integrity of the GI system. Derks et al. (2020) report how companies misrepresent the Vietnamese cassia GI, including its origin (e.g., linking it to ‘Saigon province’, where there is no province named Saigon and no cassia is produced near the city of Saigon), irrelevant local aspects (e.g., linking the GI to the ‘unexploded bombs’ of the Vietnam war, which are not present in the local cassia producing area), or deceptively overemphasizing aspects (e.g., portraying only women at work, while both genders are active in the production). Beverland (2006) found that authenticity can be fictionalized, or aspects can be “stylized version of reality” (p. 257) thus risking the GIs’ long-term reputation. As such, policymakers, industry representatives, and producing companies alike need to ensure actual authenticity.

In sum, policy makers at the international and national levels all have important roles to play if the benefits of geographical indications are to be realized. However, while legal and regulatory institutional support is critical, no legal regime has been shown to be immune to counterfeiting and free-riding. The real power of GIs may well be the collective action it can spur. Marketing strategies to improve packaging and to better tell the authentic and compelling stories about traditional practices rooted in local geographies and methods are thus critical to successfully defend these GIs from deceptive practices.

Future Research

The literature regarding the marketing aspects of geographical indications is sparse but the potential benefits to communities involved in marketing of GIs are significant. Given the need for change due to the rampant incidences of non-genuine GIs on the market, marketing academics need to investigate GIs in marketing. Towards setting a future research agenda, Table 1 provides a number of GI-related research questions that researchers can investigate (see Table 1).

Table 1. Suggested Future Research Areas.

<i>Domain</i>	<i>Potential Research Questions</i>
GIs in general	What is the role of GIs in marketing? What are their economic, social, cultural, and environmental impacts? What are issues holding back national and international regimes from increasing protection of GIs? What other interventions and changes can positive influence the protection of GIs and/or their associated benefits? How are GIs related to quality of life? What elements prevent the adoption or expansion of GIs in varying contexts? How might racism and colonization embedded in legal regimes and the marketing practices and representations of GIs be unmasked and addressed?
Genuine GI producers and communities	What legal and marketing techniques are currently used to protect GIs? How do producers work together at a community and industry level regarding their GIs? What role do GIs play in the producers and community lives in their marketing systems? How can policy makers best support genuine GI producers and their communities?
Non-genuine GIs producers	What techniques are used by non-genuine organizations to promote their products? What is their relationship with genuine GI producers? How are policymakers currently tackling non-genuine GIs and what else could they do?
GI buyers	Why do consumers and buyers (not) buy GIs? How do (retail) buyers differentiate between the non-genuine and genuine GI, if at all? What are barriers to purchasing genuine GIs? How does the policy landscape impact purchasing of GIs?

Contextual elements impacting GIs	How do contextual elements shape GI use, and the activities of producers, both genuine and non-genuine within their marketing system? How does this differ across unique marketing systems and contexts? What challenges do GIs face in practice, and how can policies support them?
Dark side of GIs	What is the dark side of GIs and their use? How can they be overcome? What are alternatives to GIs? Are marketing inequities created by GIs?

All methods are needed given the current lack of study to improve our understanding of GIs in marketing and their impact on a variety of actors. Qualitative approaches can be considered when approaching producers and their associated communities as “there is a crying need for a change of focus from a firm level of analysis to... place people at the center of the development process” (VanSandt and Sud 2012, p. 325). Quantitative approaches are also needed, as the limited GI literature to date tends to focus on case studies, largely limited to few select geographic regions (mostly Southern Europe) and limited product categories (such as cheese, for example) (Cei et al. 2018).

Conclusion

The paper conveys the potential benefits of geographical indications to developing countries including increased incomes from cultural products, traditional knowledge and local know-how, among other benefits. However, producers wanting to utilize geographical indicators face a variety of challenges, including the real-world problem of non-genuine GI products free-riding on their genuine GI products. This paper contributes to the marketing literature in this nascent area, provide recommendations for producers and policymakers, and encourage researchers to pursue this worthwhile area of study.

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Millets for Mending Past Wrongs? Marketing Alternative Dietary Practices

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Extant literature that critically examines rural and subsistence marketing practices in the context of India although limited provides rich insights into the limitations of the neo-liberal economic and public policies (Varman, Skålén, and Belk 2012; Khare and Varman 2016; 2017). The current paper highlights the importance of state intervention through concerted macromarketing practices to bring about desired changes in the dietary preferences of the citizens. Different varieties of millet that were once the mainstay of the daily diet regime of the population gave way to finer grain varieties like rice and wheat. Such changes were brought about by state-mediated agricultural policies in the 1950s-60s premised on the argument of achieving food security and self-reliance in food grain production (Sukumaran Sreekala et al. 2023). However, in recent years such agricultural practices and the resulting food and nutritional habits have been increasingly seen as environmentally unsustainable while resulting in ‘hidden hunger’ marked by nutritional deficiency of the larger population (Sukumaran Sreekala et al. 2023). We examine efforts by the state through agricultural policy intervention and macromarketing initiatives to revive the age-old but now declining food and nutrition habits. We argue that if left to the market forces, less healthy and unsustainable food practices will continue to dominate and keep healthier options at bay. We also examine the challenges in the re-adoption of millets through market mechanism-mediated practices, at the core of which are the axioms of managerial marketing (Arnould and Helkkula 2024).

Background

The new discourse around alternative food and nutrition leading to the renewal of older agricultural practices is seen as an alternative to modern agricultural techniques that have failed to deliver in response to climate change, more so in highly populated countries like India (Sukumaran Sreekala et al. 2023). Over the years multiple river-based dams have been constructed as a source of irrigation in India. Nevertheless, their effectiveness is limited as the full potential can be tapped only when monsoon failures are less frequent. In times of successive monsoon failures communities living there

become more impoverished. In other Indian states that rely on underground water for irrigation, the same has been depleting at an alarming rate (Scroll.in 2022; The Tribune 2023). Moreover, even in times of better monsoons to be able to sustain multiple crops a typical farmer would require a decent investment in seeds, fertilizers and pesticides. On many occasions, they have to borrow from village money lenders in the absence of adequate availability of rural credit from organized banks and financial institutions. Therefore, engaging and sustaining in agriculture put them under a vicious debt trap cycle (India Today 2021). Farmer suicides in some of the Indian states have been linked to agricultural practices that are heavily reliant on regular monsoons (Outlook 2023). Against the above backdrop amidst a call for exploring more sustainable agricultural practices, there has been a rise in the discourse around the cultivation and consumption of millets (Ghosh and DV 2023; Scroll.in 2023).

Research shows that whereas cultivation of millets requires about 33% less water than rice it is higher in nutritional value (Scroll.in 2023). However, over the years the production and consumption of millets have shown a secular decline (Scroll.in 2023). However, in the most recent years, the Indian government and non-government agencies have renewed discourse around the higher adoption of millets (The Hindu 2023; Falu Music 2023). The year 2023 was also recognized as the international year of millet after the Indian Government proposed it to be so (The Hindu BusinessLine 2023). Additionally, many states of the Indian Union have been making concerted efforts to revive the traditional practices around millet production (NITI Aayog 2023).

In the backdrop of the overall Indian context, our site of inquiry is the Indian state of Odisha of the Indian Union. The state of Odisha in recent times has been making visible efforts through the Odisha Millet Mission (World Food Programme 2022). The indigenous tribal communities of Odisha in particular have been encouraged to revive this practice and individuals and communities who have preserved age-old agricultural practices for millets have been recognized in recent times. The G20 summit hosted by India in 2023 showcased India's efforts in popularizing millet as an alternative diet source (India Today 2023). In the same event efforts of tribal women from Odisha to preserve millet-based practices were also recognized (News18 2023). In the first stage, we reviewed data from secondary sources in the form of published reports, news items, case studies and discussion notes. We also visited promotional events and reviewed marketing campaigns organized by the Government of Odisha and had short interactions

with the stakeholders. Based on our initial rounds of review of secondary data sources, observation and short interactions we arrived at preliminary findings that we present below:

The total area under millet production in Odisha has seen an increase in recent years (Business Standard 2022; Deccan Chronicle 2023; The Times of India 2024). The overall consumption of millet witnessed a secular decline and touched the lowest level in 2011-12 as per data available at the all-India level (Ghosh and DV 2023). Efforts by the central and various state Governments across India have led to somewhat increase in millet consumption in recent years (Scroll.in 2023). Even as the cultivation and consumption of millets show a marginal increase, it can be inferred that millets as a diet option are far from being considered a guaranteed alternative to other types of grains such as rice and wheat. Also, in many places, millet cultivation competes for cash crops such as cotton. In the event of crop failures due to drought or floods, farmers resort to distress migration in search of livelihoods and have to work under deplorable conditions (Outlook 2023).

Initial Findings

In the current study, we examine how state intervention becomes inevitable when the market mechanism fails in marketing millet, a healthier and more environmentally sustainable option to the target population (Diptimayee and Mishra 2021). Preliminary findings show that indigenous communities managed to preserve some of the old dietary habits that have garnered renewed attention in recent times (News18 2023). Initial findings also suggest that altruistic state policies and macromarketing initiatives that draw on a neo-animist approach to value-cocreation are more effective (Arnould and Helkkula 2024). However, at the same time, the paradox is the effectiveness of such interventions continues to be measured by metrics defined by mainstream managerial marketing principles (Chandy et al. 2021).

In light of the initial findings, it is important to further examine why is it that some indigenous tribal communities continued with such practices and managed to preserve many of the now almost extinct varieties of millets? Additionally, what are the current challenges faced by policymakers, Government agencies and commercial entities engaged in improving the cultivation of millets and popularising its consumption and sale

in the marketplace? Future research should focus on examining the above issues in greater depth¹.

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¹ We are currently at the next stage of data collection involving interviews with different stakeholders from the Government, non-Governmental agencies and community participants

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Macromarketing for Changing the Contemporary Logic of 'Good Life'

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Since the Enlightenment, inspired by the Renaissance and fueled by capitalism and industrialization, modern culture has emphasized consumption, comfort, and convenience as keys to a "good life" (see Belk and Pollay 1985). This Western-originated mindset has become global (Ger and Belk 1996). Its roots are in the division of culture into political, social, and economic domains, and in the control of nature through science, which led to the capitalist market economy (Slater and Tonkiss 2001).

Modern thought views nature as Earth's material forces and resources, which must be understood and controlled. The economic domain, focusing on efficient resource distribution, became dominant, leading to tools and structures for harnessing nature for human control and consumption (Dholakia and Firat 2003). However, this quest for the "good life" often leads to contradictions, where people's actions don't match their expressed beliefs or values.

The rise of consumer culture, Fordism, post-Fordism, and neoliberalism significantly contribute to these contradictions. Consumer culture, symbolizing economic wealth through conspicuous consumption, became a benchmark for success and happiness (Schor 1998). Meanwhile, neoliberalism diminished life's meaning to the market value of commodities, undermining the multifaceted objectives of contemporary society (Kilbourne 2004).

Fordism, the design of social production in high modernity, organized production spaces for optimal economic productivity utilizing principles of Taylorism, and extended control into workers' private lives to assure their readiness to be productive in the production plants. This totalizing system and panoptic organization of social production stripped most of the creative and decision-making power from people, who only had their labor to offer (Firat and Venkatesh 1995). Consequently, people, having lost control in their work lives, sought autonomy in personal consumption, inadvertently bolstering consumer culture. Post-Fordism, however, through incentives and rewards, fostered the internalization of productivity logic, leading individuals to self-regulate and align their private lives with economic efficiency. This shift rendered genuine freedom, control,

and creativity in personal consumption elusive, highlighting the contradictions inherent in their daily lives.

Recognizing these factors highlights the necessity for change and the potential impact of macromarketing in facilitating this transformation. This understanding also encourages redefining the concept of the "good life" and examining the significant role macromarketing could play in this paradigm shift.

This brief analysis of factors shaping modern culture's conception of the "good life" suggests that the dominance of the economy and increasing dependence on market institutions are largely responsible for current societal tensions. Since marketing constitutes the institutionalized practices of the market, understanding marketing is crucial for comprehending the dynamics of, and potentially altering, this hegemonic institution. Moreover, as marketing primarily focuses on persuasive communication, it is well-suited to articulate the need, potential, and implications of an alternative approach and perspective towards a new concept of the "good life". However, this new approach requires a macro and societal perspective, rather than a micro and individual focus. Macromarketing, which examines the interplay between marketing practices and their broader social, economic, political, and cultural contexts, provides the necessary conceptual groundwork for this shift.

Our analysis of the contemporary understanding of the "good life" and its inherent contradictions suggests that a new approach in macromarketing should aim to address these key issues:

1. The loss of creative engagement and control in lives, predominantly driven by economic motives and market growth, affecting both social production and personal spheres.
2. The diminishing reality of control and creativity in personal consumption, especially in the post-Fordism era, leading to disillusionment and daily life contradictions.
3. An emphasis on private life and self-interest for meaning, leading to indifference towards others' wellbeing and causing strained relationships and overall harm.
4. The dominance of economic productivity and value optimization as the sole guiding principle, overshadowing other aspects of human life and adding to the contradictions.

5. The fragmentation of culture into separate domains, creating imbalances in life's various dimensions, thereby contributing to further contradictions and disillusionment.

Considering these as the main factors causing contemporary cultural issues, a macromarketing approach should formulate an alternative organization of life framework to mitigate these conditions. This raises the question: what principles could guide this approach to create a logic of the "good life" that enhances human experience?

In the extended version of this paper, we'll discuss the need for macromarketing systems in society to move beyond their current, provisional role, where marketing organizations function separately from the public and communities they serve. Currently, macromarketing systems try to predict public demand based on cultural analyses, providing products through well-known modern marketing practices, the four Ps. However, this approach often prioritizes the financial goals of marketing organizations over the genuine needs of the public, reducing people to mere consumers who can only choose from options provided to them, rather than actively participating in creating these alternatives.

Therefore, we propose the foremost principle of macromarketing to transform the prevailing logic of the "good life" is to reorganize marketing as the set of practices that (1) educate communities about the various possibilities for organizing life, different lifestyles, production of goods, and their associated impacts and outcomes, (2) establish platforms for community involvement in discussions and decision-making about life choices, and (3) support the implementation of these community decisions. Essentially, this repositions marketing from a system of provision to a series of activities embedded into community life (Firat and Dholakia 2006), aimed at enhancing informed community decision-making with the highest level of participation from all members.

We argue that this approach will shift the focus away from consumption, convenience, and comfort, and towards redefining the "good life" with a greater emphasis on participation, contribution, partnership, and shared experiences. We aim to detail various aspects of this new orientation within macromarketing.

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LEVERAGING ARTIFICIAL INTELLIGENCE IN MACROMARKETING RESEARCH AND THE QUEST FOR DATA

TRACK CHAIRS: Alex Reppel
Petteri Repo

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Artificial Intelligence, Capitalism, and Marketing

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Introduction: Transforming Structure of Knowledge

The world has changed with exponentially accelerating speed in the last few decades largely due to technological innovations across many fields (Brynjolfsson and McAfee, 2011). Some major technological developments in communications and information processing have impacted on the structure of knowledge and helped advancements in artificial intelligence (AI). As a result, we can expect disruptive transformations in many aspects of life: ‘business as usual’ cannot survive in practically any aspect of human existence and practice, including marketing. Although it is currently quite difficult to foresee many of the consequences, there are signs we can identify that may help provide some insight into what can be expected in relatively short-term.

One clear sign is the transformation observed in the structure of knowledge. Knowledge which existed in memory is now largely in cyberspace; metaphorically, it has transitioned from the brain to the data ‘cloud’ – accessed at present with fingertips, in the future perhaps with mere eye-blinks and thoughts. Increasingly, people find little reason to retain knowledge in memory since it is readily available by keying in or speaking a question into a ‘smart’ gadget, whether a computer or a phone, and getting the answer from a platform or application, such as Google, and now ChatGPT and similar Generative-AI platforms. For years now, people have given up the skills of reading a map or remembering directions (e.g., east and west) thanks to the GPS systems on applications. Humans seem to have become very willingly ready to cede control to technological devices and algorithms for comfort and convenience, which seem integrated into the contemporary perception of ‘the good life’ (Airoidi and Rokka 2022).

It may indeed be convenient not to have to remember facts and principles given that they are so easily retrievable from smart devices. Yet, not having good foundational knowledge in memory means that whoever is receiving the piecemeal information from the devices has little if any capacity to judge the veracity of this information, or whether it makes sense, or is reasonable, or morally upright. The stage seems to be well set for a

globally pervasive “miasma of misinformation” (Dholakia, Atik and Ozgun 2023). This is certainly a dangerous circumstance for humanity if, of course, we continue to think – in a modernist frame – that people ought to be in command of their destiny and actions.

AI and Human Control of Processes

A further danger in this respect is the impact that AI is likely to have on human lives given the trend toward loss of human control over decisions made (see the boxed item). This is especially true when AI is used as a guide rather than a tool. That is, many who are used to the convenience of leaving decisions to technologies may choose to let AI algorithms do the thinking for them, not only in terms of providing them with potential alternatives for action, but in terms of what action should be taken, thus completely deciding the courses of action that would be taken (Airoidi and Rokka 2022).

Another potential problem is the definition of intelligence that is functional in the construction of algorithms. Intelligence is defined in a highly instrumentalist sense in that it signifies the most efficient (in terms of time, cost, comprehensiveness, etc.) achievement of a given goal. Yet, the issue of whether the goal itself is ‘intelligent’ is largely omitted from the consideration of intelligence. Thus, the algorithms constructed for AI devices often lack the moral, aesthetic, philosophical considerations that humans would and should engage in deciding the ends for which an instrumental intelligence is used.

Capitalism and AI

Robot in a Bar

A robot walks into a bar.

He goes up to the bartender, orders a drink, and puts down some cash.

The bartender, visibly annoyed, says: “We don’t serve robots.”

The robot, with a faint smile crossing its lips, replies: “Aah... but some day you will.”

Of course, the double entendre about ‘serving’ – a merely prosaic ‘service encounter’, very familiar to marketing people, versus the foreboding transformation of humans in abject servitude to automatons – is the key element of this non-joke.

Source: Adapted from Irving (2016)

Capitalism, as an ideological system within which AI is largely being developed and practiced, exacerbates the potential problems discussed above since it encourages all actors to focus on maximization of economic value as the singular goal to the omission of all other considerations that should and could otherwise be engaged in during an intelligent assessment of the goals that are sought to be accomplished. The increasing comingling of human and automation activities, for example, could – under humane ways of organizing society and labor processes – usher in abundant leisure, with adequate incomes for all humans, triggering an explosive efflorescence of creativity and aesthetic endeavors (Dholakia and Firat 2019). Instead, under neoliberal capitalism, the more likely outcome is squeezing as much labor as possible out of low-waged humans while automatons replace expensive, skilled, high-waged humans (Dholakia and Firat 2019; Dholakia, Ozgun and Atik 2021). AI could set up a deskilling-redundancy slippery slope for high-education/high-income workers, a precipitate slide from which not everyone would recover. AI could also set up – indeed has set up (Perrigo 2023) – a minor-reskilling cyber-exploitative system of data extractors and data feeders, toiling in the low-wage developing regions of the world.

Apart from technological opportunities and challenges, AI of course poses many moral, philosophical, and political challenges (Ahmad et al. 2023; UNESCO 2023). In managerial disciplines, the issues of agency and control are going to be at center stage. In some situations, the issues of whether we – humans, consumers, employees, managers, intermediaries – would even remain capable of thinking about, being cognizant of (let alone controlling) agency are possible. AI would make systems act in such seamless, faceless, convenient, stealth ways that – like moving dolls (i.e., we the humans) in a toy diorama; along with buses, trams, and trains – we would go about our lives merrily, with no cognition as to what is happening and why.

New Challenges for Macromarketing

What role could (macro)marketing play under such circumstances toward an optimistic future? The key requirement in designing macromarketing systems toward an optimistic future is ensuring that people are empowered in being able to use AI as a tool and not allow AI to guide human purpose. In this paper we seek to present potential alternative macromarketing designs that can so empower people by putting people in charge of how, what, where, and in what form information is collected and disseminated through

free platforms that are designed and controlled by the public rather than by privately or publicly owned ‘corporatist’ interests. The main concept is to think of marketing as an embedded cultural practice (Firat and Dholakia 2006) rather than organized as an entity that acts as a provider for people, who then can only respond as ‘consumers’. There is a dire need – not just because of AI but in general – for devising, exploring, and injecting into lifespaces concepts and practical approaches that would help our societies to transcend the ‘passive consumer’ roles and move us toward active learner, designer, shaper, reflective thinker, ‘construer’ roles (Firat and Dholakia 2017). Changes would be needed not only in people’s roles as buyers/users but also in organizational processes, at the firm level and at the public policy level. The platforms, which would inevitably be aided and enhanced by AI, need to be set up to make public all information regarding not only what is available for consumers to consume, but information about all the technological wherewithal’s to design, operate, and control the platforms.

Despite efforts to make consumers active, the progress in this regard has been at a snail’s pace, and AI – in its present, unchecked form – threatens to derail even the limited progress. The mega-retailer Amazon, for example, is introducing AI-based systems that would practically “shop” for us, with goods and services appearing ‘magically’ on and in our screens, homes, and work settings. What is needed urgently is giving people the power to construct the structure of available alternatives for consumption (SAAC), thus turning passive consumers into active ‘construers’. Instead of people being merely choosers from among alternatives made available by businesses (and soon, perhaps, by faceless automatons, acting without even the knowledge/consent of business “bosses”), chosen to be made available because they have the potential to create profits or other benefits for the business, the challenge for marketing – at micro and macro levels – is to help people seize agency to do things. The issue is not just of power and equity, although surely this aspect is important. The issue is one of survival of humankind (please revisit the ‘non-joke’ in the box item). This paper sets the stage for a central, imperative agenda for commencing such work in the marketing discipline.

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Assessing the usability of insights derived from large language models

Implications for macromarketers advancing sustainable futures

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Abstract

Macromarketers are concerned with strategies and processes in the corporate and political spheres that steer markets in desirable directions (Sheth & Parvatiyar, 2021). In this environment, it is crucial to understand consumer culture and citizen ideals in relation to the future of sustainable markets and lifestyles. However, such information is cumbersome to capture and complex to analyse, especially when it covers a wide range of human aspirations.

Large language models such as ChatGPT and LLaMa already have features that are highly valued by information analysts: ease of use, rapid processing, and results that appear reasonable and valid, at least at first glance. Indeed, it is easy to foresee that the use of language models will not only continue to grow rapidly, but will also become more deeply embedded in analytical processes, particularly as more task-oriented language models are developed. Current critiques raise ethical and political concerns (Floridi 2023) and argue that artificial intelligence simply lacks understanding (Bishop 2021). The term 'hallucination' is quite descriptive here, referring to artificially generated intelligence that does not correspond to observed reality.

In this paper we focus on the combination of analytical performance and the actionability of the results obtained. We experiment with multiple analyses of a textual dataset consisting of citizens' visions of desirable and sustainable futures in 30 European countries (Riisgaard et al. 2017), previously analysed by both topic modelling and deliberative analysis, and evaluate the results in terms of their intended use in research and innovation policy development (Repo et al. 2017). This dataset is very challenging to analyse, as it consists of 179 visions, most of which consider multiple

issues, and is accordingly suited to benefit from computational processing of complexity.

We carry out an analysis using three models: Google's Gemini (launched in December 2023), Meta's LLaMa 2 (launched in July 2023) and Open AI's GPT-4 (launched in March 2023). As a basis for comparison, we use human-led topic modelling and deliberative analysis of the same set of citizen visions.

There are a number of similarities but also striking differences in the findings, both between the language models and between the models and human-led inquiry. All five approaches identify education, social justice and health and well-being as key themes in the set of visions examined. Four out of five also recognise the role of citizen participation and technology. However, there are many differences and only two out of five approaches recognise the following themes: economy, consumption, energy, families, food and international dependency. Finally, sustainability is only identified as a general theme in the language models, as the human-led approaches saw it as a basis for further exploration rather than a theme in its own right.

While findings from all five approaches could arguably be used in further work to inform and influence policy making and market developments, the differences suggest contrasting outcomes. In this setting, human experts make judgements about the validity and representativeness of the findings, and it is interesting to examine the cues provided by the findings. It is also useful to examine how the findings relate to the process design of the collection of the dataset and the intended use of the findings.

It is striking that the key themes provided by the language models are more generic and less actor-centred than in the human-led approaches, which is confirmed by an examination of their elaborations. Language modelled findings also lack contextual recognition of the settings and goals of the citizen envisioning process, thus emphasising content analysis over processual sensitivity. Finally, analysis does not always have to be of superior analytical quality because the speed of analysis can be considered a significant attribute in itself, as intermediate findings are subject to additional evaluation in their subsequent use.

In conclusion, this paper raises questions about the requirements for the further use of results obtained from large language models. General concerns about the ethics and validity of the analysis are not sufficient in this regard, as the use of the results also needs to be considered. Relying on automated findings can also have dehumanising effects (Botez and Hietanen, 2024), which merits further research.

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Cultural Intermediaries in Algorithmic Consumer Culture

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Abstract

This research paper focuses on the cultural context of algorithmic consumer culture and the role of artists as cultural intermediaries in this realm. It investigates artworks that address Artificial Intelligence as a techno-social phenomenon to draw valuable cultural insights on the implications of AI in the broader macro marketing landscape.

Artificial Intelligence in Consumer Research

The increasing influence of Artificial Intelligence in contemporary consumption has transformed marketing practices, requiring a nuanced understanding of the cultural context of algorithmic consumer culture. Despite extensive research on algorithms in marketing literature, culturally sensitive and reflexive approaches that address their impact on macro-marketing research are lacking.

The ongoing research on algorithms in consumer studies has given rise to two opposing theorisations. One perspective emphasises algorithms as empowering tools that facilitate a "liquefying" effect on consumer contexts and practices, reshaping consumer culture in positive ways (Bardhi and Eckhardt 2017; Bardhi, Eckhardt, and Arnould 2012; Hoffman and Novak 2018; Kozinets, Patterson, and Ashman 2017). Conversely, another viewpoint highlights the omnipresent control exerted by algorithms, emphasising their role in nudging consumer behaviour and potentially eroding autonomy (Ball 2017; Dholakia et al. 2021; Zwick and Knott 2009). In response to these divergent perspectives, a novel model has been proposed to unify these two viewpoints – *algorithmic articulation of consumer culture* (Airoldi and Rokka 2022). This model acknowledges the agency of both marketers and consumers within the algorithmic articulation of consumer culture, aiming to provide a comprehensive understanding of the dynamics shaping contemporary consumption contexts (see Figure 1).

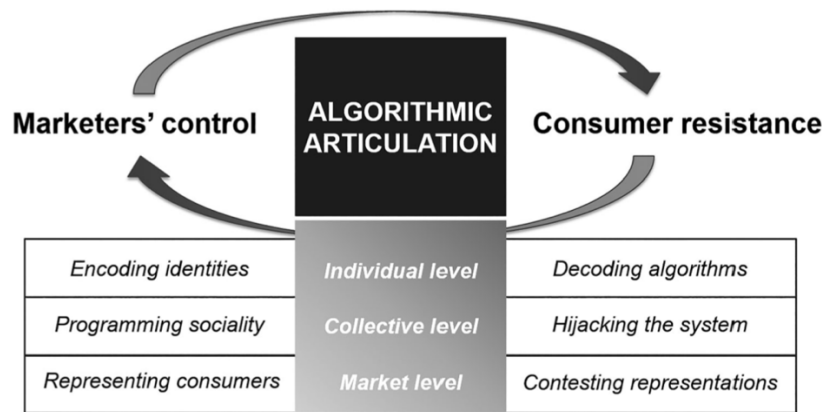


Figure 6 Articulation of algorithmic consumer culture on the individual, collective, and market level (Airoldi & Rokka, 2022).

The model (see Figure 1) illustrates algorithmic influence on consumer culture by breaking it down into individual, collective and market-level outcomes. Consumers here stand for digital platforms users (social media, search engines, wearable devices, internet-of-things, streaming and e-commerce services) who largely encounter machine learning algorithms - non-human mediators that actively shape consumer culture and experiences (Airoldi & Rokka, 2022; Fourcade & Johns, 2020; Morris, 2015).

Problematism

However, as emphasised by Airoldi and Rokka (Airoldi and Rokka 2022), there remains a dearth of studies delving into "the broader impact of automated systems on the level of consumer culture." To address this gap, this study proposes a more nuanced conceptualisation of "algorithmic consumer culture" (Airoldi 2019), drawing extensively from contemporary research rooted in the Consumer Culture Theory tradition. The term "algorithmic consumer culture" is coined to encapsulate the modern era of consumption choices and desires encoded into a recursive and inescapable mechanism of algorithms (Airoldi, 2019). This study contends that the previous model of the algorithmic articulation of consumer culture implies an overly "dichotomous" relationship. This is because it centres on the actions of and relationships between two actors—consumers (who resist) and marketers (who control). Such a focus excludes other individual or institutional actors participating in consumer culture.

Aim of the Research

This study aims to contribute to the research of algorithmic consumer culture by including other market actors in the current conceptualization of algorithmic articulation of consumer culture. This will add complexity and enable a deeper understanding of how AI is embedded and influences the level of consumer culture.

In so doing, in this study, I examine the crucial role of 'cultural intermediaries' in shaping algorithmic consumer culture, drawing on economic sociology theories (Bourdieu, 1984, 1996; Callon et al., 2000; Muniesa et al., 2007). Focusing specifically on contemporary artists, I explore how their artworks, which critique and interpret AI's societal impacts, offer vital insights into the symbolic effects of algorithms. These artists act as key mediators, their work reflecting society's hopes and concerns in the age of Artificial Intelligence. By analyzing a curated selection of artworks, I aim to uncover how these creative expressions decode the complex interplay between technology and consumer culture. This approach underscores the importance of art in revealing the nuanced ways algorithms shape our collective and individual experiences, thereby enriching our understanding of the modern consumer landscape.

Consumer Culture Theory has long recognized the value of artistic expression as a lens to examine societal dynamics, embracing a variety of mediums—from novels and films to music, paintings, and photography. This scholarly tradition, documented through the works of (Brown 1996), (Holbrook and Grayson 1986), (Hirschman 1998), (Askegaard and Meamber 2006), and (Schroeder 2005), underscores the importance of art in deciphering the complexities of consumer culture. My analysis of contemporary artworks dealing with AI draws on this rich heritage, viewing artists as pivotal cultural intermediaries who provide unique insights into the algorithmic shaping of consumer experiences. By doing so, it not only adheres to Consumer Culture Theory's multidisciplinary approach but also highlights the critical role of art in reflecting and critiquing the evolving relationship between technology and consumer society.

Research Questions

To delve into the cultural dynamics of algorithmic consumer culture, this study centers on a critical question: *'What narratives and imaginaries do artists, serving as cultural intermediaries, employ in their artistic production to reflect on algorithmic consumer*

culture?' This inquiry aims to uncover the thematic and symbolic engagements of artists with the concept of algorithmic consumer culture. By focusing on this question, I aim to highlight the unique role that artists play in articulating and shaping the discourse around the integration of AI into everyday cultural experiences.

Method and Operationalization of the Research

My analysis centers on artworks that provide insights into the impact of AI on contemporary dynamics of consumer culture, selecting pieces not only for their use of AI in art production but also for their reflections on AI's societal effects. I apply the Visual Critical Analysis framework (Schroeder 2022), which is well-suited for evaluating a diverse array of artistic expressions, from paintings and media art to performances. This framework facilitates the examination of detailed categories—commonly used by both art historians and consumer researchers—such as Description, Subject Matter, Medium, Form, Style, and Genre, allowing for both descriptive and interpretative analyses. To substantiate my interpretations, I utilize direct quotes from artists regarding their work, enhanced by supplementary sources such as press releases and journalistic reviews. To achieve this aim, a sample of 12 artists was chosen based on their artworks, encompassing various mediums and formats, including painting, installation, performance, media art and online interventions. This diversity underscores the artists' roles as cultural intermediaries, navigating the interface between AI technology and societal impact.

Data Collection Process

The data collection process is structured into three primary layers to capture the multifaceted influence of AI on consumer culture through the lens of artistic expression:

1. **Semi-Structured Interviews with Artists:** Employing semi-structured interviews with the selected artists facilitates a deep dive into their viewpoints, inspirations, and the intellectual foundations of their work concerning AI. These discussions are pivotal, as they reveal how artists, acting as cultural intermediaries, navigate and interpret the interplay between technology and society, reflecting on their role in mediating this dynamic relationship.

2. **Critical Visual Analysis of Artworks:** Artworks by these artists undergo a detailed scrutiny through the Critical Visual Analysis framework (Schroeder 2022), tailored for this purpose. This methodology is instrumental in deconstructing the visual language, symbolic content, and narrative constructs of each piece, reflecting the variety of artistic mediums employed. Such an analysis underscores the artists' intermediary function, conveying complex societal dialogues on AI's impact through visual and narrative elements.

3. **Analysis of Discourse in Cultural Context:** The third analytical layer examines the broader conversation surrounding these artworks, as shaped by cultural commentators, including press releases, critical reviews, and journalistic pieces. This exploration into the external discourse enriches understanding of the artworks' reception and the interpretative frames applied by the cultural community. It highlights how artists' creations, and the conversations they spark, contribute to and are integrated into the broader narrative of algorithmic consumer culture.

Findings and Contribution.

The findings reveal how artists, acting as cultural intermediaries, critically illuminate the impact of AI on consumer culture. Through examining artistic interpretations of algorithmic influence, this study clarifies the nuanced consumer experiences in today's hyper-digital environment (Dholakia 2021). It underscores the critical interplay between technology and culture, highlighting how algorithms shape consumer behavior. This research extends Consumer Culture Theory by emphasizing the role of art in dissecting and discussing algorithmic omnipresence. By leveraging Visual Critical Analysis, it showcases how different artistic mediums critique and navigate the hyper-digital landscape, enriching understanding of the societal effects of AI. The contribution lies in highlighting artists' roles in mediating the relationship between technology and consumers, advocating for broader inclusion of cultural intermediaries in analyzing technology's societal impacts.

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Innovative Tools for Amplifying Voices of the Poor: Investigating AI to Predict Transformation in Quality of Life

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Short Abstract:

The extent to which a current or proposed intervention or social change is perceived as transformative in terms of Quality of Life is best measured and articulated by those impacted by the change. Unfortunately, and especially in the case of impoverished populations such as migrants and refugees, this is not the case. To mitigate this situation, we propose developing a research application that we call “PredictTQL” housed within a free, open-source automated statistical consultancy called [Statsomat™](#). The objective is to empower the impoverished to identify, promote, and enhance the drivers of transformative outcomes, particularly transformation in quality of life (TQL). PredictTQL uses the Integrative Justice Model (IJM) for impoverished populations, which has been introduced previously in the macromarketing literature, to predict the extent to which an intervention actually transforms quality of life (TQL) for beneficiaries or a community. As such PredictTQL is aimed at both refugee (marginalized population) researchers as well as macromarketing researchers.

Extended Abstract:

This work introduces macromarketers to innovative analytical tools for impactful social research, grounded in the voices and talents of marginalized consumers, namely refugees and migrants. [Statsomat™](#) is a free, open-source automated statistical consultancy. While the tool was initially designed by Rey Analytical Research, Koblenz University of Applied Sciences, to serve adult learners of means, we foresee applying this machine-learning (artificial intelligence) innovation in highly resource-constrained markets where statistical analysis programs are unavailable or financially inaccessible. In a nutshell, users can upload a dataset, answer a few automated questions regarding the type of analysis sought, and the tool yields user-friendly analyses and related code.

We propose utilizing this innovative technology at the margins of society, to empower the impoverished to identify, promote, and enhance the drivers of transformative outcomes, particularly transformation in quality of life (TQL). Thus, we propose developing an application, PredictTQL, housed within Statsomat's upcoming ordinary least squares tool OLSAI. The extent to which a current or proposed intervention or social change is perceived as transformative is best measured and articulated by those impacted by the change. To that end, we foresee impactful collaborations between macromarketing researchers working on refugee issues, and refugees who are trained researchers themselves.

The innovative [Refugee Led Research Hub](#) (RLRH), housed between the Refugee Studies Center at Oxford University and the British Institute in Nairobi, Eastern Africa, is just one example of potential pipelines for collaborative users of PredictTQL. The RLRH supports scholars affected by forced displacement through research training, and refugee-authored scholarship in the field of Forced Migration Studies. Additionally, marketing students and alumni of the Boler College of Business at John Carroll University work collaboratively on refugee research projects for and with refugees through the Social Innovation Research Lab in the Donnelly School of Social Innovation. While online training is readily accessed, and analytical software available to registered students, we aim to take the next step in providing entrepreneurial resources for our research partners to facilitate their self-reliance in their communities. The Refugee and Migrant Education Network is yet another pipeline with 80+ universities, and numerous NGOs working toward more effective collaboration in addressing the macro issue of forced migration. Armed with innovative tools that utilize machine learning grounded in individual voices of refugees and migrants, macromarketing researchers can work toward mapping the systems of injustice related to and resulting in continued increases in the number of forcibly displaced people.

Statsomat™, with the proposed PredictTQL application, has the potential to significantly transform quality of life for the marginalized. Armed with statistically sound advocacy strategies, users at the margins of society can reliably present their position to authorities that can help. We place particular focus on the 110 million forcibly displaced refugees and migrants (UNCHR 2024). We train refugee researchers on research methods, data collection and analysis, yet they are extremely resource-constrained regarding statistical analysis software and statistical consultancy.

Statsomat™ is a free statistical analysis solution that can be scaled to support any research project with statistical advice. Even minimally-trained researchers can utilize a Statsomat™ app designed to analyze their data. Entrepreneurial researchers can serve the myriad NGOs working on solutions to forced displacement, increasing their resilience and livelihood potential.

Predicting Transformation in Quality of Life with the Integrative Justice Model

PredictTQL, our Statsomat application, will use the Integrative Justice Model (IJM) to predict the extent to which an intervention actually transforms quality of life (TQL) for beneficiaries or a community (Facca-Miess and Santos 2024). The IJM is a normative ethical framework for marketplace exchange (Santos and Lacznia, 2009a, 2009b). Introduced to guide multinational corporations engaged at the base of the pyramid (BoP), the IJM can be applied by marginalized researchers to evaluate justice in their communities and amplify their own voices to administrators, government officials, and policymakers. The IJM is grounded in five core tenets: Authentic engagement with non-exploitative intent, value co-creation, investment in future consumption without endangering the environment, interest representation of stakeholders, and long-term profit management rather than short term profit maximization. Researchers utilize our survey instruments to gather community perceptions related to the tenets of the IJM. Respondents rate the extent to which a variety of IJM decision principles measuring the tenets (Santos and Lacznia 2012) are evident in the community or intervention being studied, and the extent to which the intervention has transformed their quality of life.

Researchers then use the PredictTQL application for multivariate statistical analysis to identify the variables that are most predictive of TQL. Users are guided to focus on the significant predictors of TQL for data-driven decision making in their planning and advocacy efforts. PredictTQL enables a clear explanation of how transformation occurs, with an increased focus on the justice variables driving the tenets of the IJM, and ultimately, TQL. Such analysis must be grounded in the voices of the forcibly displaced themselves, and this innovative application can provide a desperately needed entrepreneurial tool. Humanitarians and adult learners, even if marginalized, clearly benefit from Statsomat's automated statistical consultancy, and the PredictTQL app.

To effectively work on wicked global problems, such as forced migration, macromarketing researchers must engage the marginalized in participatory research, inclusive of data collection, analyses, and related advocacy presentation to authorities, NGOs and governments that can and must help, if we are to turn the macro tide of migration toward a more sustainable and more peaceful future.

Current and Proposed AI Tools for Macromarketing Researchers

Statsomat™ currently offers confirmatory factor analysis, a statistical analysis technique, useful and common in macromarketing research. In a CFA, the researcher specifies a theoretically derived model which is either rejected or accepted based on its correspondence to the data [Kline]. The Statsomat/CFA app is a Statsomat application for automated CFA based mainly on the R package lavaan [lavaan] and created with the Shiny technology [shiny]. The user uploads a dataset, types the model directly in the browser and receives a report containing automatically generated tables, graphs and an interpretation of the CFA results in natural language. The human-readable interpretation simulates the wording of a statistical consultant. Moreover, users receive learner-friendly code to reproduce results. The app accelerates the work of applied researchers and supports the learning of statistical and programming topics for performing CFA.

The proposed application of the IJM in an automated, statistically valid AI environment offers an opportunity for justice-auditing that can help businesses recognize the impact of their decisions on their stakeholders, particularly vulnerable stakeholders in the supply chain. Identifying the predictors of transformation in quality of life, empowers the researcher, even if marginalized, to advocate for necessary social change.

Clearly, we are in the investigative phases of putting these AI-related puzzle pieces together from interdisciplinary perspectives. Foremost, we share a common vision that “Macromarketers want to save the world!” Cliff Shultz’ initial exclamation that has driven so many of us to engage in the macromarketing community.

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LEVERS OF CHANGE IN DEVELOPING CIRCULAR FOREST ECONOMY

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In Search of Sustainable Green Gold: Examining the Multifaceted Value Creation Logics in Nordic Forest Bioeconomy Transformation

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Despite decades of scientific research and international agreements, it is evident that current global efforts to address sustainability challenges such as climate change and biodiversity loss are neither substantial nor fast enough (IPCC 2022). Markets, conceptualized as socio-material systems organizing economized exchanges between buyers and sellers (Nenonen et al. 2014), can be efficient mechanisms for allocating resources in a more sustainable manner. Most market-related sustainability interventions can be divided into two categories: (1) regulating existing product/service markets and (2) creating specialist marketplaces to deal with externalities (e.g., EU ETS). However, there are concerns that these two intervention types are underutilizing the power of markets to allocate resources for desired purposes. Thus, there are increasing calls to “pivot from a reactive market-failure-fixing approach towards a proactive market-shaping one” (Mazzucato 2022).

However, in responding to such calls, there is a risk of unleashing numerous unintended, negative consequences, unless we significantly increase our understanding about how value is created, captured, and shared in complex systems such as markets. Above all, it is essential to challenge a common misconception that all markets – and all actors in them – operate under a singular ‘market logic’ (see, e.g., Thornton et al. 2012), implying that shaping markets for sustainability requires infusing sustainability thinking into this homogeneous and universal market logic of creating value. A more granular perspective is needed as there is mounting evidence that multiple ‘value creation logics’ co-exist even within a single market at a single point in time (Ertimur and Coskuner-Balli 2015; Smink et al. 2015; Ranta, Keränen, and Aarikka-Stenroos, 2020). Against this backdrop, our purpose is two-fold: to investigate (1) what kinds of value creation logics coexist in markets, and (2) how do these logics relate to different market-shaping efforts for circularity and sustainability?

Theoretically, we build on three discussions pertinent to macromarketing: the discourse on ‘market systems’ and ‘market system dynamics’ (Layton 2007; Vargo et al. 2017; Pedeliento et al. 2023), studies investigating how firms and other actors can proactively ‘shape markets’ (Geiger, Kjellberg, and Spencer 2012; Nenonen, Storbacka, and Windahl 2019; Ottoson, Magnusson, and Andersson 2020), and how ‘value creation logics’, ‘organizational logics’, or ‘institutional logics’ impact the sustainability transformation (Laasch 2018; Ranta, Keränen, and Aarikka-Stenroos, 2020; Laakkonen et al. 2023; Olesson, Nenonen, and Newth, 2023).

Methodologically, we conduct an embedded case study with multiple sub-units of analysis within one overarching case (Scholz and Tietje 2002). The overarching case is the on-going sustainability transformation in the Nordic forestry sector, and the sub-units are the efforts to shape five product/service markets for increased circularity and sustainability: carbon capture and storage, district heating, forest management services, wooden high-rise construction, and wood-based textile fibers. The collection of empirical data is currently underway, and the dataset will comprise of in-depth interviews, observations, and secondary materials such as policy documents, newspaper articles, and company reports.

Our preliminary findings suggest that actors in the same product/service market (e.g., wooden high-rise construction) can have markedly different value creation logics (e.g., logics of industrial mass-production, discrete projects, and community wellbeing). These value creation logics explain to a considerable extent the differences in both actors’ propensity to engage in proactive market shaping as well as how important circularity and sustainability are to their shaping efforts. Furthermore, analyzing actors’ value creation logics and centrality in the market system allows anticipating – and managing – tensions and trade-offs related to sustainability transformation.

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Circular bioeconomy business ecosystem in Finland: from barriers to solutions for wood material reuse

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Abstract

Changing from linear to circular patterns of production and consumption requires reconsidering how value is created and captured among the value networks, and what new roles in business ecosystems can be identified. Previous research found that wood has the greatest reuse capacity when compared to conventional building materials. Although the European Union is emphasizing circularity in wood construction, the current rates of recycling are still at a marginal level. In Finland, wood is the 3rd largest share of construction and demolition waste (after mineral waste and sludges), while most of wood waste from construction is incinerated for energy purposes. The reasons for low recirculation rates of wood in construction are manifold, ranging from technological barriers, regulatory rigidity, market inefficiencies and cultural obstacles. The focus of our study is especially on market and cultural barriers, as well as the potential of addressing them through business ecosystem development. Previous research has shown that further enhancement of business ecosystem is critical for the increase of wood material circularity in the field of both new and renovation construction. This study explores the business ecosystem actor's involvement in the material circulation in case of Finland, and analyses the rationale behind the existing barriers in increasing recycled wood material use in construction. Our research data is based on 14 semi-structured qualitative interviews among actors and dialogue data from two workshops (forthcoming in spring 2024) with experts working in the field of construction, maintenance and waste management.

We first mapped actors and found indication that strong links between construction operational level actors focusing on reused material market are yet largely missing. Moreover, while used wood from construction is available, one of the key challenges is related to lack of interest from potential end users and industrial destinations. In fact, strong positions of the forest industry and virgin wood products in Finland may serve to

weaken the uptake of used wood from construction. These market barriers are linked with the cultural ones, such as perceived high risks of the new practices, wariness towards innovation in a conservative industry, competing goals and lack of coherent vision on sustainability priorities, and the resulting lack of collaboration throughout the value chain. In this regard, our interview findings emphasize the significant role of intermediating actors, such as the management of material hubs, in addressing market and cultural barriers and accelerating the circular economy in wood construction. During forthcoming two workshops we wish to dive deeper into practical solutions, including also the use of digital platforms for better circulation of wooden building materials. Moreover, one of the aims of these workshops is to support the emergence of cross-sectorial perspectives by giving a voice to actors that might not be explicitly part of the construction process, yet are critical from the perspective of circularity, such as repair and maintenance service providers. We anticipate that the cross-sectoral approach and raising awareness among business ecosystem actors on the opportunities related to wood recirculation may help to harmonize wood-related reuse practices to better integrate both circular economy value retention goals and bioeconomy's strive for increased value-added from renewable resources. Future research is still needed on understanding the end-user inclusion in the business ecosystem and their acceptance of reused wooden materials. For that aim, the further development of standards ensuring the safety and quality of circulated materials would be also paramount.

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Sustainability of Circular Bioeconomy – Truly sustainable operations or speeding consumption?

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Introduction

The significance of the bioeconomy sector for the European economy is increasing (Lovrić et al., 2020) leading very likely to availability challenges of bioresources in the future. Futures of bioeconomy and pathways to post-carbon societies require system-wide changes involving society, governments, and industries (e.g. de Besi and McCormick, 2015, Wilkes-Allemann et al., 2023) circular bioeconomy (CBE) considered as one-key approach in this.

Regardless of the large policy level expectations the CBE being one potential vision towards more sustainable societies, circular operational models have been questioned recently in the public debate. For example, the promotion of the purchase of the second-hand textiles is linked to ever speeding fast fashion industries (Yle, 2024). This study aims at designing a research setting for a further in-dept study to analyse non-sustainable elements related to CBE to strengthen the CBE sustainability and further contribute to the development of marketing theories.

Theoretical and conceptual background

Among the business scholars there resides an ethical sincerity to entrust the functioning of the market leads to sustainability (Bradshaw et al., 2016) even though, for example, the textile example demonstrated that sustainable economic visions may not lead to more sustainable outcome as such if the actor perspective (Ahlberg et al., 2022), here consumer behavior, is not considered in the system development. There is a risk of inequality and to disastrous financial and economic crises if the elements of unsustainability are unrecognized (Dholakia et al., 2021).

The CBE has its roots in industrial ecology contemplating a rethinking of industrial processes and product life cycles towards a minimization of input and waste by promoting, i.e. efficiency, recycling and reuse (Kirchherr et al., 2017, World Economic Forum, 2020). To support this, the European New Bioeconomy strategy sets the action plan to develop a sustainable and circular bioeconomy (CBE) that serves Europe's society, environment and economy (European Commission, 2018) which is reflected in the up-dated Bioeconomy strategy in Finland, too (The Ministry of Agriculture and Forestry in Finland, 2024).

Literature review - Paradoxes of the current Circular Bioeconomy

This paper is based on the first scanning of relevant literature on the critical research theme, Sustainability of Circular Bioeconomy and within Scopus and Google Scholar the key words being bioeconomy and circular economy and recycling and sustainability. The sample was composed of seven scientific journal articles and research papers and two policy documents completed with two examples from company homepages, within the analysis below. Through tentative, literature-based observations we identified four example paradoxes questioning the sustainability of the CBE and introduced below.

Paradox 1: Focus on economics and material recycling

The circular economy visions recognize limited availability of material on one planet system (e.g. Prieto-Sandoval et al., 2018, Velenturf and Purnell, 2021). However, the recycling of materials may lead to inefficient solutions with negative impacts on climate, biodiversity and other planetary boundaries (Rockström et al., 2009) if entire life-time impacts are considered inadequately. For example, the production of composite materials requires further investigation on the life-long environmental impacts to understand overall sustainability (e.g. Jiao et al., 2024).

Paradox 2: Siloed structures

The literature review resulted mainly system specific studies, but cross-sectoral approaches remained few indicating that the CBE has still several silo-based, sectoral structures. A few initiatives and commercial solutions related natural resource-based CBE already exist. For example, companies like the Finnish Gas company (Gasum, 2024), and the Finnish enterprise producing recycled soil amendments, Soilfood (2024), have integrated the production of energy and recycling nutrient and soil improvement

amendments in commercial production co-operating intensively with various research institutes.

Paradox 3: Loose integration with sustainability

The European New Bioeconomy strategy sets the development targets to sustainable and circular bioeconomy specifying the action plan targets (European Commission, 2018), but the strategies to integrate ecological limitations in the CBE in policy programs and further national and industrial level actions remains to some extent at theoretical level. For example, Stegmann et al. (2020) found policies and regulations slowing the adoption of circular strategies. Meanwhile Levänen et al. (2021) found the high risk of rebound, i.e. environmental benefits are not realized because of external reasons in many CE strategies.

Paradox 4: Expected physical nature of the CBE

Korhonen et al. (2018) recognized the CBE including ideas of sufficiency and a sharing economy. Rizos et al. (2017) highlighted the circular economy referring mainly to physical and material resource aspects of the economy – it focuses on recycling, limiting and re-using. In addition, comprehensive functions of the CBE may require other non-physical elements to complete the circularity, for example, services and other human inputs. In this, actors' behavior in a desired way outlines an essential element of the CBE that has been recognized and investigated marginally.

Cross-sectoral approaches in solving the sustainability paradoxes

The Finnish national economy is highly dependent on the natural resources and ecosystems services as a source of rawmaterial and wellbeing. There is a huge potential to strengthen the national economy by commercialization and exporting of various solutions based on CBE vision when the gaps identified above been tackled. The solving of the CBE sustainability paradoxes would require cross-sectoral approaches described in Figure 1.

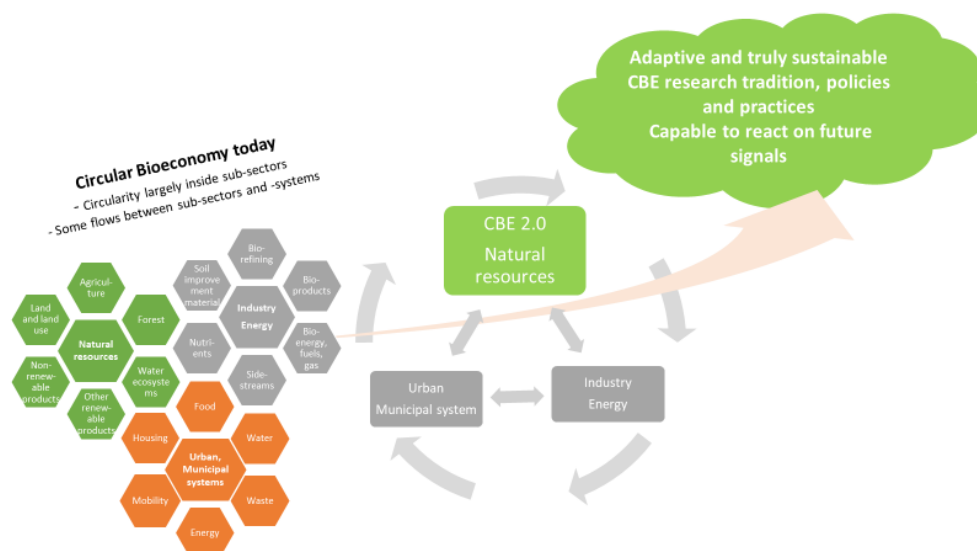


Figure 2. Adaptive and resilient CBE

The illustration shows first the current, honey-comb like, structured circular economy at large, the green honey-comb referring to CBE. Next the vision of an interactive CBE 2.0 is outlined in which CBE interacts with other elements of circular economy, namely urban/municipal, industrial and energy systems. The CBE 2.0 supports analyses of various interlinkages and trade-offs over the sectoral borders. The third level needs to be climate mitigative and adaptive, biodiversity sustainable, being simultaneously, socially and economically viable creating value-add to the society at large. This vision needs to be an ameba-like in nature being capable to react strong and weak signals from the operation environment to develop further through future trends, theoretical approaches, sustainability challenges, technological development, and actor behavior. Another option for the further forms can be based on systems thinking based on the interconnected five sub-systems, namely, resource flows and provisioning service, governance, regulatory framework and political landscape, business activities and the market, infrastructure and innovation, and user practices (Iacovidou et al., 2021).

Final remarks

Circular economy and degrowth offer two different imaginaries for a future social metabolism: both seek to downscale waste and the demand for raw materials. Yet whereas degrowth proposes a circular metabolism to reduce consumption and

production, mainstream circular economy sees waste as an opportunity for sustainable growth (Savini, 2023). This paper questions the expected sustainability of the Circular bioeconomy, by investigating it through the lenses of macro- and micromarketing discourse.

The paper built a research design for a larger study based on the tentative literature scanning. Indicating the need for a profound, critically analysis on the sustainability of Circular bioeconomy visions. The next step is to search systematically evidences for the here-built paradoxes and potential new ones through the systematic literature scanning.

Even though the CBE is one of the most promising economic vision towards sustainable societies, the results questioned the sustainability of the approach its implementation remains inadequate. Consequently, the entire life-span of any CBE application requires a profound analysis. Furthermore, the sustainability policies should note the sustainability risks related to inadequately implemented CBE models.

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Financiers' perspectives on wooden multi-storey construction in Finland

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Abstract

Wooden multi-storey construction (WMC) has experienced increasing interest in Finland due to its perceived environmental friendliness and aesthetic appeal, challenging conventional building materials. This study examines the financial decision-making criteria influencing the construction of multi-storey residential buildings from the perspective of financiers, incorporating insights from prospect theory. Specifically, it examines: 1) the factors and criteria considered by financiers when investing in WMC projects, 2) their assessment of risks and opportunities through the lens of prospect theory, and 3) the role of sustainability in WMC.

Thematic interviews were conducted with professionals in financing and real estate investment between August and October 2022. Ten interviews were carried out with various financial organizations active in funding construction projects.

Results indicate that financiers prioritize traditional financial criteria, such as profitability and risk-return ratios, over building materials and sustainability aspects. Other important criteria include location, energy efficiency, apartment pre-marketing, and building maintenance costs. Building material is perceived as a component of the overall project risk analysis, primarily determined by the construction company.

The construction phase is viewed as the riskiest part of the project, with specific concerns regarding the construction company's capabilities, lack of references, and uncertain life cycle costs compared to concrete buildings. However, the good availability of wood, potential for cost reduction through element construction, and ecological properties of wood present opportunities for WMC.

While sustainability is recognized as an important aspect of financing decisions, its integration into financial criteria varies among respondents. Some consider it secondary to financial metrics, while others align with organizational sustainability goals and regulatory requirements, such as the EU taxonomy. Financiers express a need for greater understanding of the long-term usage and cost implications of WMC buildings.

Keywords: Wooden multi-storey building, financing criteria, investment decision, sustainable development, green financing

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MACROMARKETING MEASUREMENTS AND METHODS

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The challenge of shopping sustainably at the supermarket: A macromarketing systems analysis using causal mapping

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Introduction/ Background

Sustainability is usually defined as an action that meets the needs of today without comprising those of tomorrow (Brundtland 1987). In developing a sustainable-consumption agenda, Belz and Peattie (2012) argued that food and drinks along with homes, mobility and clothing and footwear consumption sectors created the most significant sustainability impacts (Food and Agriculture Organisation of the United Nations, 2019).

Food is an everyday necessity to life and the household pantry could be described as gateway to the way families view and consume food. The supermarket is generally seen as the main source for filling the pantry with the food/grocery requirements of families. The household shopper therefore appears to hold the key in making gains in increasing sustainable consumption by simply understand and unlock these levers, and strategies can be put in place to change behaviour of everyday grocery shoppers towards purchasing more sustainable food/products from the supermarket.

The conclusion drawn here being, to make sustainable gains, it is all about influencing “power” of the consumer, or is it? The results from a systematic literature review by Munro et al 2023, showed that even the most sustainably motivated household shopper, i.e. someone who is concerned about and makes conscious decisions about the issues around the environment, society and climate change (Trudel 2019), can encounter difficulty when choosing the sustainable option at the supermarket. There are many factors at the supermarket that are simply outside their immediate control such as availability, placement, labelling, complete knowledge of the production process, accessibility, and price. The conclusion being that it is necessary to look beyond the individual household consumer to the complex and dynamic system of the interacting participants that range from retailers, suppliers, manufacturers, government, and NGOs that construct the sustainable grocery system

and resulting ebbs and flows of these interactions that deliver a sustainable option on shelf for the everyday householder to consider for purchase.

Marketing systems, such as the sustainable grocery system, have been described by Layton (2015 p. 303) as a “complex social network of individuals and groups linked through shared participation on the creation and delivery of economic value through exchange.” The macromarketing discipline offers such a holistic systems approach that examines causal relationships, leverage points and feedback loops between all stakeholders that influence a complex market phenomenon (Wooliscroft 2016).

The Study

This study adopts a macromarketing systems lens to understand the full picture and key trigger points of the sustainable grocery system within New Zealand which has population of 5.3 million (NZ Statistics, Dec 2023) who to the year ended June 2020, spent \$22.3 billion at the supermarket (NZ Commerce Commission 2021).

RQ1 What factors within the New Zealand grocery system enable or limit everyday household shoppers to make sustainable product decisions at the supermarkets?

Methodology

The study uses case study methodology which asks how and why and offers an insight into the descriptive characteristics of a particular phenomenon (Yin, 2018). This study investigates the New Zealand grocery industry, which The New Zealand Commerce Commission has described as a duopoly with two key players having interests both horizontally with differing retail brands and vertically owning key wholesalers (New Zealand Commerce Commission, 2021). To represent the key stakeholders, i.e. Food Manufacturers, Supermarkets, Government and NGO's within the New Zealand Grocery Industry, a panel of experts, who are “informed individuals” was formed, where each participant had extensive knowledge and experience of their role in the industry (Davis, 1992). Participants were interviewed individually to ensure that their voice was heard and not compromised or influenced by another participant (Kim and Anderson 2012).

Participants for the study were recruited using the purposeful sampling technique (Patton, 2015) as this ensured that key players in each sector of the grocery industry were represented. The interviews were recorded and transcribed and were approximately one hour in duration. Thirty-two participants were interviewed. The breakdown was as follows:

Supermarket:	8 experts from 3 different supermarkets (Two national duopoly and one geographically local)
NGO's:	7 experts from a wide range of sustainable consumer interests
Government	4 experts including one present and one past minister of the crown.
Grocery food manufacturers:	4 experts who all manufacturer locally
Academic:	9 experts with interests in consumer sustainability from 4 different universities

The questions asked were open-ended and sought to solicit a wide range of views with the resulting data being aggregated to ensure confidentiality of individual participants. The data was then analyzed using thematic analysis (Braun and Clarke 2006) and NVivo software. At this stage participants were sent a summary of thematic analysis for member/sense checking and given the opportunity to respond and add further to the data collected. Based on this feedback, the original interviews and the systematic literature review analysis formed the basis for the development of a causal loop map (Padela, et al, 2023) representing sustainable grocery system in New Zealand. By understanding the process of sustainable grocery shopping from a systems dynamic perspective, scholars and practitioners can determine the key leverage points in the interaction of all participants and what are the blockages to purchasing sustainably within a supermarket.

Conclusion

Sustainability is more often than not framed as a consumer choice (Bangsa and Schlegelmilch 2020). This study widens the focus from the consumer and using

a systems lens seeks to answer the question of how to increase the number of sustainable products being bought at the supermarket by everyday household shoppers, both sustainable and non-sustainably motivated. A macromarketing lens is required to understand all key players that influence what sustainable products are on shelf and how they are presented. The household shopper is just one actor in the sustainable grocery environment, as manufacturers, supermarkets, governments, and NGOs, all play a role in influencing the decisions made in store. Following the case study research framework thirty-two experts were interviewed using purposeful sampling to ensure a wide range of expert views from the grocery industry. This data then provided the basis to develop a causal loop model providing key insights to the significant drivers, relationships, and interactions of the macro system of shopping sustainably at the supermarket. By understanding the sustainable grocery system marketers will be able to develop effective strategies to increase the number of sustainable products purchased at the supermarket.

It is proposed that this study, its findings, and the resulting causal loop model of sustainable grocery system be presented at the Macromarketing Conference in June 2024.

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Sustainable Conspicuous Consumption Behaviors: A Systematic Literature Review and Research Agenda

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1. Introduction

Helping to build a sustainable world. The research is aligned with the UN's blueprint of Sustainable Development Goals (SDGs), addressing 12th goal of responsible consumption and production through conspicuous consumption. Conspicuous consumption has old roots and could be observed in early times (Veblen, 1899), it still is one of the major consumption patterns of modern consumers (Li et al., 2020). Conspicuous consumption is characterized as display of expensive luxury goods to attain social status (Veblen, 1899; Kumar et al., 2022). The global value of the conspicuous luxury market exceeded 1.4 trillion dollars in 2019 and is estimated to be growing at a rate of about 4% annually (Bain & Co., 2019). People spend money to show how much money they have and seek social status by conspicuously consuming luxury goods and services (Gsottbauer & Van den Bergh, 2014).

The story of our quest to be loved by the world. Considering such importance of conspicuous consumption, some researchers have published review studies on conspicuous consumption (Mason, 1984; Patsiaouras & Fitchett, 2012; Kumar et al., 2022). Conspicuous consumption has often been criticized for being an unsustainable pattern of consumption and been associated with overconsumption (Noel et al., 2019). Only Americans spend nearly 130 billion dollars each year on expensive sports vehicles, such as Hummers, and spend even more on other conspicuous purchases like super yachts, jewelry, clothes and homes (Kumar et al., 2022). The current pace of conspicuous consumption is critically unsustainable from a climate change perspective, asking researchers to dig in important drivers of sustainable consumption (Armstrong Soule & Sekhon, 2022). While not traditionally committed to sustainable actions, most luxury brands and consumers can no longer ignore sustainability concerns (Athwal et al., 2019), and trying to shift toward sustainable manners (Amatulli et al., 2021). Conspicuous consumption has been important part of consumer behavior literature; however, limited studies have investigated its association with sustainability

(Wang et al., 2021; Athwal et al., 2019). Despite several remarkable studies on conspicuous consumption, as per the author's knowledge, there is no systematic literature review article published on sustainable conspicuous consumption behavior (SCCB).

The story of conspicuous consumption starts from the times of barbarian civilization, when war trophies were kept and displayed as status symbol, when high ranked individuals were not participating in industrial work, to the times when people started learning skills for pleasure, such skills that requires waste of time and resources to display different proofs of excessive wealth (Veblen, 1899). The modern growth of conspicuous consumption literature started from 1980s, and studies of consumer behavior begin to describe different social aspects of conspicuous consumption (Mason, 1984). Considerable researchers, especially in the last decade, have investigated different variables of interest with conspicuous consumption such debt (Jaikumar & Sharma, 2020), equality distribution (Ordabayeva & Chandon, 2011), brand dilution (Ferraro et al., 2013), subjective economic well-being (Jaikumar et al., 2018), throwaway society (Mccollough, 2020), consumer confidence (Hampson et al., 2021), green crime (Lynch et al, 2019), inequality and crime (Hicks & Hicks, 2014).). In the context of conspicuous consumption and sustainability, literature represented some more factors such as altruism (Griskevicius et al., 2010), environmental concerns (Pinto et al., 2011), recycled luxury (Achabou & Dekhili, 2013; Adiguzel & Donato, 2021), green product consumption (Elliot, 2013; Yarimoglu & Binboga, 2019), social values (Costa et al., 2014), conspicuous conservation (Sexton & Sexton, 2014), green purchase intentions (De Silva et al., 2021; Huang & Wang, 2018), pro-social behaviors (Johnson et al., 2018), well-being (Fifita et al., 2020), materialism (Furchheim et al., 2020), virtual signaling (Wallace et al., 2020), religiosity (Zakaria et al., 2021), greenwashing (Apaolaza et al., 2023), socioeconomic status (Kim, Park, & Septianto, 2022), anti-consumption (Soule & Sekhon, 2022), and entitlement (Lee & Winterich, 2022). Though, recent studies have highlighted that conspicuous consumption of luxuries drive consumers to waste resources conspicuously at higher environmental cost to improve their social status (Lee & Winterich, 2022; Noel et al., 2019). Despite an important agenda of SDGs, a substantial gap exists between sustainability concerns and the actual consumption behaviors. Current consumption style, especially of luxury industry, is still unsustainable (Kim & Seock, 2019). Considering the ongoing debate on compatibility

between sustainability and luxury (Oburg et al., 2022), and noting conspicuous consumption as major consumption behavior (Kumar et al., 2022), the question arises here: How consumers can play their part towards sustainability while consuming conspicuously?

In the light of existing literature, there is a need to describe a mechanism by which consumers can positively enhance sustainability while consuming conspicuously. In this article, we conducted a systematic literature review and revisited the various empirical attempts of researchers which contribute on SCCB. We present a platform to the academic community from where they can view the evolution of the topic and take it further for research in the field of consumer behavior. The objectives of this systematic literature review are:

- (1) To provide a systematic literature review on SCCB.
- (2) To synthesize the key research themes and identify the major influencing variables of SCCB.
- (3) To identify potential future research agenda and significant gaps in the domain of SCCB.

2. Method

When the purpose is to investigate the effects of specific factors and particular narrow research questions in the field of business studies, systematic literature review (SLR) is suggested by researchers for such investigations (Snyder, 2019). SLR is a methodology of identifying research gaps and future research agenda through assembling, arranging, and assessing existing literature (Paul et al., 2021). Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR), protocol has been utilized to conduct SLR on SCCB (Paul et al., 2021). The outcomes of SPAR-4-SLR protocol can signify a state-of-the-art understanding of existing literature and present future agenda that researchers can pursue to enrich the literature. We adopted SPAR-4-SLR protocol with few minor changes to extend the boundaries of our SLR, for example the academic journals included to extract the articles are not limited to only business and marketing field, but few high-quality articles from other academic fields are also considered.

Conspicuous consumption was coined by Veblen in 1899, a lot of research has been done on conspicuous consumption since 1899, making the domain of SCCB suitable

enough for SLR. Only published academic empirical articles and books related to SCCB available in three databases “Scopus, Science-Direct and Dimensions” are reviewed to pool the literature. We reviewed the literature on SCCBB since the time of Veblen (1899), and even included pre-Veblen times. Considering the larger scope of conspicuous consumption, the following keywords are used to search articles on SCCB in selected databases: “conspicuous consumption and sustainability, conspicuous non-consumption, conspicuous anti-consumption, conspicuous pro-social behaviors, conspicuous consumption and green violation, conspicuous consumption and cultural values”. Following equation is searched on Scopus, ScienceDirect and Dimensions: “Conspicuous consumption” OR “conspicuous” OR “conspicuous conservation” AND “sustainab* consum*” OR “ethic* consum*” OR “non-consumption” OR “green marketing” OR “green consumption” OR “green violation” OR “pro-social” OR “prosocial” OR “Cultural value*”. A total of 1375 published articles were shortlisted (see fig. 1).

We conducted analysis through Endnotes, 137 duplicate articles and 512 articles based on ABDC list were removed from the shortlisted 1375 articles. Only published articles in A*, A and B category journals are included. 302 more articles were found irrelevant after reading the titles and keywords. Abstracts of 424 articles were read and 236 articles were further excluded based on irrelevant domain. We reviewed the full text of 188 articles and a total of 93 most relevant empirical articles with clear methodology, focused on SCCB are included for SLR (see fig. 1).

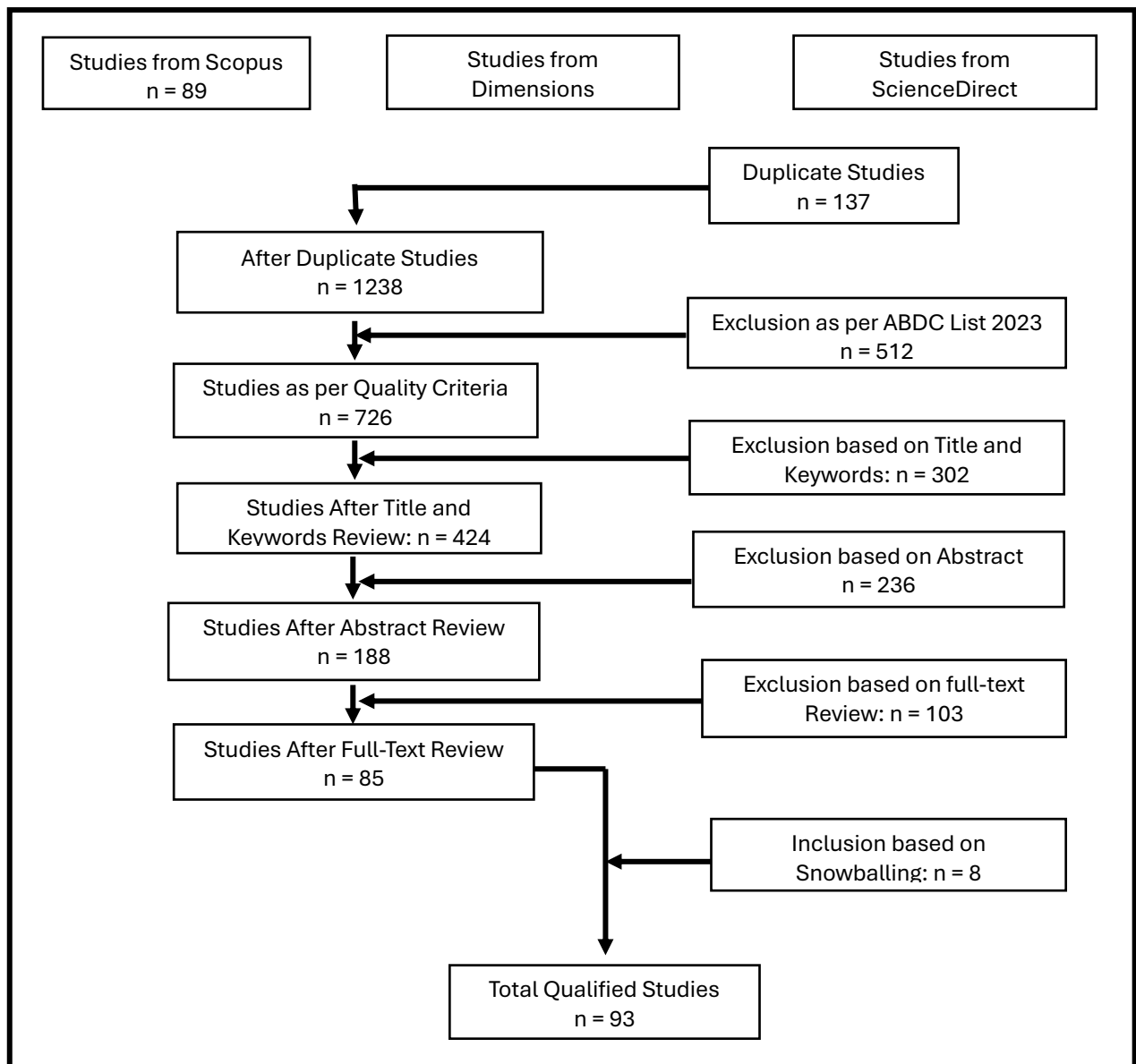


Fig. 1. Flow Diagram for the Selection of Literature Reviewed Based on SPAR-4-SLR.

3. Findings

Extant literature has been integrated and developed six repeatedly discussed themes to understand the context of SCCB. The model in fig. 2 represents the six main themes such as behaviors, intentions, status orientation, self, values, product attributes along their sub-themes in the context of sustainable conspicuous behaviors. This reference model can be helpful for researchers to identify the areas that lack research.

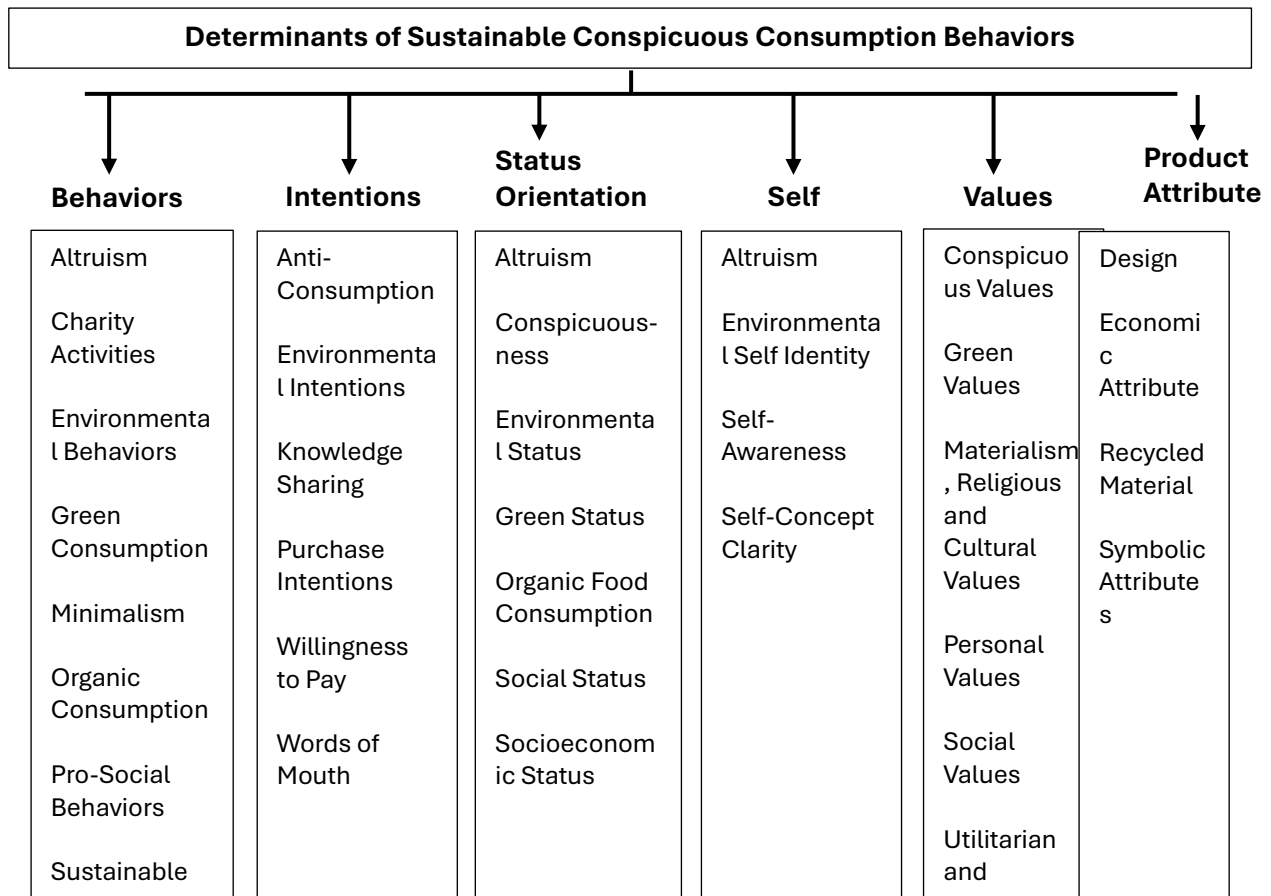


Fig. 3. Emerged Themes

Doing charity work, behaving in pure and competitive altruism manners, environmental behaviors like ECCB, and consuming green not only help society but help individuals to achieve better social status (Klucarova & He, 2022; Costa Pinto et al., 2019; Qiao & Dowell, 2022). Minimalism lifestyle, pro-social behaviors and buying only sustainable luxury products are also perceived as SCCB (Johnson et al., 2018; Shafqat et al, 2023; Apaolaza et al., 2023). Activating status concerns influence positively on willingness to pay more to purchase sustainable products, anti—consumption, knowledge sharing and environmental intentions (Choi et al., 2018; Friedrichsen & Engelmann, 2018; Kim & Oh, 2022; Armstrong Soule & Sekhon, 2022). Status seeking desires influence positively on altruism, green and organic consumption (Hardy & Van Vugt, 2006; Luomala et al., 2020; Puska et al., 2018; Rahman et al., 2023), poor childhood socioeconomic status can also increase sustainability desires (Kim et al., 2022). Environmental self-identity, self-awareness and self-concept clarity increase

SCCB (Dermody et al., 2018; Dixon & Mikolon, 2021; Policarpo & Aguiar, 2020). Materialism vs. green values conflict, religious and utilitarian values negatively impact conspicuous consumption (Furchheim et al., 2020; Zakaria et al., 2021), while materialistic collective and hedonic values positively impact conspicuous consumption (Jung et al., 2016). Luxury Company's existing designs continuity, up-cycled goods, economic and symbolic attributes of sustainable product can increase SCCB (Adiguzel & Donato, 2021; De Angelis et al., 2017; White & Sintov, 2017).

4. Future Research Agenda

Literature has overlooked the potentially significant role of conspicuous motives in sustainable behaviors (Apaolaza et al., 2022). Most of the researchers are focused on luxury sector or single sustainable conspicuous behavior, while there are few low levels or high levels of sustainable behaviors. Complete breath of the phenomenon is still not addressed, one must investigate SCCB adopting new modeling technique.

Luxury contradicts sustainability and consumers of luxury products do not place much importance on ethical considerations, which question the unsustainable consequences of luxury (Carranza et al., 2022). Limited studies have insufficiently addressed the compatibility between luxury and sustainability (De Angelis et al. 2017). The relationship between the two is still complex and many researchers are still advocating to have further research on luxury and sustainability (Adiguzel, and Donato, 2019; Carranza et al., 2022; Kim et al., 2022; Wang et al., 2021).

Literature revealed a substantial gap between the environmental concerns and the actual sustainable behaviors (Kim & Seock, 2019; Lee & Winterich, 2022; Rahman et al., 2023). Consumers claim to be interested in purchasing environmentally friendly goods and services but rarely follow these expressed intentions, is known as the attitude/behavior gap (Agerup & Nilsson, 2016). It is been emphasized to investigate the impact of luxury attitudes on actual sustainable behavior (Mehta et al., 2022).

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Presenting a Tool for Understanding Provisioning Systems, the Extended Transvection

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Abstract

Business research has offered many tools to understand the opportunity for single firms to create or realise value in the provisioning system. It has been less forthcoming on tools to understand the relationship between different members of the provisioning system and to understand the distribution of costs and profits through the system. Building on the work of Wroe Alderson, we provide a tool — the extended transvection — to analyse a provisioning system that provides insights into; information flows, value creation/capture/loss, risk, externalities, equity and fairness, and underperforming provisioning systems. The extended transvection also allows for considering scenarios regarding adjusted/alternate provisioning systems. It also allows us to map a product or retail category to understand the different provisioning systems alongside their market shares – identifying dominance, price differences along the channels, different levels of sustainability built into the provisioning systems, etc.

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MACROMARKETING PEDAGOGY

TRACK CHAIRS: Julie V. Stanton
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Introducing Climate Conscious Pedagogy to Macromarketing Education

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Education is a social tipping point for addressing climate change (Otto et al. 2020). The value of educating people about climate change lies not only in preparing them to act individually but also address climate change collectively (Gunckel 2023). Additionally, secondary and higher education are associated with higher resource use as those enjoying the benefits of a higher education typically have a larger carbon impact (O’Neil et al. 2018), adding another layer of responsibility for addressing climate change. However, previous literature offers limited guidance for marketing educators who are ready to adapt their curriculum to better meet the needs of a generation of future business leaders well aware of climate change and social justice issues. Especially younger generations of students expect that our teaching not only recognizes humanity’s grand challenges but that we prepare them for future changes to come. This paper offers some initial reflections on climate-conscious pedagogy in (macro)marketing education.

As has been pointed out repeatedly in macromarketing literature (Helm et al. 2023; Little and Helm 2019; Peterson 2022; Soule and Sekhon 2022), traditional marketing curriculum helps propagate a growth logic that supports overconsumption and, in turn, contributes to worsening social inequities, increased pollution, biodiversity loss, environmental degradation, climate change, and resource depletion. Teaching unquestioned logics of demand creation, individual choice, and unfettered growth to generations of marketers makes marketing educators complicit in exacerbating the climate crisis (Cabrera and Williams 2014; Soule and Sekhon 2022). Yet, many marketing instructors continue to draw on source materials that (implicitly) assume growth is endless, and teach without reference to finite resources, social justice, or the ramifications of the take-make-waste industrial paradigm (Kemper et al. 2020). However, the field of marketing, due to its creativity and problem-solving abilities, is well poised to solve thorny societal and environmental issues (Martin and Burpee 2022). Marketing educators have an impact on future business leaders’ marketing worldviews and their actions, and we therefore must embed a sense of social responsibility and

sustainability focus in our marketing curriculum. We must teach “better marketing for a better world” (Chandy et al. 2021), and we must teach this better.

Bringing the topic of climate change into the marketing classroom means engaging with a challenging and potentially traumatizing topic. Climate change is difficult to teach and learn about. Instructors may be reluctant to incorporate climate change education into their courses because they are unsure of how it connects to their course content or how to go about teaching it. After all, it is a highly complex and interdisciplinary topic. Furthermore, they may not be aware of best practices for teaching about climate change (Monroe et al. 2017). As Helm et al. (2023) report, there is reluctance among many marketing educators worldwide to engage in climate change education in marketing courses. Nearly half of the sample were situated in a cluster called the “Conflicted” who envision a lot of barriers such as a lack in teaching materials or time to adapt course content. None of the clusters were found to be highly concerned that teaching (inappropriately) about climate change can add to students’ anxieties (Helm et al. 2023). However, concerns about rising eco- and climate anxiety among students (and educators!) are serious considerations when promoting climate change-related content integration in marketing curricula.

To be effective educators, we must be mindful of the deleterious impacts that climate change education can have on our, and our students’ wellbeing. Thinking about climate change and its consequences can cause stress for the individual. A range of psychoterratic, or earth-related, mental health syndromes is discussed in the literature, including climate change anxiety, worry, distress, and ecological grief (Albrecht 2011; Clayton 2020). Climate change anxiety is a growing health concern among the broader and in particular the younger, population (Helm et al. 2018; Clayton and Karazsia 2020). While the perceived threat to planetary wellbeing and human survival is a source of distress, anxiety and fear, this awareness may also trigger climate change mitigation and adaptation behaviors as positive coping mechanisms that support community and build psychosocial resilience (Hayes and Poland 2018).

To effectively address climate change in the classroom, particularly when teaching relatively younger cohorts of students, *how* we teach about climate change becomes just as important as *what* we teach about climate change. Some authors provide guidance in this respect (see e.g., Armstrong et al. 2018; Beach et al. 2017; Siperstein et al. 2017). While these texts are not authored by, or directed at, marketing

educators, transfer to our context is manageable and inspiring. Helm et al. (2023) present teaching tools to aid (macro)marketing educators in integrating climate change.

Importantly, students who become overwhelmed with messages of despair and doom will become disengaged in climate change responses. Educators should refrain from promoting naive and complacent optimism; they should raise awareness of global challenges and concurrently encourage students to explore and engage with opportunities for societal changes that aid in building a desired future (Edwards et al. 2023). As outlined in the Theory of Imagined Futures first introduced by Beckert (2013; 2016), our imaginations of the future matter; fictional expectations have the potential to drive modern economies and societies. Imaginative narratives are fundamental in grounding our values and institutions, impacting decisions and actions, and slowing down or accelerating change (van der Leeuw 2019). Our imagination about the future thus defines, or challenges, what is acceptable in terms of social actions (Yusoff and Gabrys 2011), and educators can serve as facilitators in this process. Most importantly, we need to foster agency instead of causing despair which often results in denial and disengagement (Edwards et al. 2023).

From a mental health perspective, existential threats must be introduced to pedagogy gently (Armstrong et al. 2018). Climate-conscious teaching transcends negative discourses to offer active or constructive hope, radical care, and truly transformative and actionable approaches to engagement with climate change (Gunckel 2023). Active hope as described by Macy and Johnstone (2012) is a practice, “something we do rather than have” (p. 3) and involves three key steps: First, taking a clear view of reality; second, identifying what we hope for in terms of the directions in which we would like things to move or the values we would like to see expressed; and third, taking action to move ourselves or our situation in that direction (Macy and Johnstone 2012). Hayes (2020) further contends that rather than weighing our odds and only proceeding when we have hope, we focus on our intention and let it be our guide. Connecting deeply with our difficult emotions, to one another, and to our planet is integral to this journey. It prepares us for taking necessary actions to address the climate crises while maintaining our own wellness in a way that averts burnout and apathy (Hayes 2020). A similar concept is “constructive hope” which is “based in an acknowledgement of the negative, a positive view of preferable futures, the possibility of societal change, and [...] concrete pathways toward this preferable future” (Ojala 2016,

pp. 42-43). A common interpretation of active hope is that hope follows, not precedes, action. Or, in the words of Greta Thunberg, “the one thing we need more than hope is action. Once we start to act, hope is everywhere” (Thunberg 2019).

Radical care is a concept discussed in engineering and science education literature as a method to overcome educational limitations in increasing public climate literacy and action. A main problem with the predominant technocratic framing and discourse of science and engineering education is that it lacks a moral or ethical basis for a response to climate change (Gunckel 2023; Sanchez 2023) and that it conceals the complex nature of the environmental and sustainability issues in front of us by disguising the fact that these issues have political and sociological dimensions that are not solvable through technological approaches (Gunckel 2023). Radical care is an educational approach that focuses on nurturing students’ sense of care for others, including other species and the land, air, and water, inspiring more ethical, more just, and more culturally responsive approaches to education (Sanchez 2023). If, as Sharma (2020) points out, the predominant technocratic focus of science and engineering education makes it complicit in fueling the capitalist forces that drive climate change, it stands to reason that marketing (and business) education is similarly, if not more, complicit. Marketing instructional literature typically does not actively promote a worldview where well-being of people and the planet is a primary goal.

Universities play a vital role in providing the human and social capital required to avoid the more dramatic consequences of climate change, such as widespread starvation, disease, and social unrest (Helm and Little 2021; Little and Helm 2019), and to facilitate climate change adaptation, resilience, and wellbeing. Marketing educators need content knowledge to incorporate climate change into their curricula, but also content-specific instructional strategies to build confidence in teaching about climate change (Gunckel 2023; Helm et al. 2023). Learning opportunities with knowledgeable facilitators, participation in discussions with instructional peers, and gaining experience in using best practices for teaching about climate change (Monroe et al. 2017) are pivotal. Transdisciplinary approaches such as active hope and radical care should be further explored for their potential to increase the effectiveness of climate-conscious teaching in (macro)marketing. The purpose of this paper was to outline a way forward and to inspire increased climate consciousness both in our teaching and our actions to

ensure we are individually and collectively part of the solution to climate change rather than part of the problem.

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Pedagogical Intervention to Challenge the Reductionism in Marketing Education

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India is critical in fighting “wicked problems” (Kennedy 2015) of global poverty, hunger, and inequality and has a vital role to play in the propitious attainment of Sustainable Development Goals (SDGs). Our inquiry into reductionism in marketing education in India was provoked when most students in the Marketing Management course were unaware of the SDGs. Surprisingly, aspiring and future corporate leaders from a nation still home to the most significant number of poor in the world and the country that fairs poorly on the Global Hunger Index did not seem convinced about the question either.

Indian b-schools follow and boast of curriculum and pedagogical approaches grounded in the Western context. While doing so, these schools overlook the economic and socio-cultural realities that are embedded in the Indian context characterized by informality and collectivism. A critical shortcoming of importing these academic approaches is also importing implicit reductionism as an underlined philosophical perspective of these approaches.

Curiously, the “big issues” like poverty, inequality, exclusion, sustainability, food waste, and hunger, which are most relevant to society, do not find a place in the curriculum, implying that these wicked issues are not of even peripheral concern to Indian b-schools (Babu and Thakur 2017). Regrettably, the business realm itself is defined so ‘reductively’ that the issues, as mentioned earlier, and the problems of justice and equity are considered from outside the business realm. In India, marketing and management education is the “transplantation of Anglo-American management education” with indiscriminate adoption of concepts, frameworks, and pedagogy with underlined ideology (D’mello 1999).

Consequently, marketing discipline in India evolved as ahistorical and disconnected from India's vast ‘subaltern’ (i.e., socio-culturally disadvantaged groups) population (Varman 2014). The discipline itself is characterized by a narrow managerial orientation

imposing reductive boundaries on it (e.g., Varman and Sreekumar 2015). Koch (1997) argues that American experience and thinking broadly inform the overall marketing curriculum. Based on our experience as marketing educator we opined that it yields a narrow ‘dogmatic’ orientation amongst the recipient groups, adversely affecting disciplinary ‘holism’ and plurality. As a result, discipline becomes exclusive, i.e., out of bounds for disenfranchised sections of society.

We concur with Venugopal’s (2021) argument that the applicability of the managerial and reductionist approaches that are underpinned by the Western ideologies of markets and consumption is high in the affluent context. In contexts characterized by the fundamental existential problems of poverty and exclusion, disciplinary reductionism engenders dual issues. First- it does not allow the ‘right’ (contextually appropriate) content to seep in. Secondly- it throws multiple pedagogical challenges/predicaments if instructors attempt to ‘correct’ the content. In this paper, we explore the challenges we faced while making the content contextually appropriate (inclusion of ‘locale’) and our pedagogical experiments to challenge the reductionism in marketing education in premier Indian b-school.

Marketing curriculums are more often reduced to include ‘micro’ (at the transactional level emphasizing individuals rather than the whole), ignoring the broader societal implications (Watson et al. 2022). Also, these micro-reductionist perspectives lead to neglecting the wider impact and the true potential of marketing as an academic discipline and practice (we share the macromarketing view of marketing as provisioning technology). However, making the curriculum inclusive by incorporating these systemic issues is inadequate. Marketing students should be imparted with the ability to comprehend and engage with these systemic issues and their implications for the marketing system outcome (e.g., Layton 2019). This reductionism, undeniably, has led to the focus on ‘customers’ (more as buyers) and profitability to the detriment of many stakeholders (Kull et al. 2016). We call into question the overall conceptualization of ‘homo sapiens as [passive] consumers’ (e.g., Varadarajan 2020) whose choices can be manipulated using micro-marketing technologies in favor of powerful corporations. In this regard, we share a view of Fuat Firat (during a discussion in one of the tracks at the 47th Macromarketing conference) that there is a greater need to ‘holistically’ consider customers as ‘humans’ instead of fragmenting them into different socio-economic roles (like producers and consumers).

In our attempt to ‘right’ the marketing curriculum that challenges reductionism, we faced multiple pedagogical challenges as marketing instructors in premier B-school in India. In our marketing classes, we attempted to discuss multiple societal issues (wicked problems). However, students’ initial apathetic reactions (discussed in later sections) inspired us to introduce certain pedagogical adjustments/experiments where students are motivated to challenge the reductionism in the marketing classes. We introduced a project to study markets (titled ‘Unpacking Markets’), focussing on the sociology of markets to understand how they are structured and function. We are based in a historic town in India with markets that have been established and functioning for centuries. Thus, students had ample choice to choose interesting markets to study. We asked students to explore the following questions in the market they are looking at.

- How are resources deployed and conserved?
- Competitors and their interrelationships?
- Who are intermediaries, what are their roles, how are they organized, and how do they function?
- Differentiation from other actors?
- Formal and informal elements?
- Markets as a political process?
- Different institutions governing the functioning of markets?
- Various norms governing the market processes?
- How did market actors handle the threats- e.g., historical events like the partition of India and the resilience thereof?

Following the project, in this work-in-progress, we interviewed 44 students, besides informal discussions, to understand the efficacy of this project to transcend disciplinary reductionism. In this paper, we present our findings with the above-mentioned pedagogical intervention. Finally, we call for ‘rethinking marketing education’ (e.g., Helm, Little, and Frethey-Bentham 2023) in India to cater to the problem of disciplinary reductionism that reinforces the absence of ‘wicked problem’ in the curriculum to make it contextually appropriate to help achieve SDGs.

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Addressing hyper-digital complexity in marketing classroom: Incorporating macro- and critical thinking into digital marketing teaching

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Introduction

Fast-paced advances in digital technologies have brought about profound transformation in virtually all areas of social life, drastically remodelling consumption and marketing practices and market systems. Marketing education too has been affected by the necessity to incorporate multiplicity of topics around digital technology, which can create opportunities to help students—as future marketing professionals—develop alternative visions of complex marketing issues, but at the same time can also complicate teaching itself. In this submission to *Macromarketing Pedagogy* session, I would like to share my experience of transforming a first-year postgraduate digital marketing course from a more standard module focusing primarily on digitalization of marketing practices as sources of competitive advantage to a critically oriented course which considers digital marketing value creation opportunities alongside the complex impact of hyper-digital marketplace on consumers and societies.

Addressing challenges of teaching digital marketing

Designing and teaching a course on *digital* marketing topics at the postgraduate level is full of pitfalls, especially when such course pursues rather a macro- and critical marketing agenda (Moufahim et al. 2023). The three main challenges I would like to focus on here regard the issues of i) speed of technological change, ii) overwhelming expectation of such course's practical orientation at vocational training, and iii) integration of macromarketing concerns on the impact of digital marketing practices and infrastructures on society. For each I will outline the core of the problem and how it was addressed during the course evolution over the past four editions (starting from Covid-19 until most recent 'back to normal' editions).

Handling the speed of technological change

Designing a course on digital marketing—both with a macromarketing orientation and not—harbours a potential pitfall of ‘short shelf-life’. Developments in digital technology and its application in the market setting happen at the speed of light (Dholakia et al. 2021), turning many examples and sometimes entire sessions outdated and/or calling for introduction of new elements into the syllabus literally overnight. To address the constant pressure to be updated, I have opted to rather stick to the foundations and underlying principles rather than the most recent digital marketing fashions.

Oftentimes, on a practical level, this means starting conversations about tech trends (e.g., social media, influencers or metaverse) by showing how, conceptually-speaking, they are not new and even not necessarily bound to the digital marketplace at all. Such historical perspective broadens students’ perspective and licenses them to distance themselves from overly optimistic views of new and trendy technologies.

From command of practice to orientation at relevance and complexity

Marketing discipline per se carries a baggage of utmost practical orientation (Tadajewski 2010; Skålén, Fougère, and Felleson 2008; Addis and Podestà 2005; Brownlie and Saren 1995), viewed by critical scholars as a “fetish for managerial relevance” (Fitchett, Patsiaouras, and Davies 2014, p. 498). Due to mainstream (micro)marketing concern with more efficient management of consumer behavior and marketing resources, marketing education often presents marketing to its students as a *a-theoretical practice*, where teaching consists of prescriptive accounts of successful marketing management decisions and techniques. Marketing’s practical authority is evident also in marketing textbooks which tend to avoid the word ‘theory’ in favor of alternative descriptors such as ‘tool’, ‘framework’, or ‘model’ to “imply that marketing owns a special theory that is not a theory” (Hackley 2003, p. 1333).

Teaching oriented at vocational training and development of practical skills is thus highly expected by the vast majority of marketing students in general, who increasingly struggle to engage with theoretical concepts in a classroom (Panayiotopoulos and Lichrou 2023). Yet, when it comes to teaching *digital*-related marketing topics, the expectations of learning the ‘tips and tricks’ becomes even more acute to the point that ‘too much theory’ becomes a marker of negative course experience. As one of the

students puts it in their suggestion for future course developments: *“Less theory, more practice. It's a masters degree, we should be learning tools to use in our work career.”*

State of the art in digital marketing pedagogy is heavily influenced by practice-oriented disposition. However, when I took over teaching of this module, instead of focusing on practice per se, I opted for an orientation towards *relevance* that does not equate managerial prescriptions or pursuit of narrow commercialisation agenda, but that attempts to bring together technology-focused, marketing-focused, consumer-focused as well as society-focused perspectives to immerse students into complexity around digital marketing decisions that they will likely face as future market practitioners.

The course, therefore, on the one hand, seeks to provide a practice-focused overview of the current main digital marketing practices, tools and activities, focusing primarily on the essential principles and underlying logics that currently govern digital marketing strategies. On the other, it aims at broadening understanding of data-driven digital marketplace practices by drawing attention not only to the cases when digital marketing practices result in rewarding and empowering consumer experiences, but also to a wide range of circumstances under which consumers (as well as marketers themselves) can be rendered vulnerable as individuals or as a society.

This is achieved by structuring every class around discussions of paradoxes of technology (Mick and Fournier 1998). Similarly to academic controversies (Shapiro 2008; Shapiro et al. 2021; Watson et al. 2022), technology paradoxes capture (more general or specific) topics in their complexity by exposing various ‘sides’ of the issue. Technology paradoxes framing also states that the ambivalence and conflicts between antithetical conditions are simply inevitable.

By discussing both the managerial logics behind digital marketing practices and consequences of such practices on individual and collective level, the intention is to expose students to complexity of hyper-digital marketplaces, as well as make them more comfortable with ambiguity: instead of leaving the classroom with a series of black-and-white prescriptive answers, they are instead left with a series of questions that they are free to explore on their own or together with their fellow students on closed discussion forums (e.g. course’s Moodle, Slack channel etc.).

Integration of macromarketing focus

Another challenge for the course that pursues multiple educational ambitions concerns how to integrate them all in a meaningful, convincing, and engaging manner. In this particular case, the course's ambitions spans from providing a practice-focused overview of the main digital marketing practices (such as big data analytics, omnichannel strategies, UX, email marketing, SEO, SEM, social media and influencer marketing, AR, VR, AI, blockchain, behavioral targeting etc.) to engaging in a critical discussion of their (potential) consequences for markets and societies (such as issues of privacy, surveillance, data ownership, exploitation and manipulation, algorithmic stereotyping, choice overload etc.). In order to bridge these objectives, a theoretical framework of consumer vulnerabilities (Baker, Gentry, and Rittenburg 2005; Baker, LaBarge, and Nations Baker 2015) has been used. Consumer vulnerabilities approach explores variety of states and conditions that (may) result in (potential) harm or experiences of powerlessness, which range from i) biophysical or psychosocial characteristics of certain consumers; ii) subjective experiences of virtually any consumer, to iii) structural external contexts that disempower social groups.

As shown with a few examples in Table 1, embracing the perspective of consumer vulnerabilities allows expanding the conversation about hyper-digital marketplace from micro-focused digital marketing topics to macro-arguments. For each topic covered in the course, foundations of the marketing practice are first outlined and explained via relevant examples. Further, such practices are analyzed in terms of (potentially) negative individual digital experiences and events, thus establishing relevance to the students at the individual level. Expanding further, the discussion pays special attention to consumer groups who systematically are (or could be) under-represented or at-risk of harm within digital marketing strategies. This allows to reflect on inclusivity and distributed justice in the current digital markets. Finally, the technological infrastructures and broader contexts behind known digital practices are exposed as (potential) creators or contributors to disempowering conditions for personal or social well-being, opening up reflections on the future of digital marketing.

Table 1. Examples of micro- and macro- digital marketing concerns integration.

Session topic	Digital marketing practices	Subjective meanings and experiences of vulnerability	At risk vulnerable populations	Disabling and disempowering contexts
Big data and data-driven marketing	• Data collection & analytics • (Hyper-)targeting and personalization • Programmatic advertising	• Experience of data collecting and being profiled • Experience of targeted ads between nudging and manipulation	• Non-targets and less profitable customers • Bottom of the pyramid consumers	• Privacy and data misuse • Surveillance economy • Algorithmic choicelessness and filter bubbles
Phygital consumer journey	• Conversion-focused design vs. UX design • Usability and accessibility • Real-time marketing	• Hyperconnectivity and information/attention overload • Temporary and situational disabilities	• Physical and cognitive disabilities • Digital addiction spectrum	• Commodification of attention & attention economy
Social media influencers	• Influencer marketing • Reach-engagement tradeoff • (Il)legal and (in)appropriate influencer practices	• Influencers' personal identity embeddedness • Self-commodification • Mental health and burnout	• Gender and influencers' sexualized labor • Sharenting (parent-child assemblages) • Children as (aspiring) influencers	• Redistribution of power between market actors • Marketisation and assetization of personal identity • 'Influencer fatigue' & cancel culture

Reflections on pedagogical outcomes

The course has now been taught over four editions, yet each had a different modality due to public health and organisational necessities. A common trajectory, however, has been that of gradual strengthening of the critical approach and enhancement of reflections on macro-marketing concerns in hyper-digital marketplace settings. The course has been generally well-received by students with them highlighting its relevance, interactivity, critical outlook, information-richness, and uniqueness. Final assignments have too demonstrated how students advance and broaden their attention and analysis from more micro- to more macro-concerns.

On a more critical note, the experience showed that abstract discussions about complex and 'wicked' problems often result less effective than activities that address big questions in a more structured manner that provides specific guidelines about modality of participation and/or expectations of the output. Furthermore, less articulate and more reserved students tend to participate better in either individual or small-group

activities and tasks or express their opinions after the end of the class via dedicated channels. Finally, due to increased complexity of the arguments, the course is continuously perceived as a heavier load compared to the credits gained in the other courses.

Conclusions

Despite a series of challenges, integrating macro- and critical perspectives in digital marketing teaching is indeed valuable. With the utmost degree of dissolution of digital technology into marketing practices, it's crucial not to lose track of the complex impact of hyper-digital marketplace on consumers and societies, especially in terms of digital vulnerabilities and unresolved (or unresolvable?) technology paradoxes. Thus, balancing today's students fascination with digital technology with a more critical reading of its macro consequences is a 'practical' measure aimed at growing future marketing professionals capable of critically navigating digital complexity of tomorrow.

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Teaching Provisioning Systems Sustainability through Systems Thinking Tools

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Abstract

This abstract presents a range of pedagogical systems thinking-based tools for teaching sustainability to macromarketing students. These tools offer broad possibilities for teaching various methods and skills connected to both macromarketing and sustainability. They can be used to understand the basics of specific provisioning systems, to understand the complexity of sustainability challenges and to plan different sustainable solutions to address these challenges.

Keywords: causal loop diagram, game, macromarketing pedagogy, provisioning systems, simulation, sustainability, systems thinking

1. Complexity of teaching how provisioning systems can become more sustainable

Sustainability challenges nowadays shape and are at the same time shaped by provisioning systems, so knowledge about provisioning systems is indispensable. Macromarketing is focused on the study of provisioning systems and their interaction with society (Hunt, Hass, and Manis 2021). Moreover, a provisioning systems perspective can become a promising way for targeting social change and sustainability, as well as for seeing systemic nature of problems (Williams et al. 2024). By developing the Mechanism, Action, Structure (MAS) framework and by other conceptualization efforts, Layton and a team of his colleagues provided a model for analyzing provisioning systems and the methodology for looking at different problems via this model (Duffy, Northey, and van Esch 2017; Layton 2007, 2015; Layton and Domegan 2021; Williams et al. 2024).

As sustainability challenges lie at the heart of all local-to-global provisioning systems, business and marketing schools around the world have initiated the process of teaching sustainability and preparing new leaders in sustainability (e.g., see MSc in Sustainability Leadership program at the University of Galway, Ireland or see

<https://pedagogy.macromarketing.org/project/PP202003G/index.html>). The goal of these endeavors is to link the domain of sustainability with the disciplines of business, marketing, policymaking, strategic management and others.

However, teaching how the provisioning systems could become more sustainable is rife with serious questions that must be addressed. The same questions haunt different commercial and noncommercial entities on their course to sustainability. How could we provide sufficient knowledge about provisioning systems and about the complexity of sustainability challenges? How can marketing students and teachers understand, often very specialized and technical, dilemmas and trade-offs related to sustainability? Should we reframe sustainability? For instance, Arnold Schwarzenegger, a public figure and an avid climate communicator, advocates prioritizing pollution as a key challenge to be addressed, at least in the US context (Grace 2015). How deep should we go into the analysis of each sustainability issue? For example, students need to understand how provisioning systems can reduce energy consumption and improve energy efficiency, which is pivotal for achieving carbon neutrality. How could students learn about this sustainable challenge without accumulating substantial knowledge of thermodynamics or being tech-savvy in general? How familiar are the students with systems thinking and do they understand systems in general? These and many other questions related to macromarketing pedagogy and provisioning systems in the area of sustainability are crucial.

These questions could be addressed by developing and using various tools, techniques and methods for grasping intricate and ambiguous nature of sustainability, which is vital for macromarketing pedagogy. This extended abstract presents a demonstrative example of several such learning tools. Its key contribution lies in presenting holistic pedagogical methods applicable for students to understand and initiate the process of making provisioning systems more sustainable.

2. Provisioning systems tools for macromarketing pedagogy

Capacity for provisioning systems thinking is a vital skill that need to be engrained in students' minds. Students have to understand the bigger picture, predict aggregate (often unintended and delayed) outcomes and identify global change gaps. Students should

see the world via provisioning systems and their interactions, e.g. the relationship of provisioning systems to sustainability. Table 1 shows possible provisioning systems thinking-based learning tools (see the right column) existing at the intersection of macromarketing and sustainability domains.

Table 1. Systems thinking-based learning tools applicable for macromarketing and sustainability.

Macromarketing*	Sustainability	Learning tool(s)**	Sample exercise
<i>Company scope</i>	Relationship between company scope and its environmental impact	Life cycle assessment (LCA)*** Simulation PESTEL analysis	Using LCA, identify key areas of environmental impact
<i>Company locality</i>	Relationship between company locality and its environmental impact / performance	LCA PESTEL analysis Segmentation	Identify the share of responsibly purchased raw materials
<i>Products</i>	Product environmental impact	LCA Causal loop diagram (CLD) SWOT analysis	Using LCA, compare the environmental impact of two products
<i>Company structure</i>	Relationship between company structure and its environmental impact / performance	Stakeholder analysis Harm Chain analysis	Assess cost-effectiveness of recruiting an energy management expert
<i>Aggregation and levels</i>	Sustainability-affecting provisioning systems	Marketing system categorization Exchange analysis Causal loop diagram	Draw a CLD explaining unsustainable externalities of provisioning systems
<i>Environment</i>	Factors in the environment affecting sustainable performance	Barrier and enabler analysis Causal loop diagram Simulation	Link barriers and enablers in a CLD explaining macroenvironment of a company
<i>Economic development</i>	Influence of economic development on company's performance	PESTEL analysis Simulation Dynamics analysis Systems analysis	Using various scenarios of economic development, assess the

<i>Endowments and value chains</i>	Sustainable measures across the whole value chain	Intervention mix Simulation Dynamics analysis Systems analysis	applicability of sustainable measures Using LCA, assess the efficacy of sustainable measures

**Provisioning system categories in the left column are based on Layton (2007).*

***Learning tools are based on Social Marketing & Sustainability, MSs course at the University of Galway*

(<https://www.universityofgalway.ie/cki/servicelearning/collegeofbusinesspublicpolicyandlaw/socialmarketingandsustainability/>).

****LCA stands for the method to analyze a range of environmental impacts of products, materials, processes or services, considering all stages of the life cycle.*

Systems thinking methods, such as causal loop diagrams or CLDs, act as “a tool that represents closed [feedback] loops of cause-effect linkages (causal links) as a diagram intended to capture how the system variables interrelate and how external variables impact them” (Ford 2019, p. 370). Students learn about the basics of drawing CLDs to capture the dynamics of provisioning systems’ behavior and their interactions with environment, including in the sphere of sustainability. Using CLDs, students can see the intricate feedback structure of the provisioning systems and learn about complex dilemmas of sustainability. Figure 1 illustrates this with the help of the CLD-based dynamics of the chemical recycling system behavior and its challenges. Chemical recycling can play a crucial role in plastic waste circularity and in carbon footprint reduction, while circular economy is a cornerstone of corporate sustainability plans, though the current approaches of the chemical industry towards recycling are heavily criticized (Center for Climate Integrity 2024). Despite many efforts, chemical recycling is still nascent (a mere 1% of plastic is chemically recycled), and CLDs can be very helpful in explaining to students the reasons of its underperformance and the ways to improve this. The potential of applying CLDs for linking macromarketing and sustainability is almost limitless as students can learn how to cope with numerous sustainability problems and undertake measures to mitigate their effects.

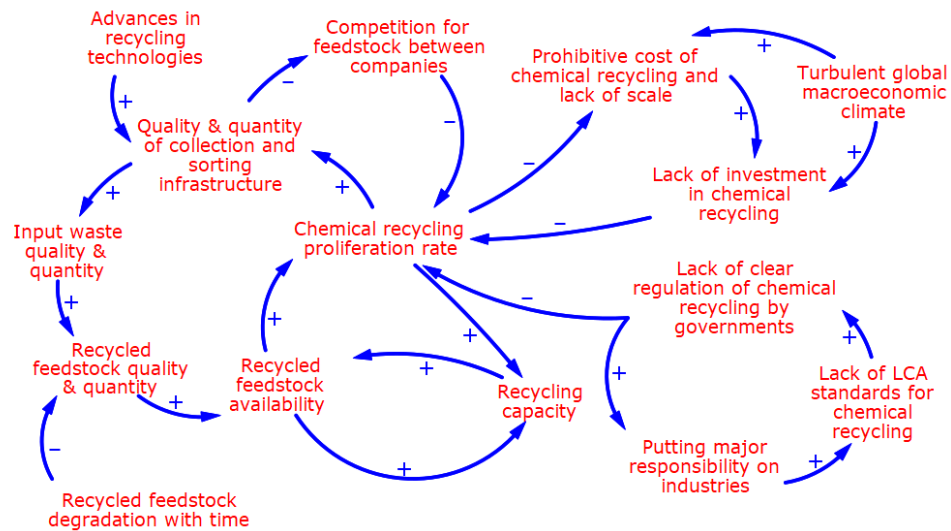
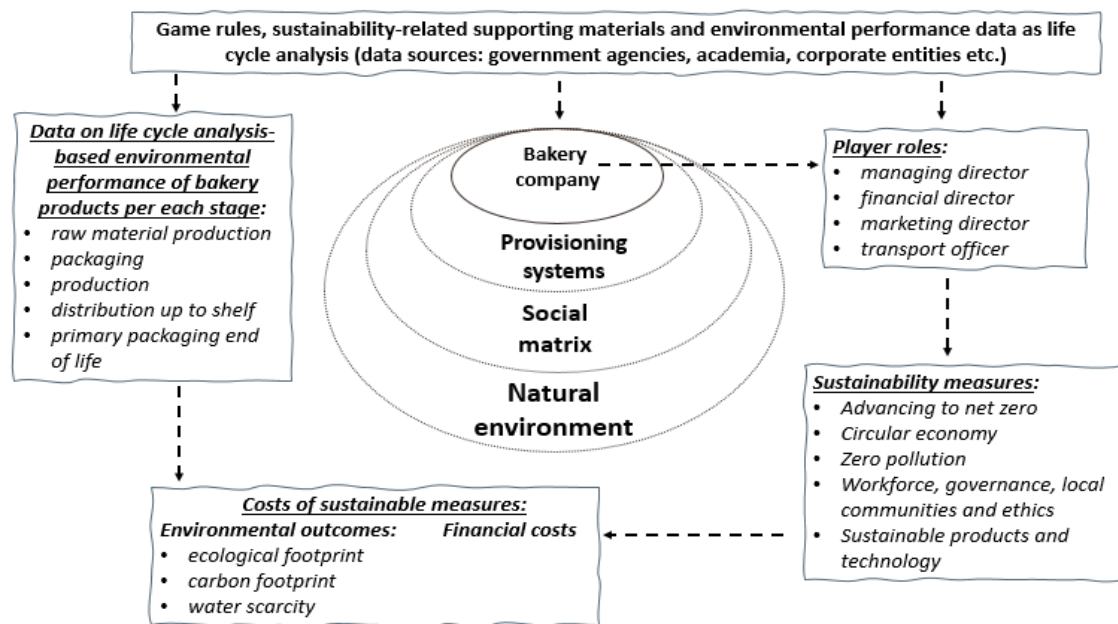


Figure 1. Chemical recycling system and its challenges (adapted from the materials at [iciis.com](https://www.iciis.com)). Key variables affecting the recycling provisioning system are presented in red font. Blue arrows denote causal links between these variables. Positive and negative signs, associated with arrows, show the direction of causal linkage change: positive (same direction of change) or negative (opposite direction of change). For simplicity, the loop names and types are omitted.

Another systems thinking-based tool is based on the use of simulated games in macromarketing teaching. A game “is a competition between several players who aim at reaching a pre-established goal within a framework of rules and constraints”, while “the term simulation usually refers to the computer-based representation of real-life situations” (Campos et al. 2020, p. 3). Figure 2 unveils a concept and a systemic model of such a game, which is based on a commercial SME enterprise within a food-related provisioning system of bakery business.

The bakery industry is chosen to exemplify this tool. This industry is highly visible and ubiquitous, while it is closely related to sustainability issues and circular economy, such as land usage, energy intensity, emissions, water usage, food waste, food security, and social justice. The use of simulation-based educational tools will help students to identify and understand complex causal feedback dynamics behind sustainability in general and many leadership decisions in the company, as well as to model a wide range



of sustainability-focused scenarios (Sterman 2002).

Figure 2. The simulator conceptual model structure to analyze the provisioning system of bakery business.

According to the rules of the simulator game, a bakery company has to operate in a sustainable way. So, the game players (e.g., macromarketing students) are engaged in undertaking sustainable measures on behalf of a bakery company during a period of 7 years to manage corporate sustainability. The players will come to realize that these sustainability-related measures will have complex outcomes and will incur certain financial and non-financial costs for the company. During the game, the players will have to cope with several challenges and different exercises embedded in the simulator interface. In general, the players learn how to manage the company's business performance on a track to sustainability within a certain period. In simple terms, they learn how to run an SME bakery business, sustainably, while remaining profitable.

In conjunction with Laytonian theory, the model places a business entity, i.e. a bakery company, inside a provisioning system embedded within the social matrix (Layton 2007), surrounded by the natural environment affected by the operation of business entities and marketing systems. The simulator game players, representing a bakery company, include a sustainability officer, a financial director, a marketing director and a transport officer. They implement different sustainable measures incurring certain environmental impacts (e.g. ecological footprint, carbon footprint and water scarcity) and financial costs. The environmental impacts are evaluated with the help of life cycle assessment (LCA), which helps to assess environmental performance of the bakery company. The LCA data can be obtained from such sources as government agencies, academia, corporate entities or open sources, like openLCA (<https://www.openlca.org/>).

In general, LCA “is a comprehensive and standardized tool used to calculate the environmental impact of a product over its entire life cycle” (Anand et al. 2024, p. 2). LCA is performed across various scenarios of production, consumer use and end-of-life management and within a range of separate impact categories, such as climate change, resource use and water use. The importance of LCA for sustainability-related macromarketing pedagogy stems from a holistic nature of LCA analysis, which is based on system’s boundary demarcation and its structure characterization. LCA is particularly applicable for seeing sustainability-related trade-offs, dilemmas and “possible burden shifting from one impact to another” (Anand et al. 2024, p. 2).

Learning tools and exercises mentioned in this section can follow Bloom’s hierarchical taxonomy of educational objectives, featuring knowledge (e.g. knowledge of industrial processes with specific carbon footprints), comprehension (e.g. extrapolation of sustainable trends on the basis of LCA data), application (e.g. development of a sustainable measure in response to a problem situation), analysis (e.g. disaggregation of carbon footprint data by value cycle stages), synthesis (e.g. development of comprehensive sustainability plans), and evaluation (e.g. critique of the current sustainable measures) (Bloom et al. 1956). In summary, the key learning objectives of the simulator use in the macromarketing classroom are as follows:

1. Know and understand the basics of managing provisioning systems sustainably.

2. Demonstrate comprehension of complex causal dynamics involved in sustainability of provisioning systems.
3. Develop holistic and well-structured corporate sustainability plans and measures addressing a specific provisioning system.
4. Model, via system dynamics tools, specific problems associated with sustainability of provisioning systems.
5. Critically evaluate the effectiveness of sustainable measures for a specific provisioning system.

Macromarketing pedagogy oriented at teaching students the basics of provisioning systems sustainability should develop training tools applicable across various localized classroom contexts. Table 2 lists and explains some practical sources that can be used as viable platforms for developing such tools.

Table 2. Sources to develop customizable learning tools for teaching provisioning systems sustainability.

Learning tool and its description	Source
Customizable scripts to practice system dynamics tools (CLDs, Connection Circle etc.) via group model building	Hovmand et al. 2013 Sterman 2000
Seven protocols of stakeholder analysis	McHugh, Domegan and Duane 2018
Creation and use of simulated games	Ameerbakhsh et al. 2019
Learning tools (e.g. impact matrix) within macromarketing teaching projects	The Macromarketing Society 2022
Life cycle assessment (LCA) methodology across various contexts	The International Journal of Life Cycle Assessment
PESTEL analysis, segmentation, exchange analysis, harm chain analysis, intervention mix	Hastings and Domegan, 2023

As it is clear from Table 2, the sources that can be used to customize learning tools for teaching provisioning systems sustainability across various contexts are diverse and could range from definitive publications and dedicated academic journals (with embedded search engines for contextualization) to dedicated websites, as well as specialized courses and programs on the subject in various academic institutions.

3. Conclusion

The current abstract describes systems thinking-based tools applicable in macromarketing pedagogy, especially within its sustainability dimension. These tools offer broad possibilities for teaching various methods and skills connected to both macromarketing and sustainability. They can be used to grasp the basics of specific provisioning systems (e.g. bakery business or recycling), to understand the complexity of sustainability challenges and to plan different initiatives to address these challenges. They exist at the intersection of marketing, sustainability, behavior / social change interventions, systems thinking and system modelling.

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When knowledge and awareness is not enough for changing the world

Knowledge without skills is misleading

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We cannot talk ourselves into the future we want to have. Why do we think that knowledge and awareness without action works for a better future? What are the actions we need? How can we support these actions by education?

Modern education specifically higher education is caught in a simulacrum.

Recently Shapiro et al. showed four case studies as good example of higher education in macromarketing (Shapiro et al., 2021). They show how students have the “opportunity to obtain a systemic or holistic picture of a marketing system they are living in.” (Shapiro et al., 2021, p. 112). I also agree that “It is our collective responsibility to prepare both business undergraduates and higher-level students to play their part in building a sustainable future for all (Shapiro et al., 2021, p. 112). However, I doubt that we prepare students in a successful way just by knowledge and awareness. Does an holistic picture of the world and the awareness of the critical issues to be responsible enable these students for the right actions in the real world? My concern is that even if we follow this well-intentioned suggestion we are stuck in a simulacrum (Löbler, 2022). What do I mean by this?

According to Baudrillard, the hallmark of a simulacrum is that original and copy, model and image, reality and imagination can no longer be distinguished from one another, and signs and images have given way to a general “referencelessness” (Baudrillard, 1994). Looking at higher education (HE) through the lens of macromarketing suggests that an educated student in the field of sustainable development understands something about sustainable development. In fact, it allows her to talk about Sustainable development in a certain way by using this knowledge (giving presentation, reflecting the knowledge, discussing it etc.), but without being connected to the

referent of these talks (the referent is nature), doubts are appropriate that they get the skills to act appropriately. Students can study sustainable development successfully in higher education systems without having even touched or being connected to the reality. This reality is nature, and it is beyond language and knowledge. It is comparable to a music critic who describes, evaluates, discusses, and criticizes a performance of a musician without ever having made music. Here the simulacrum appears detached from the actual musical performance on a linguistic level and is thus able to become independent and create the impression of reality. This music critique if communicated through newspaper for example it creates a reality about the musician and her music so that other people can use it to form their images about the music and the musician.

The description of the music and the musician becomes an independent “reality” for many people who have never listened to the music or met the musician. The sound of the music is a different reality compared to the words of the music critic. As soon as people think that they have a real impression about the music just by reading the music critique they become a victim of a simulacrum. Imagine the movement “Fridays for Future”. It is a kind of a simulacrum, yes, they get a lot of awareness, and probably made some politicians and others think about their issues. However, what have they really done in terms of changing the “reality”? What have they done in comparison of what other young people have done without talking and without higher education?

What do we know about young people without higher education and their personal action to nurture? Probably not much, but what we know is impressive: Since more than twenty years a non-profit organization (Action for Nature) rewards young people between 8 and 16 with the ECO-HERO Award (Action For Nature, 2024). Action For Nature, Inc. is an international non-profit organization based in San Francisco, California, that encourages young people to take personal action to better their environments and to foster love and respect for nature.

One example (ECO-HERO-Award 2022, nine years old) shows what it is about: “Prasiddhi Singh has been planting trees since the age of two. Now, at nine years of age, Prasiddhi has created her own NGO Prasiddhi forest foundation, has planted more than 75,000 trees, and has created 21 micro fruit forests. Planting is only the first step,

as she also visits her plantation sites to ensure the survival of the trees, and that they are receiving sufficient watering, but not wasting water. She also created 3 community nurseries with a capacity of 25,000 saplings, one with farmers to give livelihoods to them.” (Action For Nature, 2024) This example shows the difference between action and talking. This young lady is connected to nature probably without being able to talk academically highly sophisticated about sustainable development. But she “knows” what she is doing.

How young people learn is shown by this case: “In 2018, Anna DeVolld (16 years old) created Promote Our Pollinators (P.O.P.), an environmental program designed to educate others about the importance of pollinators, why their numbers are declining, and what action can be taken.

It all started because Anna loved gardening. When she observed bumblebees attracted to her flowers, she did some research. She learned that pollinators are crucial to the creation of food and sustainability of plants and according to the United Nations, are responsible for the reproduction of over 75% of our food crops. Alarmingly, pollinators are decreasing due to habitat loss and pesticides.

In order to foster pollinator health, Anna designed “Pollinator Packs” – six-pack pots containing six different pollinator-friendly seedlings to be placed in urban areas. Each spring, she has grown 150 of these packs and distributed them to local businesses and organizations. She has grown and helped plant over 2,000 Pollinator Packs in Alaska; that’s over 12,000 plants for pollinators!”

The Eco-heros probably understand nature much better than some highly educated students, because they are connected to the reality they want to change, they are not living in a simulacrum. To explain this difference in more detail, imagine how classical business school would educate piano players: First, they would give lectures. In these lectures they can explain on a high sophisticated level how important piano playing is for society, for culture and for the world in general. They would offer a lot of material to read for the students about piano playing. Finally, they would have exams to test the knowledge and reflective abilities of the students on piano playing. Well, advanced

Business Schools probably would have groupwork and discussions on piano playing and the students may have to give a final presentation on how to play piano. However, they may fail to act, to play the piano.

What are we looking for? We look for a kind of holistic approach, that integrates knowledge, skills, abilities and probably attitudes. Research on United Nations International Strategy for Disaster Reduction (UNISDR) has shown that “There is some evidence that isolated school-based intervention enhances the theoretical disaster knowledge which may also extend to practical skills; however, disaster behavioral change is not forthcoming.” (Codeanu et al., 2014, p. 612). The authors conclude that “It seems that the best results are obtained by combining theoretical and practical activities in school, family, community, and selfeducation programs.” (Codeanu et al., 2014, p. 638). Moreover, studies show a gap between what is learned in vocational schools and what is required of adequately functioning professionals in an ever more complex world (Achtenhagen, F., & Grubb, N. W., 2001). A constructivist perspective may open opportunities for a more holistic education. With the risk of oversimplification, we can contrast two approaches in teaching. The first is what I call the transmission approach. The basic assumption here is that knowledge can be transferred from a well-informed instructor or teacher to a student. With this assumption hand in hand goes to the assumption that if the teacher or instructor teaches well enough, she can transfer or transmit her knowledge to the students. The second approach is based on the constructivist pedagogy (Piaget and Inhelder, 1969). Table 1 summarizes both approaches. For details see Löbler (2006).

Table 1: Comparison of Constructivist Approach and Transmission Approach

	Constructivist approach	Transmission approach
Teaching	Supporting learning	Transferring knowledge
Goal of education	Autonomy, the ability of self-governing	Broad knowledge

Role of learner	Active producer	Passive consumer
Role of teacher	Assistant of learner	Transmitter of content
Inducement for getting information	Student's demand	Curriculum
Who is governing the learning process	Student	Teacher
Knowledge	The end of a constructive process	Transferable good
Information	Process	Good
Task of tests	Test the teacher	Test the learner
Sources of information	All sources available	Teacher; textbooks
Interaction between	Students	Teacher, student
Activities	Doing, thinking, talking	Listening, reading, memorizing

Based on Löbler 2006, p. 29.

Based on all these insights we designed courses in entrepreneurship and market research based on a constructivist approach. We first developed 10 guiding principles for designing such courses (Löbler, 2006).

Principle 1: As a general direction it is useful to have an image of a piano tutor or a driving instructor rather than that of a lecturer. Help the student to develop their abilities into competencies.

As already said, we would never expect a piano player or driver to be competent just through reading books and making presentations. We would expect them to practice and to reflect. In the constructivist perspective experience plays an important role. So,

we think that undergoing an activity is a good starting point for creating experience and a basis for reflection. We found, that starting with an activity/experience helps students to ask good questions. If these questions are discussed in an open discourse, the students can reflect on their experience and create new knowledge. During the reflection process the teacher can play an important role in supporting the student's learning process. During that process teachers should not give answers but they should address questions so that students can create answers. Students not only learn to create answers they also learn to defend their answers and to argue for them. Creating answers will support ownership of thoughts and development of own concepts, more than accepting the answer the teacher has given. So, putting the students in the driver's seat typically creates a self-governed learning process. The more passive the role of the teacher is, during the experiential phase, the more the students can 'assemble and disassemble' and develop own ideas and concepts.

Principle 2: Let students develop their own learning goals. Give them support.

Explanation: A self-governed learning process also covers the development of learning goals. The student will not do it as an isolated individual but based on their experience and relationships with others. If the student develops their own learning goals, we found that they are more motivated, more interested and feel more responsible for reaching their own goal.

Often students at first have some difficulties in defining their learning goals because they are not used to doing that. Some students however have probably an idea what they really want to do after finishing university. For example, one student of mine said at the beginning of an MBA marketing courses: I want to become a successful influencer what do you have to offer to support me? That was an excellent question and we could really make an interesting case out of it to be developed with other students. Through that process the students, working in that group, learned a lot about marketing and social media.

Hints for course design: We often think that we know what our students need to know for their future development, for their jobs or for their lives, however do we really know more about them than they know?

Principle 3: *Derive the content to be covered from the problems and learning goals identified by the students.*

If the content is offered 'on demand', the students are more interested in it than if they had to read it on the syllabus. If the students demand content, it is their content and not the teacher's content.

Principle 4: *Do not assess students in the classical way.*

If one thinks about the relationship between an athlete and their trainer, nobody expects the trainer to conduct an examination for his protégé. They both prepare the athlete for a real competition that serves as a test. Therefore, the athlete and the trainer can fight together against the competition. The athlete's point of view is never one of fighting against the trainer's test. If teachers want to become their students' coach, they should have the same 'foe image' and fight the same challenge. If the student gets the impression that they are preparing for a test in which they fight 'against' the teacher's knowledge, it dilutes the relationship between the teacher as a coach and the student. In that sense it is better to set up a competition with clear rules between the students as an external evaluation an "external assessment" so to say.

Principle 5: *Design activities that require interaction and socio-cognitive conflict.*

When we usually conduct group work, we want the students to work cooperatively and harmoniously. If students have to argue their thoughts, ideas and opinions against others, this interaction and talking helps them to get a precise idea of their own thoughts. Socio-cognitive conflict is shown to be important for sharpening thoughts and ideas in explaining and arguing. It is not a conflict between the students but between their opinions and thoughts.

Principle 6: *Ensure an open information flow between everybody in the classroom.*

Do not control the information flow between students; do not even monitor it. Open access to all kinds of information. Do not restrict it to a special content area. Be aware that student use all sources to get insights if they feel a need.

Principle 7: *Information that can be used and combined in different ways encourages students to consider the world of opportunities.*

Reframing information can lead to new solutions or new ideas. That is especially helpful if it is taken out of the box that is typically used for specific knowledge.

Principles 6 and 7 should not be a problem nowadays. When we developed the ten principles in 2006 it was a bit different. If there is an open flow of information in the classroom, students can discuss the information to get an individual and mutual understanding.

Principle 8: *Do not show how to solve problems and do not say that an answer is correct or incorrect. Support them to find their answer.*

I am not saying leave the students alone with their problems. However, governing the reflection process with questions will lead the students to their answer. In doing so, they will be able to argue their answer because they have developed it on their own and have not taken it from the teacher. If students realize a problem in their solution, the most important issue is to address the problem from different perspectives. Here the teacher's role is to open ways of 'new' thinking with addressing the problem from different perspectives and to even question the problem as stated by the student.

Principle 9: *Support autonomy. It supports ethical thinking and behavior as well as responsibility.*

First, autonomy is usually understood as a right of an individual or group. According to Piaget understands autonomy as an ability to self-govern (Piaget and Inhelder, 1969).

If we feel self-confident, we think that we do not need moral rules from others because we feel ethically good. If on the other hand we realize we lack self-confidence, we are susceptible for any kind of guidelines. People feel more responsible for what they have created themselves compared to that what they have taken from others. Morally autonomous people can be less manipulated with reward and punishment (Kamii, 2000).

Principle 10: *Have fun in working with the students and light the fire of learning and thinking that is in them.*

We used these principles to design an entrepreneurial program that was evaluated from the student's perspective. The results are:

- The students did not only work harder and more motivated, but they also enjoyed the learning process significantly more compared to classical environments.
- The results give strong support to our design of the program comparing the variables concerning the learning process. It also supports the ten general principles used to design the course.

Consequences for course design:

1. First of all, say goodbye to the idea that we can transfer our knowledge to our students. Modern neuroscience clearly shows that knowledge cannot be effectively transferred just by teachers' talking (Boulenger et al., 2009; D'Ausilio et al., 2009; Pulvermüller et al., 2006), because speech recognition is highly moderated by sensor-motor system in the brain: "These results indicate that semantic representations grounded in the sensory—motor system play a role in the composition of sentence-level meaning, even in the case of idioms." (Boulenger et al., 2009, p. 1905). This holds even for sentences with abstract meanings that we use in our lectures or classrooms: "Our results therefore suggest that the orchestration of abstract meaning in the human brain is not solely explained by the activation of unspecific semantic centers in fronto-temporal cortex, but that it involves late complementary activations in the sensory--motor system. These referentially grounded activations may play a specific functional role in the composition of sentence meaning." (Boulenger et al., 2009, p. 1912). Hence instead of starting a course design with the question "what do I want to tell my students today?" we could start with the question, 'On what experience-based activities can I build on or what should the student do today?'"

2. Learning activities in the sense discussed will only arise and develop under the condition of the learners' own motivation. Teaching must therefore make the problems, questions, interests and experiences of the learners the starting point for learning. One of the preferred ways to do this is creating an adequate learning-situations i.e. the learners have the necessary prior knowledge to understand the situation, but not enough to cope with it. Such a situation becomes the starting point for learning **if** it corresponds to the learners' motivation. By discussing and evaluating their own

knowledge and skills, the students determine the learning goal under guidance and cooperation with each other, however only in a general sense, because what they do not know can hardly be formulated in a concrete and differentiated manner. We found that students have an idea of where to go and what they need to know i.e. to learn. In one case a student brought along the Lufthansa Magazine from 2010 which titled “Leipzig – the better Berlin” and asked, “Is that true and if so, why?” Others were instantaneous interested in this question too. So, we had a project, a learning goal coming from the students’ interest. During this learning project students cooperates with the local newspaper “Leipziger Volkszeitung” and other authorities. Together they invited citizens from Leipzig to take part in a competition.

3. Formation of learning actions: Essential characteristics and insights can be revealed by carrying out actions on and with the object that change the latter in this or that respect. Here another contradiction in the learning activity must be resolved. As a rule, learners do not have the appropriate actions for a new learning subject or a new level of engagement with it, and they cannot acquire these without appropriate action in the respective subject area. Appropriate actions must therefore be sought out together or demonstrated as a means of achieving the learning goal and their adequate execution organized. This can only be achieved if the learning subject and the learning activity are viewed **as a unit**. **Learning actions** become the most important means of learning activity when they are initially the subject of learning themselves, i.e. they are trained thoroughly - on the object.

4. As the learners carry out actions on and with learning objects and observe their changes, they gradually become aware of the invariants and new insights. This is where the ascent from the concrete to the abstract takes place. Abstractions emerge that contain essential features and insights.

5. Problem solving is a preferred method in the development of learning activity within the framework of this teaching/learning strategy. Neither the formation of learning goals nor the acquisition of the initial abstraction and its use as a means of moving up to the concrete could be successfully realized without the use of problem solving. It acts as an important source of motivational and cognitive activation.

What has been found through one's own cognitive and/or practical effort has been more or less deeply understood and can be stored in long-term memory, especially when a framework based on a broad starting abstraction is available for it. Problem solving is also a goal in itself: The development of problem-solving strategies - both domain-specific and more general, heuristic - represents a necessary aspect of the formation of learning activity as a whole, particularly with a view to promoting increasing independence and lifelong learning.

6. The example of K.i.d.Z. 21 shows how it works in action (Körffgen et al., 2017).

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Generative AI in the Business School: From the Perspective of Students

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Abstract

In this study, we explore the underrepresented perspective of students on generative AI (GenAI). Specifically, we examine how students have engaged with GenAI, including ChatGPT and its competitors, in the year since its rollout. We explore their preparedness to utilize this technology and the purposes for which they employ it, as well as student awareness of ethical considerations related to GenAI. Survey data gathered from business school students during Fall 2023, one year after ChatGPT's introduction, reveal that many students incorporate GenAI into their academic studies. However, many feel that their knowledge about GenAI is lacking, and they express diverse reservations. They are eager to learn more about GenAI, including optimal usage and broader implications. Further research is needed to enhance student understanding and effective use of GenAI. Business schools must provide meaningful guidance, and macromarketers should seek to understand the societal and systemic implications of the rapid expansion of this technology.

Introduction

Since generative AI (GenAI) exploded onto the world stage in November 2022, adoption by the public has been impressive (McKinsey & Company, 2023) due to GenAI's often free availability and its perceived ease of use (Kshetri et al., 2023). GenAI is technology that produces content, such as words and images, that are human-like in response to queries from users (Lim et al., 2023). Its basis in large language models has brought about fears of misinformation and bias (see Guha et al., 2023), while also perceived as bringing gains in productivity (Dwivedi et al., 2023) and efficiency (Noy and Zhang 2023).

Despite these implications, scant research has focused on GenAI in business education (Cribben and Zeinali 2023). In marketing, this oversight is especially striking given that marketing instructors may be more likely to integrate GenAI in their teaching due to the perception that marketers are using it, so marketing students need to learn how to use it (Peres et al. 2023). At the same time, it seems that marketing employees are not ready for GenAI: a November 2023 study found that 65% of the studied 672 marketing and sales leaders are not using GenAI, the lowest among all departments, this despite marketing being among the leading projected use cases for GenAI in the coming years (Korst and Puntoni, 2023). Consequently, further research is needed to understand the implications of GenAI for business and marketing education (Peres et al. 2023).

Given even limited understanding of these considerations in the early period after launch, education stakeholders immediately sought to understand how the technology may be used (or misused) in the classroom (e.g., Peres et al. 2023). Would students use it as a helpful collaborator or, instead, to fraudulently write essays (Stokel-Walker 2022)? The push on the educator side was, somewhat naturally, concerned about academic integrity (Cribben and Zeinali 2023) and whether learning would be stifled (Gray 2023). On the other hand, the benefits of GenAI for professors has been touted, such as using it for creating lectures and course material, enhancing learning experiences, creating (personalized) exam questions, and grading (Cribben and Zeinali 2023). Using GenAI could arguably save professors time and increase effectiveness, while potentially saving money usually spent on human assistants (Dalalah and Dalalah 2023).

This focus on instructor benefits and concerns is important, yet that is only one side of the education dyad. Indeed, students are important stakeholders in the roll-out of GenAI both in their own right, but also as future employees and (marketing) managers. For example, students may be able to use GenAI as a ‘helpful tool’ (Dalalah and Dalalah 2023), such as for explaining concepts, preparing for exams (e.g., generating practice questions), and summarizing papers (Cribben and Zeinali 2023). Despite this emerging theorizing, the perspective of students on how GenAI is useful – or concerning – and how they would prefer it be (or not) a part of their educational experience, has largely not been evaluated (for a notable and very recent exception, see Guha et al. 2023; also for primary and secondary schools, see Chiu 2023). Further, there

is a lack of attention on what view would be best to protect their welfare both today and as future users of subsequent GenAI versions. Particular attention is needed in the business school, given the role – and influence – students will have (or are already having, in the case of part-time students) in work activities and decisions – and on society writ large.

In this study, we explore the underrepresented perspective of students in relation to GenAI. In particular, in the year since the roll-out of ChatGPT, a leading GenAI, and its competitors, how have students engaged with the technology? How prepared do they feel to utilize it, and for what purposes? Are they aware of ethical considerations that could make use of GenAI a questionable component to their professional toolkit? What concerns do they have about how it has already permeated their educational experience? To address these questions, we utilize survey data from business school students in Fall 2023, at the one-year mark since ChatGPT's introduction. In the next section, we establish the macromarketing relevance of the study's focus on the introduction of new technologies. Then, we describe our methods and findings. Recommendations for educational institutions as key players in the welfare of student development are then offered.

Macromarketing Relevance

The concept of a marketing system is central to thinking about macromarketing (Layton 2007; Hunt 1981), and the acceptance level of different technologies is one important consideration within evolving marketing systems (Layton 2007). Conventions and norms shift in response to a change in technology. The formation, growth, and adaptive change of marketing systems (Layton 2015) is as relevant as ever in this GenAI moment. Group behaviors and competitive dynamics adapt as conventions related to the technological change are contested (Layton 2015).

Macromarketers have also studied the impact of technological change on vulnerable groups, including the concept of the “digital divide” (Hill and Dhanda 2004) that separates the “knowledge poor” from the “knowledge rich” (Hussein 1999). As GenAI expands in usage, this divide may be seen in both the application skills held by different groups and potentially in the effects on job types, or, conversely, GenAI might act as a democratizing force given its ease-of-use, accessibility, and low cost.

Considerations of asymmetric information, misinformation, lack of information and their relationship to market failure (Redmond 2018) are more relevant than ever with the promise and dangers of GenAI. Further, large language models (LLMs) might have an inherent cultural bias: A study (in pre-print) from 2023 found that LLMs' responses to cognitive psychological tasks most closely relate to those from Western, Educated, Industrialized, Rich, and Democratic (WEIRD) societies (Atari et al. 2023). With early criticisms of GenAI pointing to its inability to sort good information from bad (Wach et al. 2023), the potential for misinformation in its outcomes is considerable. The training of LLMs has also left it open to repeating biases and disinformation about specific sub-groups of any population.

For these reasons, the questions posed in this study present an important topic for macromarketers to consider.

Methods

To gather the perspective of students on the topic of GenAI, a survey of business school students was conducted during October to November 2023. The business school is located in Europe. The survey was designed to gather both closed and open-ended responses. Five questions used synthetic scales and serve as a key focus of our quantitative analysis (see Table 1). Respondents were also asked about the purpose(s) for which they use GenAI and given the opportunity to describe in their own words (a) what concerns they may have about how GenAI may be used in the business school context, and (b) what suggestions they had for the business school regarding how to handle GenAI in learning contexts. Students were assured of the anonymity of their responses in order to encourage transparency and honesty in their responses.

Table 1: Survey questions

Question	Response options
Have you ever used a generative AI system as part of your academic studies?	Never, Rarely, Occasionally, Frequently, Always
How would you rate the usefulness of AI tools or systems for helping you in your academic studies?	Not at all effective, Minimally effective, Moderately effective,

	Very effective, Extremely effective
How would you rate your own knowledge about generative AI tools or systems?	Not knowledgeable, Slightly knowledgeable, Knowledgeable, Fairly knowledgeable, Very knowledgeable
How important do you think it is to learn how to use generative AI tools or systems?	Not important at all, Slightly important, Important, Fairly important, Very important
How concerned are you about the ethical implications of using generative AI?	Not concerned at all, Somewhat concerned, Moderately concerned, Quite concerned, Extremely concerned
In your own words, please describe concerns you have about the use of generative AI in the business school, if any.	Open-ended
What suggestions do you have for the business school regarding generative AI?	Open-ended

The survey was delivered online and was offered in both English (29% of respondents chose this) and the home language of the country (71% of respondents chose this). The survey took, on average, about 7 minutes to complete. A total of 193 usable responses were gathered. Among those who provided demographic indicators, 62.7% are male, 32.6% female; 74.1% are between 18 and 40 years old. This data set is unique in that 71.5% of participants report working full-time and 14.5% report working part-time, owing to the nature of this particular university, where many students are completing their studies alongside – or as part of – their work responsibilities.

We provide first a quantitative analysis of closed-response data using SPSS, followed by an evaluation of the responses to the two open-ended questions. The latter were first open-coded (after being translated into English using Microsoft Word translation, with one of the authors checking the translations), where each sentence of text was assigned a descriptive label. The labels (called codes) were compared and eventually combined into higher-level categories, coming to a number of important themes. These themes are described below, along with some representative example quotes from the participants (in “quotations” below).

Findings

Findings from the Closed-ended Questions

Common Behaviors with GenAI

A clear conclusion from our data is that most students are using GenAI. A majority of students (53.4%) report using GenAI as part of their academic studies either occasionally, frequently, or even daily. The remainder report using it only rarely (18.7%) or never (28%). Common purposes for using GenAI included using it to summarize text, translate languages, improve writing or grammar, ask questions about course material, and find relevant sources and materials (see Table 2). While only 18.1% of participants report that they use GenAI to write their reports and assignments, the true figure may be higher as students may not have disclosed this type of use due to concerns around violating academic integrity.

Table 2: Student Usage of Generative AI

Use	Percentage
Summarize text from cases, reports, etc.	39.4
Translate languages	34.2
Improve writing or grammar	33.7
Ask questions about course materials	29.5
Find sources and materials	29.0
Find study materials	26.9
Write reports and assignments	18.1
Analyze data	16.1
Time management and scheduling	8.3

Create flashcards and practice quizzes	5.7
Create presentations, videos, images, etc.	4.7
Create graphs and other data visuals	3.1

Effectiveness of GenAI

Of those who report using GenAI at least sometimes in their academic studies, the vast majority (84.2%) find such tools or systems to be at least moderately effective in aiding them (see Table 3). Notably, about half say that GenAI is very or extremely effective in aiding their studies. On the five-point scale, the sample of those who report at least sometimes using GenAI average 3.48, or slightly more than “moderately effective”. This average is significantly different from both 3 and 4 on our scale ($p < .001$ for each).

Table 3: Usefulness Rating of GenAI

Response	Percent of respondents	Cumulative percent
Not effective at all	2.2	2.2
Minimally effective	13.7	15.8
Moderately effective	33.8	49.6
Very effective	34.5	84.2
Extremely effective	15.8	100.0
Average score: 3.48		

As shown in Table 4, which includes the results of t-tests of the comparison of averages, perceptions of this usefulness of GenAI do not vary by age group, gender or employment status. However, there are significantly higher perceptions of usefulness among those who use it at least occasionally, as well as among those who use it for two or more distinct purposes. This suggests that additional exposure of the students to a variety of potential applications of GenAI will enhance their perception of how the technology can be effective in aiding their studies.

Table 4: Comparing Average Ratings

	Usefulness	Knowledge	Learning	Ethics
Age				
30 & under	3.59	2.52	3.83	2.67
Over 30	3.33	2.11	3.92	3.27
(p-value)	(.119)	(.008)	(.286)	(<.001)
Gender				
Female	3.53	2.08	3.79	3.11
Male	3.53	2.42	3.98	2.92
(p-value)	(.996)	(.034)	(.309)	(.282)
Employed				
Full-time	3.48	2.15	3.83	3.02
Otherwise	3.49	2.75	4.00	2.80
(p-value)	(.960)	(<.001)	(.347)	(.263)
Usage				
At least occasionally v. Not at all or rarely	3.70 2.86	2.64 1.96	4.25 3.44	2.75 3.20
(p-value)	(<.001)	(<.001)	(<.001)	(.008)
None v. One use category	N/A	1.78 2.28	3.26 3.76	3.37 2.96
(p-value)		(.040)	(.114)	(.140)
One v. Two use categories	2.80 3.50	2.28 2.13	3.76 4.13	2.96 2.97
(p-value)	(.006)	(.548)	(.215)	(.982)
More than one use v. None or one use	3.63 2.80	2.59 1.94	4.19 3.42	2.76 3.24
(p-value)	(<.001)	(<.001)	(<.001)	(.005)

Student Knowledge Levels

Respondents to our survey vary in how they rate their own knowledge about GenAI tools. As shown in Table 5, nearly two-thirds (64.8%) regard themselves as either not knowledgeable at all, or only slightly knowledgeable, suggesting that current usage of GenAI is conducted in a more experimental or exploratory manner than with confidence. Only 3.1% of our respondents consider themselves very knowledgeable. On the 5-point scale, the respondents average 2.32, or below the mid-point of the scale. The average is significantly different from both 2 and 3 on our scale ($p < .001$ for each).

Table 5: Knowledge Rating of GenAI

Response	Percent of respondents	Cumulative percent
Not knowledgeable	24.4	24.4
Slightly knowledgeable	40.4	64.8
Knowledgeable	17.1	81.9
Fairly knowledgeable	15.0	96.9
Very knowledgeable	3.1	100.0
Average score: 2.32		

Interestingly, the comparisons shown in Table 4 illustrate that younger students, males, and students not employed full-time are significantly more confident in their knowledge of GenAI, although the averages generally hover around the scale midpoint. When comparing reported knowledge by usage behaviors, we see even greater numerical differences whether the comparison is based on frequency of use or number of different purposes for which the respondent uses GenAI. These results suggest that improvement in reported knowledge (typically more about confidence than actual knowledge) is associated with greater experience with the technology.

Importance of Learning GenAI Technology

Our third focus question shifted the survey toward how important it is to respondents that GenAI be properly learned. As Table 6 shows, the vast majority (84.5%) consider it at least important, if not fairly or very important. Only 15.5% consider it not or only slightly important to learn. The average score on the 5-point scale is 3.88, the highest of

our four questions, suggesting that “fairly important” is a reasonable representation of responses. The average is not significantly different from 4 on our scale ($p=.137$).

Table 6: Desire to Learn About GenAI

Response	Percent of respondents	Cumulative percent
Not important at all	2.6	2.6
Slightly important	13.0	15.5
Important	19.2	34.7
Fairly important	24.9	59.6
Very important	40.4	100.0
Average score: 3.88		

Referring again to Table 4, we see no differences in this assessment of the importance of learning GenAI stemming from age, gender or employment status of the respondent. However, we do see that using GenAI at least occasionally yields a significantly higher response, on average, compared to those who use GenAI never or rarely. We also see that those who use GenAI for more than one purpose rate the importance of learning GenAI significantly higher than do those who use it for one or no purpose at all. These distinctions likely reflect the perceived value of surpassing the initial learning curve and seeing continued applications of the technology in action.

Ethical Concerns regarding GenAI

Finally, we asked respondents about their ethical concerns regarding the use of GenAI in the education context. As Table 7 shows, nearly two-thirds (65.8%) are at least moderately concerned about the ethical implications. Only 14% are not concerned at all, and 9.3% are extremely concerned. The average for the 5-point scale is 2.96, or approximately “quite concerned”. This average indeed is not significantly different from 3 on our scale ($p=.626$).

Table 7: Concern about Ethical Issues of GenAI

Response	Percent of respondents	Cumulative percent

Not concerned at all	14.0	14.0
Somewhat concerned	20.2	34.2
Moderately concerned	31.1	65.3
Quite concerned	25.4	96.7
Extremely concerned	9.3	100.0
Average score: 2.96		

There are interesting patterns shown for this question in Table 4, where ethical concerns are stronger among the respondents over age 30. There are no gender or employment status distinctions. However, regarding those who use GenAI at least occasionally, they are significantly *less* concerned about the ethics of using GenAI than are those who never or rarely use the technology. Similarly, those who do not use GenAI or have used it for only one purpose are significantly *more* concerned about the ethics associated with the technology than are those who use it for two or more purposes. This suggests that increased familiarity with the technology may be associated with a reduced focus on any ethical factors in its use.

Comparisons by Usage Purpose

For insight on how usage affects perception, we compare the survey responses for each of our four focal questions using the purpose for which the technology is used as the point of comparison. To do this, we limit our sample to the 103 respondents who use it at least “occasionally”. Table 8 shows the results of t-tests that compare those who use the technology for each of the purposes shown to those who do not report using it for that purpose. There are a few significant differences.

Table 8: Ratings based on how generative AI is put to use by respondent

(1st number=yes; 2nd number=no; 3rd is p-value)

Use	Usefulness	Knowledge	Learning	Ethics
Summarize text from cases, reports, etc. (n=67)	3.84 3.44 (.036)	2.88 2.19 (.001)	4.37 4.03 (.055)	2.76 2.72 (.867)
Translate languages (n=51)	3.75 3.65	2.73 2.56	4.27 4.23	2.57 2.92

	(.612)	(.168)	(.800)	(.108)
Improve writing or grammar (n=53)	3.87 3.52 (.051)	2.72 2.56 (.445)	4.47 4.02 (.008)	2.74 2.76 (.913)
Ask questions about course materials (n=43)	3.56 3.80 (.183)	2.63 2.65 (.916)	4.28 4.23 (.794)	2.74 2.75 (.979)
Find sources and materials (n=48)	3.85 3.56 (.099)	2.73 2.56 (.422)	4.33 4.18 (.381)	2.73 2.76 (.877)
Find study materials (n=41)	3.80 3.63 (.337)	2.85 2.50 (.090)	4.32 4.21 (.543)	2.80 2.71 (.674)
Write reports and assignments (n=34)	4.06 3.52 (.004)	2.85 2.54 (.146)	4.53 4.12 (.023)	2.74 2.75 (.938)
Analyze data (n=29)	4.14 3.53 (.002)	3.10 2.46 (.004)	4.38 4.20 (.357)	2.45 2.86 (.089)
Time management and scheduling (n=14)	3.64 3.71 (.804)	3.07 2.57 (.095)	4.21 4.26 (.861)	2.50 2.79 (.188)
Create flashcards and practice quizzes (n=10)	3.40 3.73 (.274)	3.10 2.59 (.141)	4.00 4.28 (.337)	3.00 2.72 (.266)
Create presentations, videos, images, etc. (n=8)	3.75 3.69 (.869)	2.88 2.62 (.509)	4.00 4.27 (.396)	2.75 2.75 (.993)
Create graphs and other data visuals (n=6)	3.33 3.72 (.588)	3.33 2.60 (.323)	4.17 4.26 (.805)	2.67 2.75 (.856)

If GenAI is used to summarize text from cases, reports and academic papers, the respondent rates the technology significantly more effective in aiding their studies (3.84 v. 3.44, $p=.036$) than do respondents who do not put it to that use. They also rate their own knowledge significantly higher than do those who do not use the technology for this purpose (2.88 v. 2.19, $p=.001$). A similar pattern is found among those who use GenAI to analyze data, although the difference in scores is even more marked (4.14 v. 3.53, $p=.002$ for usefulness; 3.10 v. 2.46, $p=.004$ for knowledge).

Those who use GenAI for improving their writing or grammar are significantly more interested in seeing the technology incorporated into their learning processes (4.47 v. 4.02, $p=.008$). If respondents use the technology for writing reports and assignments, they rate it significantly higher in terms of its effectiveness in aiding their studies (4.06 v. 3.52, $p=.004$), and average a higher score on the importance of the technology being incorporated into learning (4.53 v. 4.12, $p=.023$).

Apart from these significant differences, the purpose for which respondents use GenAI does not otherwise lead to different views on the technology's usefulness, their own knowledge level, nor the importance of learning GenAI tools. Even more remarkably, there are no significant differences for any of the purpose categories when it comes to ethical concerns about the technology. Once someone has begun to use GenAI, there are no significant distinctions detected regarding the ethical implications of the technology. That said, the average score on the scale for ethical concerns remains around the midpoint ("moderately concerned") for 10 of the 12 usage categories. Only for those who use GenAI to analyze data (average 2.45) or translate languages (2.57) are the scores significantly below that midpoint. This suggests that there is still considerable leeway for educators to establish the ethical precautions that student users should take when using GenAI.

Overall, these results illustrate how engagement with GenAI has impacts on students' perceptions of its usefulness, their own knowledge, how they wish to learn more, and whether using the technology is ethically sound.

Findings from the Open-ended Questions

Shifting now to open-ended questions, we first requested respondents to describe, in their own words, any concerns they have about the use of GenAI in the business school. In their responses, students caution that the world is not yet aware of all – or even many – of the implications around GenAI. They detail their concerns around (1) (over)reliance

on AI-use by themselves and others, as well as concerns around (2) the characteristics of the GenAI itself (including misinformation, biased information, and privacy concerns), described below.

Concerns about (Over)Reliance on GenAI

By far, the most prevalent concern mentioned by students in their responses is the concern that they or others would become (over)reliant on GenAI – in that they could become too dependent on it. This concern was expressed as both concerns around the short-term implications, but also the longer-term implications.

Regarding short-term reliance, three major concerns came up: (1) that students would not learn, (2) that students would use it unethically in coursework, and (3) that students would be unfairly judged against those who did use GenAI.

Participants mention their concerns that students “will miss out on important learning moments due to the use of AI” and “leave [their] own thinking ability to an AI tool”. This concern that GenAI would undermine student learning is prevalent. Relatedly, students are concerned that it could be used for “cheating” or engaging in “[p]ossible (unintentional) plagiarism”. In this way, students could “let the AI make the report, while they themselves have a lot less knowledge of the subject.” Some students relay stories about how they saw other students using GenAI in a way they viewed as unfair. Such situations, students note, could result in students earning “a good grade without having to do any work and learn anything.” As students describe (and instructors also know), it is difficult to assess or confirm when information is created by a GenAI or humans. This prompted a few students to note concerns around whether they could be falsely accused of using GenAI or that GenAI could unwittingly be used in group work, with consequences for even those who did not directly use AI-generated content.

Students are also concerned as to whether they would be unfairly compared to peers who are using GenAI. This “unfair competition”, as students point out, could lead “to unfair advantages for students who don’t actually do the work themselves”. In this way, some students are concerned that if they do not use it, they may achieve (relatively) poorer grades than those that did use it.

Students are also concerned that reliance on GenAI could have more far-reaching implications beyond not learning certain class content. In the eyes of the student, widespread AI use could result in (1) students lacking crucial skills, (2) becoming manipulated, and (3) ultimately devaluing their degree. Participants are

concerned that the use of GenAI could potentially cause people to become increasingly “dependent” in the AI over time. Such dependency could result in students becoming “complacent” or “lazy”, even eventually losing their ability for “gaining knowledge”, curbing their “motivation to think outside the box or even critically”, or thinking “creatively”. This fear that students would lose the ability to think critically and creatively are intertwined with concerns that students could eventually become easily manipulated by GenAI. This, as one student mentions, could result in people’s actions being “completely influenced by what is prescribed by AI”. In this way, some are concerned that “indiscriminate use of AI tools can lead to dangerous or ethically irresponsible outcomes.”

Concerns about Characteristics of Generative AI

The surveyed students also express concerns about the limitations of GenAI itself, including its (1) penchant for misinformation and bias, as well as (2) privacy and intellectual property concerns.

In terms of misinformation and bias, students mention their concern with the GenAI providing “erroneous information”, including information that is “not always correct or true.” In this way, “[i]t becomes difficult to distinguish between ‘real’ and ‘not real’. What is true and what is not.” Relatedly, students are concerned about how difficult it is to verify or “trace” claims and to validate “the quality of the generated AI.” Such information could perhaps be especially difficult for students especially to detect: “The biggest concern is that the information is difficult to fact-check by a student who is still a learner.” While getting factual information wrong is a concern, so too is the idea that the GenAI could “give morally wrong information” or provide information that could harm others. Such misinformation, some students note, could find its way into coursework. For example, one student describes that they are “afraid that AI will sometimes give an incorrect answer and that this will then be used in a group paper or assignment, without the AI answer being verified.”

While less often mentioned, some students are concerned about “biases in generative AI”, and concerns around whether people would be “aware of the chan[c]es of AI being biased”. These concerns are related to questions around what data the GenAI was trained on, where perhaps the “current data is a reflection of society” that has ingrained biases.

Privacy and intellectual property protections were frequently mentioned. Beyond where the training data of the GenAI has come from, students are concerned about how “AI handles sensitive data”, where the “primacy of personal data or company data that you put in is not guaranteed at all.” Students are not only concerned about the storing of the data provided, but also how that data is used. Beyond personal data, there are concerns around implications for companies, including how the system handles the data that it collects, but also who owns what is created when using GenAI.

Suggesting the Need to Teach about Generative AI

We also asked respondents “what suggestions do you have for the business school regarding generative AI?” In reaction, a few students suggest that GenAI needs to be banned. However, the most overarching suggestion from many of the students is for the university to teach about and with GenAI. Many see this as inevitable, where “[a]s a school, you can no longer get out of the AI. I think in that case it’s best to embrace it and show the possibilities to the students.” Many students specify that they want GenAI integrated into curriculums, course materials, and lessons, including potentially providing an “Introduction course” on AI use. While most focus on the need to teach students, some students also stress the need to teach *instructors* about GenAI, “in order to make teachers and student alike aware of the presence and implications of generative AI.” Such efforts could help the instructors, in turn, teach students about AI, but also help them to “recognize misuse, but above all to improve their own work and make it more efficient.”

Students have two main suggestions around the specific content that could be taught, including (1) teaching about how best to use GenAI as a practical tool and (2) teaching about wider (ethical) implications of GenAI.

Regarding the former, many students would like to see the business school teach about GenAI in the context of showing how it could be used as a tool for work, including “how to use it properly” and “how to deal with it.” They would like to learn “how to legally and usefully use AI so that everyone knows and understands how to use it for [their] advantage.” Such suggestions focus more on how they could “increase productivity”, “quality”, as well as effectiveness of their activities in their professional and student lives.

“Teach the management and use of different types of AI applications in regular education. Learn to ‘play’ with it and experience what its strengths and weaknesses and dangers of misuse or improper development can be...”

This teaching could be related to specific use of GenAI for certain tasks they will face in their (future) careers. In this way, students suggest that they would be interested in learning about “opportunities...to apply AI within the field”.

For others, they would like to learn how to correctly use GenAI as students. As one student suggests, they would like to “[l]earn how generative AI can make the study process more efficient. How can a student make use of generative AI so that it is a complement and not a substitute for thinking for themselves?” For example, students would be interested in learning how to “make presentations” or “gain knowledge.”

Regarding the second point, students also express their desire to have the business school teach about the wider impacts of GenAI. For example, students express their wishes to have the university “teach [about] the deeper implications of it in everyday life and in business”, including the “negative implications” related to possible “dangers”, “pitfalls and challenges”, such as those aspects relayed above.

“I think you can mainly endorse the added value, but you also have to indicate the bottlenecks. It’s there, so we have to do something with it. But the way we deal with it matters. Ethical and responsible.”

Students therefore stress the need to be “open to opportunities, critical to implications/threats”. By teaching about the risks, such risks could potentially be “minimized”, students suggest. Teaching “how to use generative AI in a responsible way” and “critically assess” could take the form of, for example, modules on “Ethics in Context” or within related courses.

Suggesting the Need to Set Boundaries about GenAI

In addition to teaching, students desire rules and guidelines, while others point to the need for individual responsibility. Students suggest that there needs to be “clear rules” and further clarity around when GenAI can be used in their studies. As one student notes, they would like “clear guidelines on when AI can be applied and when it cannot.” While many only state that they would like such guidance, a few suggest what these rules or limits could look like. In some limited exceptions, students suggest that

GenAI should be allowed in “planning/research” or as a “sparring partner”, but not allowing students to write with it and banning “[c]ompletely copying the content without further verification”, while others suggest rules are needed for “proper attribution”.

“Clear frameworks about what is and what is not allowed with AI, but above all testing/exams in ways in which AI cannot be used (at least for elements that determine whether or not courses/credits are obtained).”

As one student suggests, perhaps it would be useful to have a course in “what is and is not allowed with regard to the use of AI for papers and other uses for the programme.” Such efforts may involve “conducting research” on which guidelines are needed and why.

On the other hand, some respondents call for individual – in this case, student – responsibility to handle the use of GenAI, citing recommendations for students to be ‘careful’, ‘check all information’, and ‘keep thinking for yourself’. As one student argued, “I am not worried about that. I think it can be used as a useful tool, but, in the end, you have to do it yourself and if you can’t do it, that’s your own problem.”

Finally, students suggest that assessments may need to be changed given GenAI. The students vary in their suggestions around how that can be best be done. Responses range from suggesting that the university “mak[e] sure that projects from the business school can’t actually be made by an AI tool” to increasing the workload by demanding more from the students, to a few specific recommendations around instituting oral exams, defenses, or presentations, as well as employing video assignments or other “alternatives to written assignments”.

Discussion

These findings provide contemporary insights into macromarketing concepts such as marketing systems and technological change. In keeping with Layton (2015), our research shows the unease around the contestation and acceptance of a new technology such as GenAI. As shown in our data, students are concerned it might lead to both unhelpful dependencies *and* an unfair advantage for the groups that do use it over those that do not. We see in our data that the technology may change the conventions of how the system operates.

One of our most important findings is that additional exposure of the students to a variety of potential applications of GenAI enhances their perception of how the

technology can be effective in aiding their studies. Relatedly, we found that those who do not use GenAI or have used it for only one purpose are significantly *more* concerned about the ethics associated with the technology than are those who use it for two or more purposes. A possible interpretation is that two key features of commercial GenAI tools prevent users from considering and/or engaging in a meaningful assessment of possible ethical implications. First, that those tools are convenient and very easy to use, and thus ethics are “alone” in presenting barriers. The focus on practical use may overshadow any perceived drawbacks, such as those presented by ethical considerations. Second, that responses from GenAI tools can appear to be authoritative and thus trustworthy, suggesting that any doubts about the appropriateness of using the technology are unfounded. Taken together, these features veil the complexity of the GenAI platform that is difficult for users to evaluate. It is therefore perhaps not surprising that students expressed a strong desire to learn about GenAI, thus demonstrating awareness of the difficulties around evaluating its complexities.

Importantly, students who are also working full-time – which is common at this particular business school owing to its offerings – are reportedly less confident in their use of GenAI than those who are focused fully on being students. Perhaps non-working students are using it more, as those students in full-time work would be limited in their time and energy to devote to adopting GenAI use in either their work or their education. Businesses are rapidly seeking to invest in their GenAI use, with much of that expertise expected to come from internal training; for example, GenAI investments in marketing/sales are forecasted to grow by 30% (Korst and Puntoni, 2023). Business school instructors will likely be called upon, not only by students as our study shows but also by businesses themselves, to ensure that current – and future – workers are being appropriately prepared for the new economy, underscoring the need for rapid creation and dissemination of training for AI.

It will be interesting to follow how the acceptance of the technology flows through marketing systems and whether familiarity will breed contempt or admiration. Our data reveal that despite widespread exposure, people are admittedly not knowledgeable about GenAI. It was revealing to find that only 3.1% of our respondents consider themselves very knowledgeable about GenAI compared to nearly two-thirds (64.8%) who regard themselves as either not knowledgeable at all or only slightly knowledgeable. The current usage of GenAI remains primarily experimental and

exploratory, meaning that acceptance and the future of the market are still being contested and formed. Will the spread of misinformation contribute to a market failure (Redmond 2018)?

It is also important to reflect on the inequities in the so-called digital divide that concerned macromarketers a generation ago (Hill and Dhanda 2004). The affordability and access of GenAI through programs such as ChatGPT hold promise for those on the other side of the digital divide. Indeed, there is optimism that it “could raise productivity and shrink gaps in human capital faster than many [technologies] before it” due to its accessibility through smart phones that are ubiquitous in the emerging world (The Economist, 01/25/24). Our data shows that users of GenAI see it as a helpful aid that can make their lives easier, but there is still concern that people who do not have access may be at a disadvantage – especially given that, for many commercial GenAI platforms, access to the newest features and reliable access often require a paid subscription. Consequently, problems of asymmetric information (Redmond 2018) may persist. Time will tell whether the promise is realized in the emerging world more than simply make the giant Western technology firms richer. Future research is indeed needed.

Conclusion

Taken together, the survey results indicate that a considerable number of students are utilizing GenAI in their academic studies, and many of them are finding it beneficial. However, many feel their knowledge around GenAI is lacking and students have expressed a diversity of reservations regarding GenAI. They are eager to learn more about it, including how to best use it and the wider implications of it. Looking forward, more research is needed to explore how students can best learn about – and with – GenAI, as well as to unearth the associated wider implications of AI use by students in general, but also in the business school specifically.

For business schools, the implications are immediate. Students are already using GenAI but acknowledge their lack of preparation and the many potential disadvantages to their own learning, to their assessment, and even to the value of their degree. Practical and regular introduction of how and when to utilize GenAI is needed for students to build a stronger sense of the technology’s “place” in their professional and educational spheres. Specific university guidelines on where the technology is acceptable for student learning and applications are needed to provide the institutional

guardrails that may also help students develop their own internal guardrails for the present and into their careers. Particular applications appropriate to individual areas of expertise are also desired by students so that they are better prepared for how GenAI is changing their professional landscapes- whether this is teaching how to make genAI advertisements or how to use synthetic customer research in marketing or leveraging AI for product development in entrepreneurship.

For macromarketers, these results also highlight the importance of seeing the implementation of new technologies within the systems where they appear. While different business schools, and universities more broadly, will approach the use and instruction of GenAI in unique ways, the rapid expansion of the technology is revealing its impacts in novel and unanticipated ways. It is imperative that we train tomorrow's business leaders to be mindful and skilled regarding the application of GenAI so that the societal and systemic impacts can be effectively understood and managed.

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Curricular Innovations for Integrating UN SDGs into Marketing Education: A Macromarketing perspective

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Introduction

The world has started witnessing the effect of climate crisis and other grand challenges. Business Schools have a responsibility in shaping future leaders and entrepreneurs by sensitizing them about grand complex challenges which requires our best efforts. The idea of profit will make sense only if we can preserve our planet and co-create solutions for majority of marginalized population. The UN Sustainable Development Goals (SDGs), consisting of 17 interconnected goals, can work as an overarching guiding principle for countries and organizations at large. Around 880 Business Schools around the globe have also started to incorporate SDGs by being signatory of Principles of Responsible Management (PRME, 2023) and other tasks as conceived by respective schools and its stakeholders. However, PRME hasn't been able to influence curriculum innovations to incorporate SDGs beyond interested individuals and small group of impassioned academics (Russo et al, 2023; Satyam & Aithal, 2024).

Macromarketing paradigm always encapsulated many of sustainable development challenges since its inception (Shapiro et al., 2021). Business schools have been slow to engage with the SDGs (Weybrecht, 2022). Although there is agreement that business schools should play active role to incorporate SDGs, but, limited studies report about the integration of SDGs into the marketing education curriculum. This study aims to fill this gap by documenting our attempt of integrating SDGs into the curriculum. This paper is aligned with the call of Fang & O'Toole (2023) for the integration and application of the SDGs into business school curriculum. Voola et al. (2022) have highlighted the need to rethink marketing education to create a sustainable future.

This paper examines four pedagogical exercises embedded within a marketing elective, 'BoP & Rural Markets: Perspectives and Solutions', in a leading Indian business school. The objective of this paper is twofold. First, we present and discuss the appropriateness and selection of pedagogies into curriculum based on the nature of case example,

resources, etc. Second, we investigate the effect of this integration on student learning specifically focusing on SDGs. The paper also aims to identify some lessons and directions for marketing educators who might be interested in embedding the SDGs into their curriculum or experiential exercises.

UN SDGs & Macromarketing Pedagogy: Applications

We have designed and integrated four exercises into the curriculum: i) Live case study on Medoplus; ii) Field-visit to Gyanshaala (alternative education program in urban slums); iii) Guest lecture by the co-founder of Garv Toilets (tech-enabled smart sanitation system); iv) Experiential learning exercise through an immersion to rural periodic market. The first exercise 'live case study on Medoplus' discusses the attempt by the start-up to address the challenges of primary healthcare needs of rural population. Medoplus through its App tries to connect the patients at the village level with good doctors in the near vicinity. It addresses SDG 3 & SDG 10.

The second exercise was a combination of a field visit as well as reflective exercise after the visit. Gyan shala is a very innovative model of schooling which operates in Urban slums across four states in the country. It was started in Ahmedabad with ten classrooms in June 2000 and today has over 45,000 students. The model is extremely low-cost but delivers high-quality learning to students who are enrolled with them. The model is a charity-based model and does not generate revenue on its own. The model tries to address SDG 1 & SDG 4.

In the third exercise Mr. Mayank Midha the co-founder of Garv Toilets was invited in the classroom to share his experience of developing tech-enabled smart sanitation centers to serve the needs of BOP communities across the world. They have developed an indestructible smart toilet, which is much cheaper than comparable models without compromising on quality. It addresses SDG 6 & SDG 11.

In the final exercise, students were taken to a rural periodic market and have to develop shared understanding of workings of the market in the bop context by interacting with various stakeholders.

Macromarketing Pedagogy for a Better Planet

All four exercises facilitate learners to appreciate the context of base-of-the-pyramid and its myriad challenges. Most of the students would not have been to a village market, or an urban slum and see first-hand how low-cost models work in the BOP context.

It is expected that the four exercises would lead to an indirect introduction to the SDG and will come as an additional learning rather than the core focus. The reason for this is that the primary focus of the course would be on decision making related to marketing in the Bop & Rural context and not SDGs. But because SDGs have become increasingly an overarching goal the attempt has been made to integrate it through these four pedagogical interventions. This study contributes to macromarketing pedagogy by discussing what and why of integrating SDGs through different pedagogies into the curriculum.

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Actioning Provisioning Systems theory for student projects and marketing professionals.

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Abstract

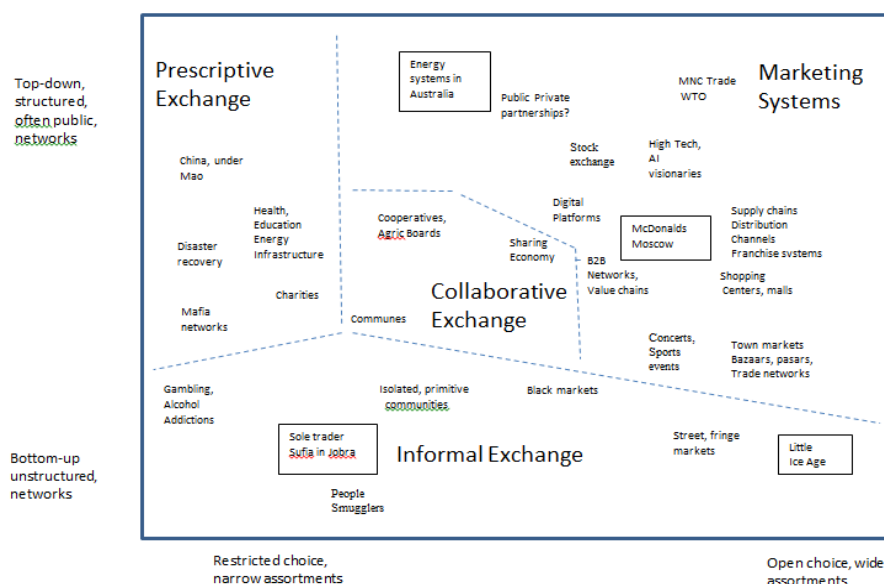
Provisioning systems exist to serve the needs and wants of individuals, families, communities, markets and states for goods, services, and experiences in daily life. Provisioning systems have four constitutional elements, including a top-down, prescriptive public network; a collaborative network commonly associated with the third sector, an informal bottom up, entrepreneurial network and a marketing system. They evolve over time “as untidy self-organized multi-level diverse assemblages and networks of economic and social exchanges” (Layton and Domegan, 2020, p.4). There are four complex social mechanisms driving the assemblages and networks in a provisioning system, namely, access/distribution, technology, value-based exchanges, and stakeholders. It is the dynamics of these four primary social mechanisms that determine the nature, trajectory, and details of a provisioning system (Layton, Domegan & Duffy, 2022).

As a student studying macromarketing, perhaps dealing with one of the 17 UN SDGs or a marketing professional working on a sustainable or green marketing strategy or a social marketing practitioner seeking to design a behaviour change intervention, how might one apply provisioning systems theory (Layton and Domegan 2021) to a practical problem or situation? How does one determine the boundaries of provisioning system? How provisioning systems might be visualised as embedded or nested? (Fanning et al., 2020).

A starting point with a provisioning system theory consisting of 2 axes (Layton and Domegan, 2021). The horizontal axis ranges from top down and structured to bottom up and unstructured while the vertical axis features limited/restricted to wide and

varied assortments and choices. In the diagram, Figure 1, there are four cells to represent the four constitutional elements or sub-systems with examples.

Figure 1 A Provisioning System



Source: Layton and Domegan, 2021, p.7.

This paper demonstrates the application Provisioning System Figure 1 in a student macromarketing classroom setting (case illustration 1) and in a professional social marketing situation (case illustration 2).

Case Illustration 1, Marketing and Sustainability classroom exercise

A second year BComm class of 180 students investigate the idea of a Climate House, a *sustainable tourism* project that embraces economic, social, environmental, cultural, community wellbeing, local prosperity, and other aims (World Tourism Organization, 2013). The projects' reliance on ecological science turns the Climate House into a tool of environmental education, specifically for children, young adults, and families. The project also acts as a social enterprise by cherishing natural ecosystems, promoting sustainable behaviours, providing ecological rehabilitation, supporting local livelihoods / communities, and finally becoming a model for positive social change.

A provisioning systems approach to a Climate House project copes with a complex array of interrelated problems (*a problematique*), addressed via the UN SDGs, namely: a) climate change associated with loss of biodiversity and deterioration of vital ecosystems, like bogs and peatlands; b) health crisis and health inequality; c) the difficulties linked to the origination of a commercially viable marketing system in the field of sustainable eco-tourism; d) lack of well-developed sustainable education in schools and societies; and e) undeveloped local and rural communities where social, ecological, economical and other issues create a vicious circle of abandonment, isolation, unemployment and deprivation. Table 1 provides a brief overview of how the students' work and reports characterise this problematique and issue-mitigating factors.

Table 1. Climate House sustainable tourism project-related problematique.

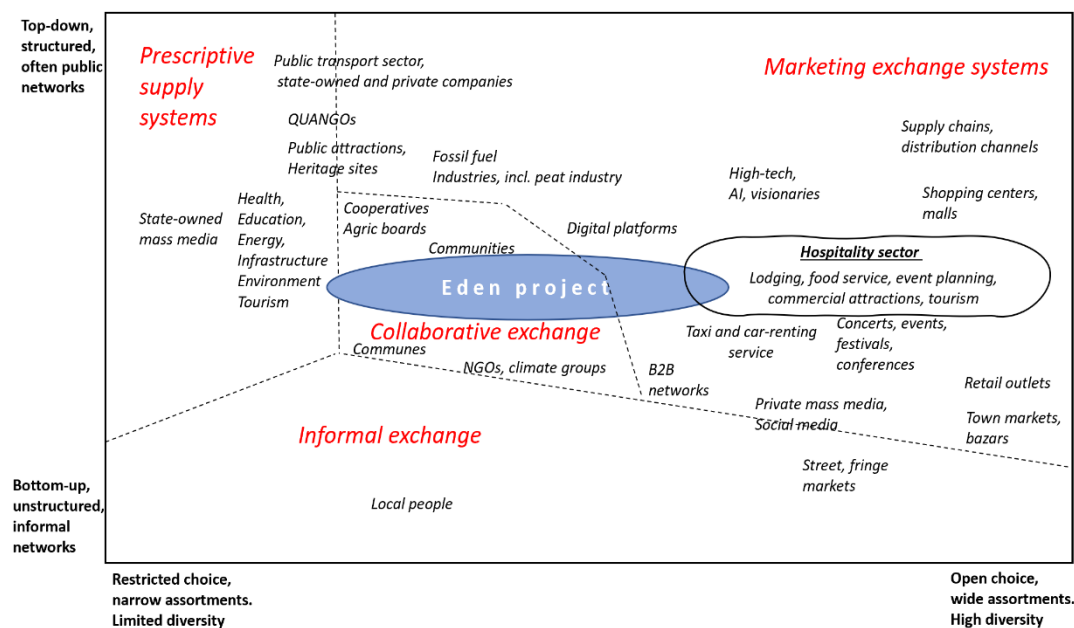
Problematique	Specific issues	Issue-mitigating factors
Climate change	▪ Lack of implementation by the government, businesses and others to address climate change. ▪ Lack of sustainability funding.	▪ Environmental laws, regulation and policy. ▪ Rise in environmental and health concerns among the Irish public.
Community health crisis	▪ Lack of consistent health motivation and steady interest in healthy activities, demonstrated by large cohorts of population / communities (lack of health culture); ▪ Failures in health education.	▪ Increase in health concerns (also boosted by the COVID-19 pandemic). ▪ State public health authority's initiatives to stimulate healthy lifestyles and public health advise to promote local active tourism.

Sustainable tourism under-development	▪ Lack of critical sustainable tourism infrastructure, information and awareness. ▪ Long-lasting fallout from the COVID-19 pandemic.	▪ Support and funding from dedicated national tourism development authorities. ▪ Non-competing character of national tourist attractions.
Sustainable education deficiencies	▪ Full capacity of formal, non-formal and informal education for teaching sustainability is not tapped into. ▪ Lack of sustainability embeddedness in the school curriculum.	▪ Increased focus on sustainability across various school disciplines and interdisciplinary approach towards its teaching. ▪ Availability of sustainable tourism locations.
Social issues at local level	▪ Vested interests of the peat industry. ▪ High unemployment in rural region (a possible Climate House location).	▪ Engagement of the peat industry in addressing sustainability issues. ▪ Strong local communities in Ireland, though more oriented on economic viability rather than ecological issues.

To better visualise the problematique and to demonstrate provisioning systems application, the students were also asked to position the Climate House sustainable tourism project within a provisioning system typology framework (Layton and Domegan, 2021) (Figure 2). This exercise helped the students to better identify and analyse adjacent, complementary, and competing systems interacting with the Climate House project. For instance, competing systems may be represented by any for-profit, non-sustainable tourism ventures, such as Tayto Park or the Guinness Storehouse (positioned on the map as commercial attractions within the hospitality sector).

Adjacent and complementary systems to the Climate House may reside within both prescriptive exchange and marketing exchange systems (e.g. Coillte Ireland, whose parks are specifically designed to promote sustainability and tourism).

Figure 2. Climate House sustainable project within the provisioning system framework



In Figure 2, students identify all four types of the provisioning sub-systems will interact with the project, but the project itself mainly rests within collaborative and marketing exchange system. It is collaborative exchange that defines its essence as this type of exchange is marked by enhanced role of communities, social movements, climate change activism, cooperation, trust, collaboration, networking, sharing and compromise to prevent augmented costs, competition uncertainties and conflict.

To generate Figure 2, students in groups of 4, undertook a sustainable tourism literature review and completed a situational and PESTEL analysis. They also undertook some Social Listening market research to go investigate the story and narratives around sustainable tourism experiences. They used free platforms available (e.g. Hootsuite, Hubspot, Social Mentions) to carry out the 'monitoring' aspect of social listening, using

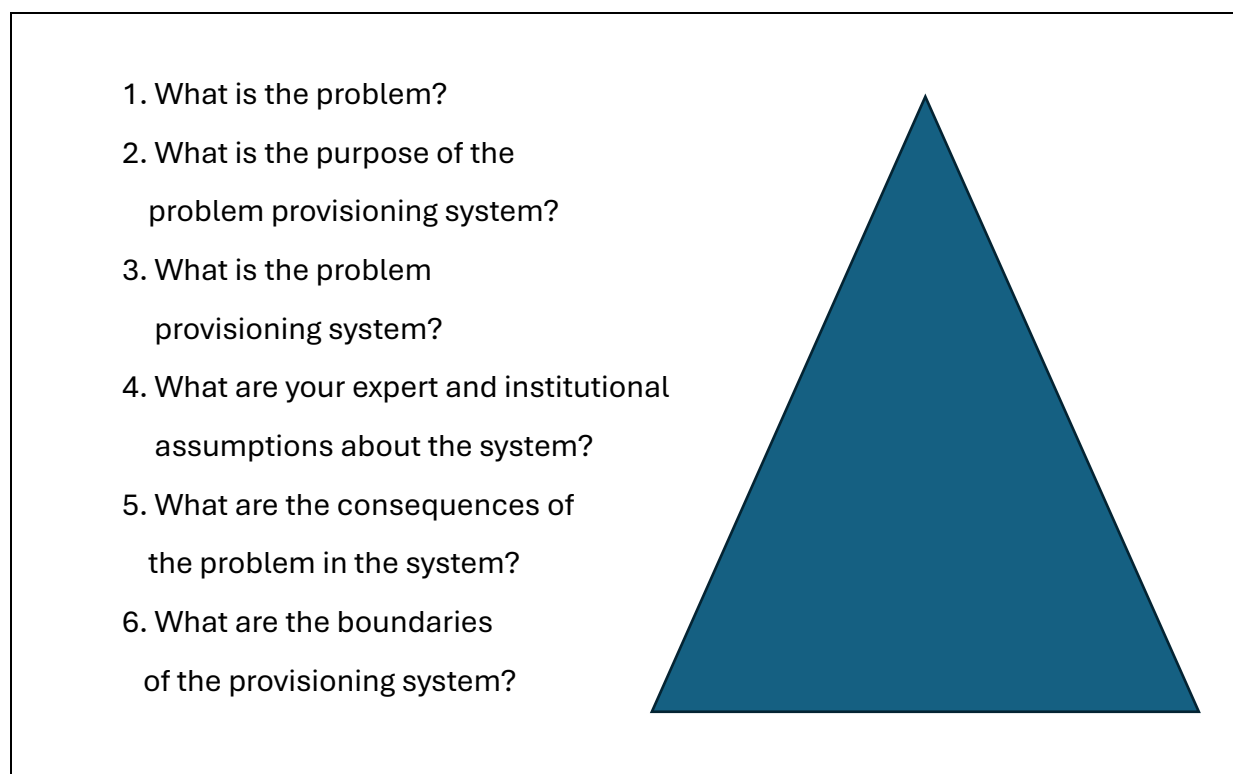
key terms from their literature review. This provisioning system evidence-based exercise then fed into a systemic stakeholder analysis and exchange analysis.

Case Illustration 2, A Social Marketing Professional Context

The second example pertains to professional social marketer employed in an organization with a behaviour change job relating to sustainable transport. The social marketer is charged with introducing systems thinking into the organisation and using it to design a change strategy following the classic social marketing planning process (Hastings and Domegan, 2023). The social marker is working in 2 different counties with two country teams who have expertise and experience in this area. The social marketer approaches provisioning system thinking from a problem and competition perspective as opposed to the opportunity lens of the student projects in the first case illustration e.g. emissions from fossil fuel cars and transportation methods contributes to climate change and signals a provisioning system is not working as efficiently as desired. As well as asking what the problem is, the social marketing professionals ask what is the purpose of the provisioning system? For example, in relation to transport, a common problem is single car usage. Asking what's the purpose of the transport provisioning system clarifies implicit assumptions experts and professionals have about the system – public transport, active travel, carpooling, electric cars, buses, trains, and car taxes for example. Reminding all about the purpose of the problem provisioning system allows one to see how the system is performing, or not, relative to its purpose and the scale of the problem.

In essence, using provisioning system diagram (Figure 1) helps with exploratory problem formulation work and understanding a provisioning system, its localised context, its interacting stakeholders and how they relate to each other (Hastings and Domegan, 2023).

Figure 3 - Iceberg Exercise to identify a problem provisioning system.



By the end of these questions, the social marketing team would have a good sense of the problem, the provisioning system and the purpose the system, together with an initial insight into assumptions about the system. For example, many countries are grappling with the challenge of Sustainable Transport relating to the UN SDG #3, Good Health and Wellbeing and UN SDG #11, Sustainable Cities and Communities. The problem is multifaceted and ranges from decreasing people's dependency and use of cars to increasing the number of children walking or cycling to school, increasing the number of people walking and cycling to work, the lack of public transport and reducing the number of tourists hiring fossil fuel cars and so on. The provisioning system in question is the transport system of a city or a region and/or a country. This embraces a prescriptive subsystem (the public transport network of cars, buses, trains and so on), a marketing subsystem, (private coaches, hired car companies, taxis, bike rental schemes, bike purchase schemes), a collaborative system (think carpooling) and an informal system (neighbours swapping taxi duties over a holiday period). The purpose of the provisioning transport system is to get people from A to B so they can work, enjoy activities, and improve the quality of their lives. Transport enables people to make a living and to live their lives. Assumptions may relate to how unsustainable travel

- A provisioning system theoretical framework can be operationalised for students and professionals alike.
- Traditional marketing tools such as literature reviews, PESTEL analysis and marketing research can assist in the operationalisation of a provisioning system.
- The embeddedness and nested nature of systems can be identified and mapped.
- Provisioning systems visualisation helps with early problem formulation.
- Provisioning systems visualisation helps with competition identification.

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MARKETING SYSTEMS, SOCIETY AND NATURE / BIODIVERSITY

TRACK CHAIRS: Outi Uusitalo
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Towards sustainable and equitable housing: Examining maintenance practices from tenants' perspectives

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Greenhouse gas emissions and overconsumption of natural resources resulting from housing need to be reduced. Therefore, the energy efficiency of existing houses and their usage should be improved to reduce emissions resulting from housing. A significant portion of consumption-based housing emissions occurs within households, so the practices and opinions of consumers matter in determining the extent of emissions. In marketing research, attention has already been given to sustainable housing (Sandberg, 2018), but the social equity aspect of sustainable housing has received less focus. Maintenance of an apartment keeps it in good condition and habitable for a longer period but can also influence the environmental impact of housing. Consumption studies have examined home-related maintenance from perspectives such as energy renovations (e.g., Bartiaux et al., 2014; Judson & Maller, 2014), goods repair (e.g., Godfrey et al., 2022; Gregson et al., 2009), or cleaning (Berner, 1998; Dion et al., 2014). Homeowners have agency in how they renovate, repair, and maintain their homes, but the agency of renters is often weaker. To develop their agency, it is important to investigate their maintenance practices and habits regarding home upkeep. Currently, there are only a few studies on maintenance in the context of social housing (e.g., Costarelli et al., 2020; Moore et al., 2017; van Mossel & Jansen, 2010). This study aims to understand maintenance practices in households from a practice-theoretical perspective. The purpose of this study is to investigate how rental tenants perceive home maintenance practices and what barriers or incentives exist for home upkeep. These questions will be addressed by analyzing interviews that will be conducted to tenants living in municipal rental housing in a Finnish suburb. The aim is to gather more information on how socioeconomically disadvantaged tenants maintain their homes and identify ways to encourage them to take better care of their apartments. If residents can be encouraged to maintain their homes, it may also be possible to reduce energy waste and increase well-being of residents.

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Consumption and biodiversity – from local-global confrontation to nature-centric thought

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Introduction

Biodiversity loss poses a significant threat to the future of our planet, driven by excessive consumption and unsustainable production. The depletion of biodiversity is closely linked to habitat destruction, unsustainable exploitation of wild species, climate change, pollution, and the spread of invasive species due to human activities (IPBES 2029). Despite the inevitable link between production, consumption and biodiversity, few studies in marketing have addressed how nature and consumers' nature relationships connects to consumption (Marchais, Roux & Arnould, 2024). Askegaard (2021) have brought out the missing dialogue between marketing and consumer research scholarship and biology. Especially he emphasized the need for examination of contemporary biology. In recent years, **consumer researchers' interest in nature has grown**, and the reason for this is undoubtedly the ecological sustainability crisis and the human-centered lifestyle that challenges planetary boundaries, endangering its continuity. The connection between humans and nature must be redefined, considering the conditions of the biosphere. Nature and humans are in an interactive relationship, influencing each other (Askegaard 2021).

Particularly in the context of food consumption, the significance of nature and biology is emphasized. In this context, the consumed item, food, is entirely derived from nature. Everyone needs food to survive. Eventually, many things that we consume, such as food, clean water, soil, and raw materials, are derived from nature. Nature and its diversity have been almost completely left untreated within consumption research.

Drawing inspiration from Bruno Latour's thinking and framework on new climatic regime (2018), this study aims to understand how societal divisions and meanings impact on perceptions of the relationship between nature and consumption, especially in the

context of consumer research. To this end, we analyze previous research on consumption and biodiversity through Latour's concepts of Local, Global, and Terrestrial.

The study employs a literature review approach (Snyder 2019) to examine and synthesize insights from diverse disciplines, highlighting the need for comprehensive examinations of the consumption-biodiversity nexus. Our interdisciplinary approach lays the groundwork for future research in consumption studies and the systems thinking in marketing.

Biodiversity refers to the complete array of living species within a given region, encompassing genetic and ecological variations as well. Understanding biodiversity as a fundamental characteristic of the Earth is crucial for its long-term viability. Biodiversity loss is both a global and local problem, requiring protection locally (Tillman 2000; Purvis & Hector 2000; Diaz & Malhi 2022). In consumer studies and in marketing, ecological crises and biodiversity issues are often discussed in the context of sustainable consumption (Seth & Paravatiyar, 2020). Sustainable consumption refers to the use of goods and services in a manner that minimizes environmental impact, supports social well-being, and ensures economic viability, aiming for long-term ecological balance (Jackson 2004). In this research, consumption is understood broadly as the acquisition, use, and disposition of commercially circulated products, services, knowledge, images, and experiences. It involves societal relationships, providing identities, serving as a communication tool, producing social differences, and contributing to the creation of communities and ways of life (Askegaard & Linnet 2011; Arnould et al. 2021). The challenge (of marketing) is to accommodate consumption (in a broad sense) to meet the needs of nature (biodiversity).

Theoretical Framework: Local, Global, and Terrestrial as political forces

According to Latour (2018), the tension between the local and global is a prevalent societal conflict, reflecting a desire for locality and nationalistic expressions against the backdrop of progress, modernization, and globalization. Latour critiques processes like deregulation, globalization, rising inequalities, and climate change denial as products

of a specific historical and political era. The "terrestrial" concept challenges the traditional local-global dichotomy, promoting a holistic understanding (Latour 2018). In Latour's thinking, local and global perspectives encompass both positive and negative aspects, which he terms as plus and minus factors (Figure 1). Plus factors drive development, whereas minus factors lead to confrontations and negative consequences in society. Rejecting a simplistic local-global binary, Latour advocates for a nuanced examination of interconnectedness. The terrestrial perspective encourages viewing the Earth as a singular, interconnected system, challenging compartmentalized views. In the context of biodiversity loss, this perspective helps to examine how human activities contribute to ecosystem degradation. "Terrestrial politics" calls for political actions aligned with the terrestrial dimensions of ecological issues, emphasizing the interconnectedness of human and non-human entities. (Latour 2018) This paper uses Bruno Latour's framework of a new climatic regime to consider how prior research on biodiversity and consumption intertwines within the context of shifting societal tendencies.

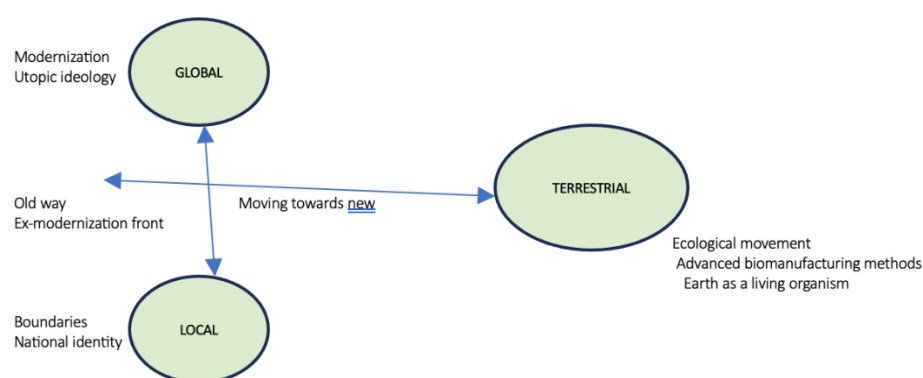


Figure 1:

Bruno Latour's Conceptualization of the Political Field of Thought in the Era of the New Climatic Regime (Adapted from Latour 2018)

Methodology

The research data is derived from a literature search conducted in ProQuest and Ebsco databases, complemented by a search in Google Scholar using selected keywords. To capture the central concepts related to consumption and biodiversity, keywords such as consumption, consumer, and biodiversity were chosen. The data collection process

involved fine-tuning to guarantee that the keywords were found in the title, abstract, or keyword section. The integrative literature review methodology allows for data collection fine-tuning (Snyder 2019). The final dataset consists of **51** scientific publications (time span 1990-2023), showcasing the interdisciplinary nature of consumption and biodiversity research. Most studies focused on impacts of consumption on biodiversity, particularly food consumption. Psychological aspects were also emphasized, exploring the phenomenon from individual perspectives. Consumption was portrayed as individual choices in markets, where consumers reflect on their decisions in relation to nature.

The qualitative content analysis, grounded in a theoretical framework, aimed to identify thematic dimensions within the research data. Themes were categorized under Local (positive and negative), Global (positive and negative), and Terrestrial perspectives (positive and negative). Table 1 summarizes findings and helps to outline connections between thematic dimensions. Three key actors through thematic analysis were identified across all articles: 1) consumers and 2) economic systems which manage production and 3) markets where consumers engage with economic systems and production. The analysis explored how these actors positioned themselves in local, global, and terrestrial spaces/dimensions, utilizing the framework outlined by Latour (2018). In the second round of analysis, markets were integrated with economic systems, acknowledging markets as a crucial component of the overall system.

	Local (+ & -)	Global (+ & -)	Terrestrial (+ & -)
Consumer	+ Identity and traditions + Basis for secure everyday life + Fulfilling everyday needs + Emotions and wellbeing	+ Innovations to protect nature (technology and comms) + Diversity of solutions to protect nature - Unlimited urge to consume, phenomena of overconsumption	+ Connection to nature and animals and other living beings + Nature centric thinking + Spiritual & physical wellbeing

	+ Connection to nature + Traditions as shared cultural values - Conservatism - Difficulty to change old habits (preference for habit, comfort, availability) - Introversion to new ideas - Lack of self-reflection	- A global assortment of things that do not fit the Planet's boundaries - Global glossary and metaphors	
Markets	+ Local markets as inseparable part of a local community + Local market as a meeting place + Local market as a supporter of agrobiodiversity - Inefficiency - Opposition to development - Limited selection of seasonal products	+ Free markets as a forum + Freedom of choice + Efficient production - Overconsumption of natural resources - Lack of future vision - Consumer culture, material culture - Private ownership reduces diversity	+ Local market as a supporter of agrobiodiversity + Respect for the regenerative nature of natural resource use + Future vision + Rebuilding the economic system for a new ontology and redefined concepts

Table 1: The key remarks of the thematic analysis of the research data

Consumers between local and global

In general, the research on biodiversity and consumption emphasizes an interpretation that human behavior is significantly influenced by emotions, psychological factors, and shared knowledge. Examining consumers as individuals links them to a sense of locality, which shapes their identity, daily routines, and a sense of continuity. In the research on biodiversity and consumption, the consumer is frequently depicted with emotions, cognitions, attitudes, and perceptions. From this perspective, a considerable part of the prior research interprets consumers as individual agents/actors for whom positive experiences, emotions, and choices aligned with their values are more important than information on products or services (Grajal et al. 2017; Stoll-Kleeman & Schmidt 2017; Danner & Thørgersen 2022; Gatti et al. 2022; Lange & Coremans 2020; Moss et al. 2017; Schaffner et al. 2015).

The studies also observed that people spending time in their everyday environment in nature, and those feeling a connection to animals, are more inclined to act in favor of biodiversity in their consumption choices (Moss et al. 2017; Prévot et al. 2018). This association with the local surroundings is also aligned with the positive aspect of locality. Local values also appear to play a crucial role in eco-friendly consumer choices. Values do not emerge in a vacuum but in interaction with culture and social context. Consumer value systems determine the consumption choices they make in their own lives (Gatti et al. 2022; Danner & Thørgersen 2022). Cognitive dissonance, the conflict between values and actions, influences consumers' willingness to change their consumption habits (Gatti et al. 2022). Consumers' values and attitudes are inseparably linked to knowledge, emotions, and, consequently, everyday actions (Mandal 2011). If a consumer's value system and attitudes do not support environmentally friendly choices, achieving permanent changes in consumption is challenging (de Boer & Aiking 2021a). Prior research confirms that habit, convenience, and availability guide many consumption choices (Danner & Thørgersen 2022). Adherence to traditions and the conviction that "this is how things have always been done" could constrain consumers' perspectives on making environmentally friendly choices and altering detrimental habits.

Awareness and knowledge of the environmental impact of a product or service enhances the willingness to make eco-friendly consumer choices, but it does not

necessarily commit individuals to long-term action (Lange & Coremans 2020). Consumers may not always have the patience to delve into product information at the moment of choice, with daily consumption choices being influenced by habit, convenience, and availability (Danner & Thørgersen 2022). Research based on rational thinking of consumers indicates that high income, education level, strong environmentally friendly values, younger age, and knowledge of nature positively correlate with willingness to pay more for nature friendly options at the marketplace (Herring et al. 2022).

A person does not act alone but as part of a network where both human and non-human factors influence each other. Therefore, even though individuals may perceive everyday life through local lenses, they are still very much connected to global systems and ideas through markets and different kinds of networks, such as the food system, economic system, media, or science (Latour 2018). Consumers may not understand how intertwined they are with global thinking, especially that originating from the economic system. Globality, detached from the land, becomes part of individuals' everyday lives in various ways, such as in shopping, conversations, and dietary choices. Locality, a consumer's own life, and globality are interconnected and intertwined phenomena.

Considering biodiversity in every consumption decision requires profound knowledge and understanding of nature, which can be challenging for individuals (Haswell 2021; Lange & Coremans 2020). Without awareness of the impacts of their market choices on biodiversity, it is not possible to make choices that consider nature and the environment (Notarnicola et al. 2017; Crenna et al. 2019; Damiani et al. 2023). Focusing solely on the individual overlooks the essential enablers of sustainable life, such as structures and infrastructure that support ecological sustainability and biodiversity (Haswell 2021). Biodiversity-conscious consumption would require societal support and guidance, stricter regulation, financial support, and information guidance (Reisch et al. 2013). Attachment to globality is noticeable in marketplaces, where consumers expect a similar range of products worldwide, regardless of geographical locations. The ethos of overconsumption and globalization is evident not only in consumers' sense-making and consumption practices but also in language; metaphors and ways of speaking play a

significant role in shaping the construction of consumption, markets, and power relations (Wincott 2018). In the next section, we will explore how research on consumption and biodiversity investigates economic systems and markets concerning the interplay between local and global factors.

Global nature of economic systems

The economic system largely determines the nature of biodiversity-conscious products available to consumers (Foti et al. 2019; Haswell 2021). Consumers vote and communicate in the market through their consumption choices, indicating to companies what products and services they want and for what they are willing to pay a little extra (Herring et al. 2022; Gatti et al. 2022). Several studies examine consumer willingness to pay for eco-friendly, local products, such as bird-friendly rice and shade-grown coffee, offered by global markets (Herring et al. 2022; Gatti et al. 2022). Despite this, global products have a local origin tied to land and place (Latour 2018). Research literature strongly highlights themes of food security—how to ensure sufficient and high-quality nutrition for a growing number of people (Reisch et al. 2013; Crenna et al. 2019). It is a global problem with solutions rooted in locality.

Articles addressing consumption and biodiversity highlight various practices through which individuals can influence, change, and act in favor of biodiversity. Such practices include reducing consumption, following a plant-based diet (avoiding, reducing, and replacing meat and dairy products; Selinske et al. 2020; Machovina et al. 2015; Mattas 2023; Semenchuck et al. 2023), avoiding foods contributing to biodiversity loss (e.g., palm oil, wild animals, products made from endangered species; Lange & Coremans 2020; Doughty et al. 2020; Brisman & South 2020; Chaves et al. 2021), and favoring organic products (Danner & Thørgersen 2022; de Boer & Aiking 2021a; 2021b; Meyer-Höfer et al. 2015). In consumer culture, globality manifests as the freedom of choice in the marketplace to act and select in one's preferred manner. Individual actions and values are inseparably intertwined with collectively shared values and perceptions of a good life and a desirable lifestyle. Markets are connected to the symbols and values of consumer culture, influencing the actions of communities and individuals.

The global economic system relies on the idea of endless growth, which disconnects the economy from locality, land, the finite nature of natural resources, and traditional production methods through standards, industrial processes, and innovation (Latour 2018). The global (Western) consumer culture is tied to human-centered values and an economy driven by growth, which can be identified as fundamental factors contributing to the loss of biodiversity and the biodiversity crisis (Haswell 2021; Mandal 2011; Roe et al. 2023). Economic growth is linked to increasing use of natural resources, trade, and overconsumption, which, in turn, accelerate climate change, increase land use, environmental pollution, and the spread of invasive species (Latour 2018).

The global efficiency-based food system relies on environmentally destructive pesticides, fertilizers from fossil fuel economies, logistics, the consequences of production efficiency in the soil, and the depletion of agrobiodiversity by favoring only a few animal species and plant varieties for global food production (Haswell 2021). The ideology of growth has detached the economic and food systems from their planetary foundations, natural resources, and the soil's ability to regenerate. For instance, ecosystem services like soil, clean water, and air are considered limitless resources that can be exploited without consequences (Turnhout et al. 2013).

Research literature highlights alternative approaches to the food system, for example the idea of the Slow Food movement that originated in Italy and spread globally as a counterforce to industrial, global food (Lotti 2010). However, the study questions how well the movement has succeeded in embracing locality. The standardization of the Slow Food concept imposes conditions that diminish localness and the diversity of alternatives, relying on an idea familiar to global standardization (Lotti 2010). Global markets are an efficient arena for spreading and disseminating new innovations, ideas, and standards (Latour 2018). Not only markets, technology, and culture but also human made governance systems such as law and legal systems of economies and societies are built on a human-centered worldview, leaving nature and its biodiversity on the sidelines (Brisman & South 2022).

Research literature also highlights the symbolic and social significance of local communities in preserving biodiversity (Prevôt et al. 2018). Communities can, through their actions, support biodiversity in nature and agriculture, anchoring their identity in locality: in traditional plant varieties, seasonal foods, and shared local culture at local

markets (Foti et al. 2019). Consumers and producers together can act as stewards of the biodiversity of the ecosystem surrounding their community and market. For example, when consumers support plant varieties adapted to local conditions, they also support the region's distinctive food culture (Foti et al. 2019; Lotti 2020). Communities also serve as guardians and preservers of local, experiential knowledge about local environmental conditions and the resilience of nature (Foti et al. 2019; Thomas-Walters et al. 2021). Locality is specifically built around communities and various networks of local consumption and production.

Consumers' lives are intricately linked to a broader sociocultural environment, networks of communities, social norms, and practices that guide and set boundaries for individual actions and choices. Many forms of consumption tie global markets and the economic system to local soil.

Terrestrial perspective on consumption and biodiversity

The global consumer culture leans on human-centered values and an economy driven by growth, which are identified as fundamental factors contributing to the loss of biodiversity and the biodiversity crisis (Haswell 2021; Mandal 2011; Turnhout et al. 2013; Otero et al. 2020). Economic growth, in turn, is linked to increasing use of natural resources, trade, and overconsumption, which, in turn, accelerate climate change, increase land use, environmental pollution, and the spread of invasive species (Latour 2018). Most studies on biodiversity and consumption stem from human centric thinking, addressing issues arising from human needs and desires.

Only four studies of all 51 research articles in the dataset are rooted in a nature-centered perspective, considering the finite resources of the Earth and nature's capacity for regeneration (Haswell 2021; Mandal 2011; Turnhout et al. 2013; Otero et al. 2020). These studies highlight the systemic nature of consumption: the significance of societal structures, influence of shared culture and different contexts (Haswell 2021; Turnhout et al. 2013). Same articles criticize economic growth and increasing consumption, questioning prevailing systems, assumptions, and concepts (Haswell 2021; Mandal 2011; Otero et al. 2020). The studies criticize values and consumer

culture based on overconsumption that destroy biodiversity (Haswell 2021; Brisman & South 2020), the prevalent way of conceptualizing nature as monetarily measurable ecosystem services (Turnhout et al. 2013), the inability to break free from the imperative of economic growth, and the escalating use of natural resources leading to biodiversity loss (Otero et al. 2020). An earth-rooted way of organizing life and society requires a redefinition of concepts and ontology (Latour 2018).

Latour (2011) encourages to contemplate an alternative perspective in the issues related to ecological challenges. Instead of frontlines of locality and globality, he outlines a new approach, the Terrestrial. The Terrestrial entails an arrangement where humans are dispersed rather than centralized, and the guiding principle is interdependence of beings rather than freedom. The term "terrestrials" encompasses all species that inhabit the planet. In the analyzed articles of this study, the minority assumed a nature-centric worldview, with anthropocentrism being the predominant approach (Haswell 2021; Mandal 2011; Turnhout et al. 2013; Otero et al. 2020). Particularly, studies aiming at sustainable future visions for food systems and agriculture highlighted the nature-centric worldview as a key solution. The sustainable use of natural resources and ecosystem services provided by nature requires holistic thinking and moderation in consumption. In this, everyone – markets, consumers, and producers – plays a crucial role. Rebuilding the economic system, and the economic system within it, calls for a new thinking, a way to perceive the world, redefined concepts that emphasize the connection to nature, animals, and all living and non-living entities on Earth.

Conclusion

This literature review encompasses a diverse range of studies, each shedding light on different facets of the consumption-biodiversity connection. In the context of biodiversity loss, the recognition of interdependence emphasizes nature conservation efforts and sustainable consumption practices must be considered holistically, addressing both local and global factors, human and non-human actors. The entanglements between the human and non-human, as well as the features and concepts of local and global, should not be separated but rather examined as

interconnected networks. The developments in technology, science and the economy influence different systems, such as the food, economic and ecological systems discussed in the research examined. Decisions made by various actors within these complex networks, in turn, have profound effects on the largest scale, the ecological system.

This examination indicated that research on biodiversity and consumption has focused on consumers as individuals. A broader socio-ecological perspective on consumption phenomena could enhance the understanding of the connections, situations, and networks between consumption and biodiversity. According to Latour (2018), globalization and the modern ideology of growth have detached the economy and production from the limited resources provided by nature, the so-called ecosystem services, leading to collapses in the ecological system. The everyday life of an individual consumer is intertwined with complex networks, which, in turn, have an impact on nature and its biodiversity locally and globally. Global markets and consumption bind us to distant others and the biodiversity of the entire world.

Consumers are part of a broader production, consumption, and provisioning systems, on which they can influence through nature-respecting practices. Individual consumers participate in networks that sustain the system and its functions. Emotions of consumers and their everyday lives are intertwined with locality, globality, and earth-boundness through everyday contexts. The human and non-human intersect in everyday practices, such as food choices, transportation, leisure, and many other consumption decisions. Our research highlights the need for a systemic understanding of these dynamics, acknowledging that the challenges posed by unsustainable consumption extend beyond individual actions to encompass broader societal structures and cultural norms.

Macromarketing focuses on marketing systems which take the form of a “network of individuals, groups, and/ or entities linked directly or indirectly through sequential or shared participation in economic exchange that creates, assembles, transforms, and makes available assortments of products, both tangibles and intangibles, provided in response to consumer demand (Layton 2007). The research lacks consideration of

nature and the non-human realm. We conclude that the nature-centric, terrestrial, processual perspective presented and outlined in this paper would deepen our understanding of nature and biodiversity as essential parts of our economic provisioning systems.

In the studies, a background assumption emerged that humans are separate from nature. Only the most critical studies highlighted the need to redefine our relationship with nature and our place in the world, key to addressing the ecological sustainability crisis and biodiversity loss. We conclude our article by embracing the idea raised by Askegaard (2021): “We are not separately human, culture, and nature, but rather a becoming of the same nature”. Humanity and nature Humanity and nature are intertwined, and we must recognize their unity to address the biodiversity loss.

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Spontaneous Growth of a Community in a Metropolitan Area in Tokyo, Japan

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Introduction

The aim of this study was to investigate a suitable theoretical framework for elucidating the spontaneous growth of a community within an upscale metropolitan area in Tokyo, Japan. With this aim in mind, we examined the emergence of *marché* (a periodic market) as a case study. The *marché* serves as a physical space where primary various goods are sold. In the case study, we will show the event-fostering functions carried out by the *marché* operators as a notable aspect. To specify these functions will necessitate the development of a novel theoretical framework, distinct from previous studies on the emergence of *marché*.

This paper is organized as follows. First, to specify in which previous studies our paper is included. Second, what the differences from them will be shown by using case study. Third, we summarize the case study and suggest some proposal future research.

Previous Related Studies

In this section, we provide a succinct overview of several relevant studies examining both the community building and the role of *marché*. Due to page restrictions, we will briefly show our theoretical roots which formulate our fundamental framework: community building and roles of *marché*.

Study on Community Building

Putnam (1996) previously described the challenges inherent in community building. He suggested that community building faces challenges due to the decline in social capital and civic engagement. According to his findings, traditional forms of community participation have decreased, leading to fragmented social networks and a sense of isolation. To address these challenges, innovative approaches and concerted efforts are needed to revitalize community bonds and strengthen social cohesion. This result still describes the difficulty of community building in a metropolitan area, such as discussed above.

Studies on the Roles of the Marché

Once the periodic market was established, individuals with specific expectations began to frequent it regularly. In this study, we assert that such expectations pertain to the *marché's* roles as a cement of individuals (Elster, 1989). As a driver of social integrator, the *marché* serves at least three functions: redistribution, exchange, and reciprocity (Polanyi, 1977). Redistribution and reciprocity emerge as communities form, sometimes driven by political or religious motives, resulting in the centralization and subsequent distribution of products. Goods exchange occurs at the *marché* when individuals or society possess surplus products, with price information (money) regulating these transactions (Alderson, 1954). Reciprocity, on the other hand, arises spontaneously as groups form, facilitating resource-sharing among individuals. The desire for social encounters acts as a catalyst in resource-sharing process. Remarkably, reciprocity ultimately contributing to the establishment of hierarchies and social structures (Berry, 1967).

Case Study

Hill's Marché is held every Saturday at Arch "Karajan" Piazza in the Arch Hills multi-story complex in Roppongi, Tokyo. The piazza is close to the embassies of numerous countries and many multinational corporations. Due to its geographic location, the area has a distinct characteristic, with some of the highest real estate values and highest retail prices in Tokyo. Hill's Marché was developed and is owned by Mori Building and is managed by Agri Innovation.

Hill's Marché is distinguished from other shopping centers by its eclectic assortment of shops, encompassing groceries, beverages, seasonal novelties, wines, accessories, wooden and leather crafts, among others. Although Agri Innovation frequently reorganizes the array of shops, it prioritizes the inclusion of units offering high-quality goods sourced from outside Tokyo. This ensures that residents in the area have access to premium products.

After successfully attracting customers and residents, Mori Building began to receive requests for various events from residents. In response to these requests, Mori Building delegated the organization of such events to Agri Innovation, which, in turn, efficiently implemented them. Due to the success of these events, the residents expressed interest in additional ones. As a result, events are now regularly planned, and they contribute significantly to fostering communication among residents.

Summary of The Case Study and Discussions

Based on the findings of the case study, two key topics emerged that warrant a reexamination of the existing literature on community theory and the origins of marketplaces as discussed above. First, the community cultivated by Hill's Marché within the metropolitan area does not adhere to rigid hierarchies or formal memberships. Rather, it appears to function as a dynamic entity, with individuals freely entering and exiting as they see fit. During this process, events serve as catalysts for community cohesion, yet participation in these events does not entail formal membership. As the frequency of events increases, so too does the size of the community. This phenomenon is conceptualized as spontaneous community growth.

Second, regarding the genesis of marketplace theory (Alderson, 1954; Polanyi, 1977), each proposed explanation holds persuasive validity and represents an aspect of the underlying realities. From our analysis, Hill's Marché fulfills various functions, acting as a marketplace for transactions, facilitating social encounters, and providing a platform for event organization. Below, we consider that factors that drive each function, rather than consider the functions themselves. This insight directs us toward proposing avenues for future research, as delineated below.

Conclusions and Proposal Research

Based on the case study and review of the literature, we derive two primary conclusions. First, the *marché* serves as a platform influencing each participant within macro-marketing systems. The *marché* exhibits the ability to morph into various manifestations, including a goods exchange hub, periodic market, community nexus, or venue for social encounters. It functions as a versatile platform wherein each participant (resident, shopper, and business person) can express their respective ideas. Second, in contrast to traditional theories, this study places heightened emphasis on the dynamic aspect, surpassing the focus of classical exchange systems. In this study, we examined and unveiled the underlying drivers of the morphological transformations.

The Japanese market is shrinking due to a declining birthrate and aging population. As a result, existing industries are becoming highly competitive and unprofitable. However, as this case study make clear, the regular linking of the agricultural sector (grocery provider in the case) and urban consumers allows different sectors to interact

and generates active economic exchange and social reciprocity. By connecting different sectors, the platform (i.e., the organization unit, Fig. 1) can facilitate community interactions and economic growth. The movement of entrepreneurial platformers to connect these disparate fields recognizes new situations seems applicable to other fields as well.

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ONE YOUNG WORLD: CONSUMER EMPOWERMENT TOWARD SUSTAINABILITY

TRACK CHAIRS: Mahsa Ghaffari
Padmali Rodig
Amy Yau

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Gen-Z Consumers and the Transition to a More Sustainable Future - The Role of Government Policies

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Short Abstract

1. Introduction

The global fashion industry has undergone profound transformations in recent years. Characterized by rapid production cycles, excessive resource consumption, and a notorious reputation for environmental and social externalities, the industry stands at a crossroads, facing mounting pressure to reconcile its growth ambitions with the pressing global challenges of sustainability (Mukendi et al. 2020). Recognizing the urgent need for reform, governments and regulatory bodies across the world are increasingly turning their attention to the fashion sector, instituting a myriad of regulations and incentives aimed at promoting sustainable practices.

Researchers have investigated government regulations as a method to support and compel companies to implement sustainable practices in the fashion industry. This work expands upon this literature, by investigating Gen-Z consumer attitudes toward government regulations and incentives in the context of the fashion industry's sustainability initiatives. Specifically, in this study, we seek to answer the following investigative question:

Do Gen-Z consumers favor more government intervention to require companies to move toward a more sustainable future?

By examining Gen-Z attitudes towards government intervention in promoting sustainability, this study aims to contribute valuable insights to both academia and policymaking and understand the potential for such policies to drive the transition towards a more sustainable future.

2. Theoretical Framework

Regulatory Efforts Aimed at Improving Sustainability in the Fashion Industry

In response to the growing concern about the industry's contribution to climate change and other environmental and social justice issues, scholars have examined the impact of incentives and regulations aimed at improving the sustainability of the fashion industry. For example, Peleg Mizrachi and Tal (2022a) examined strategies for promoting sustainable, fair, and circular fashion and concluded that public policy and government intervention are critical to promoting sustainability. In another study examining fashion's sustainability issues, they argue that coordinated, binding, and comprehensive regulation covering both environmental and social impacts can improve the industry's sustainability (2022b).

Our broader review of regulatory initiatives centers on studies which offer insights for policymakers, practitioners, and researchers seeking to foster positive environmental and social impacts.

Consumer Attitudes Toward Government Interventions

Given the scrutiny of the fashion industry and the role of government regulations in promoting sustainability, there is a growing scholarly interest in exploring consumer attitudes toward such interventions. For example, Hur and Faragher-Siddall (2022) explore young consumers' perspectives on government policy interventions for sustainable fashion consumption in the UK and note how they are increasingly vocal about sustainability issues in fashion, but their views on policy interventions are overlooked.

Our analysis of existing literature on regulatory initiatives targeting sustainability within the fashion industry spotlights consumer attitudes towards such regulatory efforts.

Competing Theories on Government Interventions

In our study, we review Gen-Z consumer behavior perspectives through the conceptual framework of industry regulations, specifically public interest theory and public choice theory. Public interest theory suggests that government intervention in the economy is justified when it serves the best interests of the public (Pigou 1920). Public choice theory emerged in the 1960s and challenges the public interest theory of regulation. Public choice theory rests on the premise that all individuals, including public servants, are driven by self-interest (Buchanan & Tullock 1965).

3. Data and Method

Data for this study was gathered from undergraduate student posts to a private Facebook group created by the researchers, as part of courses taught over 2 years. Once per week, for an 8-week period each semester, researchers shared content, asked questions, and initiated discussions related to topics relevant to sustainable fashion. To date, over 175 students have actively participated in this group.

Comments made by the students on selected posts related to government interventions were extracted for analysis. Qualitative data analysis was used to code and categorize these comments, which involved identifying recurring themes and attitudes expressed, exploring how often they appear, and discerning patterns in the data. Sentiments regarding attitudes toward government interventions were determined as positive, negative, or neutral in tone.

Extracted student comments were divided into three groups depending on their views toward regulations.

4. Results

The predominant sentiment is highly supportive of imposing stringent, enforceable government regulations to mandate sustainability practices, labor standards, emissions reductions, and transparency from fashion brands. A few respondents voiced opposition to government regulation. The analysis revealed three distinct groups of responses: (1) those who judged strict government regulations and penalties to be the most effective path leading to firm accountability for sustainability outcomes, (2) those who believed that industry should take the lead to enact the required changes through innovation, supplemented with baseline enforceable requirements, and (3) those who thought that governments should enact financial incentives for businesses to adopt sustainable practices, enabled by supportive infrastructure and policies.

The comprehensive findings of this investigation will be disseminated during the forthcoming conference, thereby facilitating broader scholarly discourse and critical engagement with the research outcomes.

5. Conclusion

In our study, the prevailing consensus strongly favors the implementation of enforceable governmental regulations aimed at mandating sustainability practices within the fashion industry. Yet, Gen-Z consumers are not monolithic. The nuanced

preferences and attitudes that we observed underscore the importance for policymakers and businesses alike to collaboratively pursue innovative strategies that align with sustainable practices, but ensure a balance between environmental responsibility and economic prosperity for future generations.

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Mind over Money: The Role of Mindfulness in Controlling Overspending

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Abstract

This research explores the pervasive issue of consumer overspending, transcending geographical boundaries and encompassing traditional and fintech credit products. While cognitive factors have been traditionally associated with overspending, we propose a paradigm shift towards psychological well-being, specifically mindfulness. Grounded in the Mindfulness to Meaning Theory (MMT), our study hypothesizes that mindfulness negatively correlates with overspending. We further propose that *minimalism* and *shopping routine* are the sequential mediators between mindfulness and overspending, with *mine-me sensitivity* as moderating roles, respectively. The meticulously designed five experiments aim to validate these hypotheses, offering a nuanced understanding of how mindfulness interventions can reshape consumer behavior, particularly in personal finance and budgeting.

Introduction

According to a CNBC report from 2019, the average consumer in the USA overspends by approximately \$7,400 each year (CNBC 2019). This concerning trend is not limited to the USA, as similar challenges are observed in other countries as well (Romei 2022; Roy 2023). Moreover, this pattern of overspending extends to fintech credit products, such as Buy Now Pay Later (BNPL), where young consumers are susceptible to overspending (Desai and Jindal 2023; Shupe, Li, and Fulford 2023). Furthermore, it is not only traditional credit products that contribute to this issue; recent studies have identified mobile payments as another factor driving overspending (Ahn and Nam 2022). All these findings underscore the significance of the problem of consumer overspending. We define overspending as *the inclination of consumers to spend more on products or services that are either unnecessary or could be postponed, driven by the availability of*

credit. Studies have pinpointed cognitive capabilities, such as financial literacy and money management skills, as pivotal factors for controlling overspending behavior (Ahn and Nam 2022; Hamid and Loke 2021). However, the continuing concern surrounding consumer overspending necessitates a broader perspective. As such, it is imperative for us to shift our focus away from cognitive psychology to gain control over overspending. Instead, we can focus on psychological aspects related to mental and emotional well-being.

Contemporary research has recently focused its attention on mindfulness due to its potential to profoundly influence mental and emotional well-being (Bahl, Milne, and Swani 2023; Druică, Ianole-Călin, and Puiu 2023), alongside their applicability in addressing broader societal issues tied to consumerism and sustainability (Shafqat, Ishaq, and Ahmed 2023; Wongkitrungrueng and Juntongjin 2022). Therefore, given their importance, marketing researchers have investigated their impact on nudging individual behavior toward sustainable practices and understanding consumerism (Chen and Liu 2023; Seguias and Tapper 2018; Thich 2019). However, this particular research endeavor seeks to explore the roles of mindfulness within a unique context: personal finance and budgeting. The objective here is to gain insight into how these psychological perspectives can effectively mitigate overspending tendencies, providing a fresh perspective on a crucial issue within the domain of consumer finance.

2 Theoretical Background

2.1 Mindfulness to Meaning Theory (MMT)

The Mindfulness to Meaning Theory (MMT) posits that mindfulness training contributes to the development of eudaimonic well-being—a state characterized by leading a meaningful and purposeful life, marked by self-realization and the pursuit of one's true potential (Garland et al. 2015). MMT suggests that mindfulness practice enables a shift from stress to a metacognitive state, fostering the ability to recognize, understand, and reflect upon cognitive processes (Garland et al. 2023). This metacognitive state transforms reflections on experiences, promoting positive appraisals and facilitating positive reappraisal, which, in turn, broadens attention to new information and encourages a reevaluation of life circumstances (Sgherza, DeMarree, and Naragon-

Gainey 2022). Mindfulness, within the MMT framework, transforms aversive experiences into opportunities for personal growth and transformation.

3 Hypotheses Development

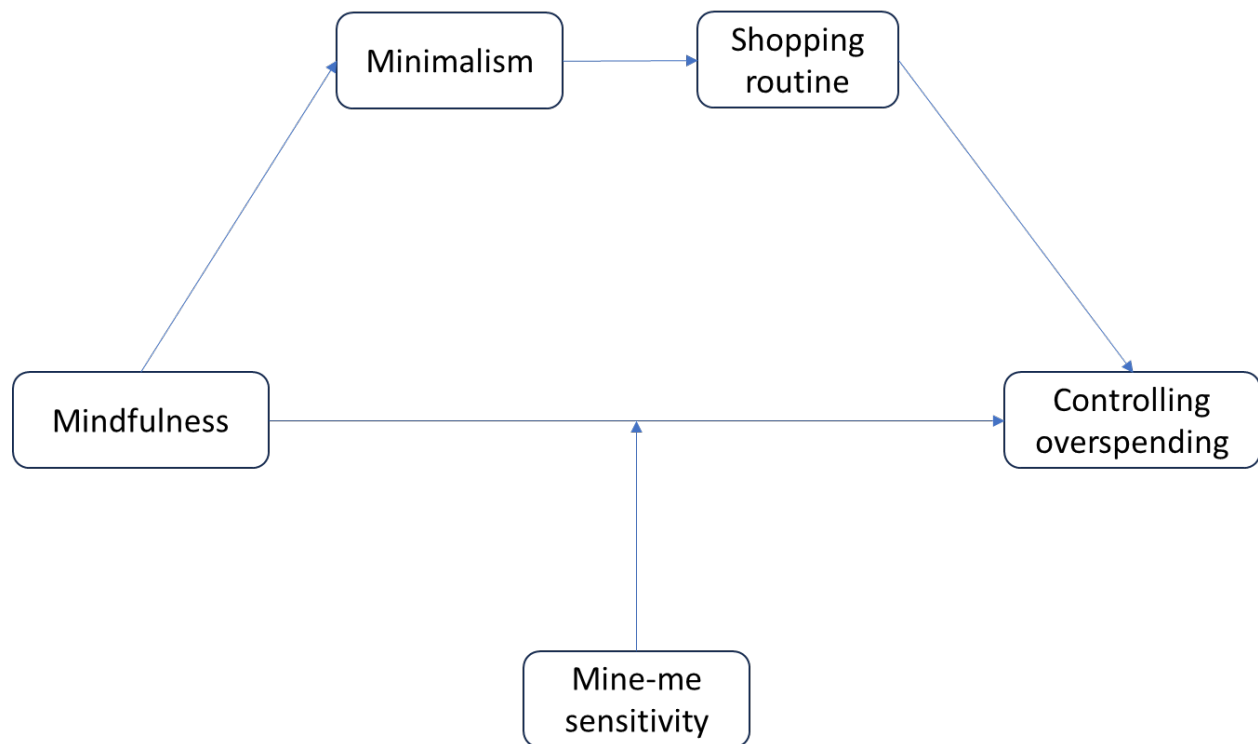


Fig: Proposed Research Model

Mindfulness has been identified as a factor that reduces materialism and enhances resourcefulness (Orazi, Chen, and Chan 2021), consequently diminishing conspicuous consumption (Tan et al. 2022), thus aiding in the control of overspending. The practice of mindfulness encourages gratitude for the essentials in life, aligning with the fundamental philosophy of minimalism, which emphasizes valuing experiences and relationships over material possessions (Atanasova and Eckhardt 2021). Therefore, we propose that mindfulness assists in curbing overspending and inducing minimalism.

H1: Mindfulness has a negative association with overspending.

H2: Mindfulness has a positive association with minimalism

When mindfulness is practiced in conjunction with minimalism, individuals become more mindful of their spending habits. They are inclined to focus on essential, meaningful purchases rather than indulging in excessive or unnecessary expenses. This

intentional approach aligns with the core tenets of mindfulness (Wongkitrungrueng and Juntongjin 2022), enabling individuals to exercise greater control over their spending habits. Consequently, we hypothesize minimalism as a mediator, bridging the gap between mindfulness and responsible financial behavior, ultimately helping individuals curb overspending tendencies.

H3: The positive relationship between mindfulness and controlling overspending is mediated by an increase in minimalism

Shopping routines hold a pivotal role in guiding consumer purchasing behaviors (Fuentes and Svingstedt 2017). Factors such as credit availability may influence shopping routines. However, mindful practices inducing minimalism reshape routines, guiding individuals toward intentional and value-driven purchases (Shafqat, Ishaq, and Ahmed 2023). Minimalism's intentional living (Zalewska and Cobel-tokarska 2016) aligns with structured shopping routines, creating a harmonious framework. These routines reinforce mindful consumption, guiding individuals to make intentional, value-aligned purchases, thereby reducing overspending. Therefore,

H4: The positive relationship between mindfulness and controlling overspending is mediated by a reduced shopping routine

Mine-me sensitivity refers to the extent to which individuals associate objects with themselves based on ownership (Weiss & Johar, 2013). Individuals with low mine-me sensitivity do not strongly link objects with their identity, regardless of ownership (Weiss & Johar, 2013). Conversely, individuals with high mine-me sensitivity strongly associate their possessions with their identity (Weiss & Johar, 2013). The more an individual has a mine-me sensitivity score, the more difficult it is to control overspending, thereby reducing the effectiveness of mindfulness. Hence,

H5: The positive relationship between mindfulness and controlling overspending is moderated by Mine-me sensitivity

Methodology

Five experimental designs are planned to test hypotheses.

Method:

Experiment 1: 300 participants will be chosen for the test. A website will be created to collect the responses. The website will contain products related to essential

and non-essential items. Students are required to give the price of the items beside each item. The procedure to estimate overspending is adopted from the study by Feinberg (1986). A website will be created to measure overspending behavior. The website will contain products related to essential and non-essential items. The credit card icon will be there to show the availability of credit for purchases. All participants are required to give the price of the items beside each item. The mindfulness will be measured using 15 items (6 Likert scale), as proposed by Brown and Ryan (2003). We will define high or low mindfulness students based on the literature ($\text{Mean} + 1\text{SD} = \text{High Mindfulness}$, $\text{Mean} - 1\text{SD} = \text{Low mindfulness}$). Then, ANOVA will be used to compare the spending on items by participants with low mindfulness scores and high mindfulness scores.

Experiment 2 aims to investigate the impact of controlling overspending for the new-age fintech credit products like Buy Now Pay Later. Generally, BNPL allows shoppers to get the product now and pay the amount in 4 installments, with the first installment paid at the time of purchase (Feng, Teng, and Zhou 2023). Studies have found that BNPL has resulted in the accumulation of debt due to the overspending of shoppers (Hjorthol and Grøtan 2021; Schomburgk and Hoffmann 2023). Therefore, this study aims to understand the impact of mindfulness on curbing overspending for new-age fintech credit products like BNPL. This study is similar to experiment 1 with minor differences. Instead of a credit card option available for payment, BNPL option would be provided for making payments for purchasing items.

Experiment 3 aimed to investigate whether mindfulness stimuli could control overspending in a controlled spending scenario distinct from the previous experiments. The presence of credit cards can increase charity donations (Feinberg 1986). Suppose the presence of mindfulness can control consumer overspending due to the presence of credit availability. In that case, it might also extend to behaviors like donating money to charity, representing a form of response generalization. To test this hypothesis, participants will be exposed to an experimental setting (story of a cause expecting donation from them). Subjects will be prompted to provide the amount they would contribute to a charity. The prediction is that students with high mindfulness scores would have relatively higher estimates of contribution than students with low mindfulness scores.

Sequential Mediation impact of minimalism and shopping routine:

Experiment 4 consists of collecting survey responses from the participants.

Minimalism scale will be adopted from Wilson and Bellezza (2022), and Shopping routine will be adopted from Stefan et al. (2013). Then, process model 4 will be used to understand the impact of moderation.

Moderating impact of mine-me sensitivity:

Experiment 5 will be conducted online by the subjects participating in the experiments through the website created. Participants will be presented with four objects, two of which they own (e.g., the shoes and shirt they are wearing) and two they do not own (e.g., the laboratory table and telescope), adopting the procedure followed by Jami, Kouchaki, and Gino (2021). They will then be asked to rate each object on a 7-point scale, indicating the extent to which they consider each object as part of themselves.

The ratings range from "1: not at all part of myself" to "7: extremely part of myself."

To calculate the mine-me sensitivity scale, we will subtract the average rating of the two unowned objects from the average rating of the two owned objects. Then, an appropriate tool, two-way ANOVA, will be used to understand the sequential mediation impact of minimalism and shopping routine.

Contributions of this Study

This study makes valuable contributions both in theoretical and managerial aspects within the broader field of marketing research, with a specific focus on consumer credit literature. Theoretically, our research enhances our understanding of the effectiveness of mindfulness and minimalism as tools for managing and curbing overspending behaviors. By generating empirical insights, our findings contribute to the academic discourse surrounding these psychological factors and their impact on consumer financial behavior. Furthermore, our study offers practical implications for ethical marketers and policymakers. The insights derived from our research can serve as a valuable resource for marketers who are keen on adopting ethical practices and designing strategies that encourage mindful spending among consumers.

Policymakers, too, can benefit from our findings by incorporating them into policy development, with the aim of promoting responsible and mindful financial practices.

Keywords: Overspending, Consumer credit, Mobile payment, Mindfulness, Minimalism

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Be like them, to be their friends: the role of tone of voice customisation in higher education to create an inclusive community

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Social sustainability is important in creating a thriving and equitable society (Dempsey et al, 2011). It aims to promote fairness, equality, and social justice within a society and contributes to the resilience and well-being of individuals and communities by protecting and promoting human rights and human dignity (Rogers et al., 2012.). It is of particular importance for people experiencing disability or those from minority groups as it involves ensuring equal opportunities, inclusion, participation, human rights, appropriate infrastructure and supportive systems (Darcy 2010; Magis and Shinn 2008).

In this regard, Higher Education (HE) is a critical context as it has to ensure that all individuals, regardless of their backgrounds or identities, have equal access to educational opportunities and can fully participate and thrive in the learning environment (Moriña, Sandoval and Carnerero (2020).

Despite the importance of inclusivity in HE, universities in the UK are not considered as 'safe spaces' (Ellis 2009). Considering the capability of AI in generating customised messages, one of the ways to ensure inclusivity is through the use of appropriate tone of voice and messages. The tone of voice -the way a business or organization communicates with its customers- plays a crucial role in customer engagement (Chen, Keng and Chen 2022; Shawky et al., 2020). Third person pronouns can create a sense of distance (Markowitz and Slovic 2020) which can be problematic especially in an era where embracing minority groups and having an inclusive culture is becoming ever so important (Basit and Tomlinson 2012).

Personalised messages and tone of voice can enhance customer engagement and satisfaction through fostering positive emotional connections and sense of empathy (Pappas et al., 2017; Briggs, Simpson and De Angeli 2004). For customising and personalising tone of voice generative AI (artificial intelligence) can be of a huge assistance (Reynolds and McDonell (2021)

Thus, in this research the aim is to find to what elements of tone of voice customisations can influence individuals' engagement and satisfaction with university interactions.

The first phase of the study would be exploratory conducting interviews mainly with minority groups to find out their perception toward tone of voice customisation. For example, people from LGBTQ+ community will be interviewed to discuss their views on message customisations and preferred tone of voice.

Based on the findings of the first phase, in an experimental research phase, two scenarios will be developed to test the following hypotheses:

H1a: Customized [vs. generic] content can impact student engagement in the form of information search and sharing behaviour.

H1b: Customized [vs. generic] content can impact students' decision-making and their selected choice.

Subsequently, following previous research where empathy identification was reported to be an important factor for influencing individuals' behaviours (e.g. Verhaert and Van den Poel, 2011), we hypothesize:

H2: Customized [vs. generic] content will increase students' engagement by activating their empathy identification.

Another area that requires attention is the sense of belonging especially for minority groups as they most often have the perception of being left behind. Following the research conducted by Cai et al. (2023) we want to understand whether using tone of voice customization can trigger empathy identification in individuals which in turn can create a sense of belonging which can improve student engagement and intention to select the university as their choice. Hence, we hypothesis:

H3: Customized [vs. generic] content will increase students' engagement by activating their sense of belonging.

This research can improve our understanding about empathy in changing one's behaviour through underscoring the importance of empathetic concern and sense of belongingness. It also can help higher education and universities to adhere to sustainable developmental goal (SDG 4) where the aim is to have an inclusive and equitable quality education.

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QUALITY OF LIFE AND WELLBEING

TRACK CHAIRS: Alexandra Ganglmair-Wooliscroft
Ahmet Ekici

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Commoditization of Digital Wellness: Market Actor Responsibilization in an Emerging Anti-consumption Marketing System

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For much of the world, digital technology is synonymous with daily routines of socializing, working, communicating, and shopping. While the benefits of this digital world are substantial, much of society is taking notice of negative consequences surrounding digital technology and the lack of governmental attention. While social protectionists may argue for safeguards to help protect individuals against adverse effects (e.g., Syversten 2020; Van Djick 2013; Zuboff 2019), the Westernized individualistic culture has focused on freedom of choice and "self" risk management. Thus, the individual is left to explore ways to maintain their own well-being as part of the responsabilization ethos. Ultimately, in recent years, a marketing system has arisen to meet consumers' needs, specifically in the area of supporting anti-consumption. As such, when consumers decide that they do not wish to consume, they look to the emerging anti-consumption marketplace. While ample research has explored how consumption marketing systems emerge (Giesler and Fischer 2017; Layton 2015; Layton 2019; Pedeliento et al. 2023; Vargo et al., 2017), scholars have called for more scholarship to unpack how markets may emerge despite the focus on consumer's desire to not consume (Chatzidakis and Lee 2012). Moreover, the question then arises of *how an anti-consumption marketing system comes to be?*

This paper aims to understand an emerging anti-consumption marketing system through the context of the digital wellness market. *Digital wellness* is defined as "a state in which subjective well-being is maintained in an environment characterized by digital communication overabundance, with the central question of how an individual is able to cope with the constraints of a digital environment" (Amazu 2020, p. 7; Gui et al. 2017). As indicated within this definition, consumers' subjective perception of their own digital wellness is embedded within a larger environment - inclusive of the macro, meso, and micro levels. The creation of a new marketplace as a "marketing system" is at the core of marketing (Layton 2007). As such, marketing systems are socially constructed, complex, dynamic systems comprised of multiple actors facilitating

economic exchange (Layton 2007). The anti-consumption marketing system has been exacerbated by the emerging opportunities around increased awareness of digital wellness and the increased responsabilization of the individual to maintain their own well-being. While prior work has noted the importance of new marketing systems that technology has created (Layton 2007), there is scant research on marketing systems that arise to meet consumers' desire to *reduce* technology consumption. Extending Gielser and Veresiu's (2014) work on the processes of consumer responsabilization, this study explores how an anti-consumption marketing system emerges to respond to consumer needs, and more specifically, the process of market actor responsabilization in the development of digital wellness.

Responsibilized Actors in the Anti-Consumption Marketing System

Responsibilization transfers the liability from the state to the individual under the banner of freedom of choice (Foucault 2008; Garland 1996; Shamir 2008). This has been recognized in consumer research for its capacity to modify market systems (Giesler and Veresiu 2014). Nevertheless, theorization surrounding responsabilization beyond consumers is lacking in the marketing literature. Yet, consumers-turned-entrepreneurs are possible change agents (Scaraboto and Fischer 2013). In fact, "businesses may engage with anti-consumption discourses through their marketing communications and the media, to counter reasons against their brands." (Chatzidakis and Lee, 2013, p. 199). Responsibilization arises from sociology, further stemming from Foucault's (1978-79 | 2008) concept of governmentality. He highlights the shift of responsibility from the government to the people. This shift recognizes how political society shifts away from top-down legal structures to a bottom-up pursuit. This, in turn, positions consumers as moralistic actors, where, within a neoliberal ethos, they take on the responsibility of governing themselves. Digital wellness pursuits, such as digital detoxing, are recognized as acts of responsabilization (Syvertsen 2020; Syvertsen and Enli 2020).

The focus of our research lies prominently on the *market actor* rather than the individual consumer. However, it is important to recognize that the actions of the consumer are what make the market actor's actions possible. As seen in other contexts, the neoliberal ethos may shift the responsibilities from what could be a governmental task toward consumers. The act of creating well-being and moral responsibility weighs heavily on consumers. Nevertheless, the actions and

commodification as most evident at the meso-level, where market actors are also responsabilized. Moreover, market actors integrate the ethos of responsabilization with commercial opportunities. As such, we introduce **market actor responsabilization** as the role of individuals or organizations to service consumers' moral accountability to reduce risks, whereby supporting emerging markets. This builds upon previous research supporting the transfer of liability occurring with responsabilization (Foucault 2008, Shamir 2008) and its importance in developing market systems (Giesler and Veresiu 2014).

Method

To explore how an anti-consumption marketing system emerges, we leverage a socio-historic method, an optimal tool to allow for multi-actor analysis for marketing system scholarship (Kjellberg et al. 2012). As such, our data set is comprehensive to capture different actors within this digital wellness marketing system and longitudinal to map changes over time. As such, we have a broad dataset used for our analysis: (1) Longitudinal review of market-surfaced data such as archival documents and advertising, (2) Individual actor-voiced data from service provider interviews and netnographic data, (3) Sentiment analysis from social media discourse, and (4) Service provider marketing materials.

Findings

Data reveal that marketing system actors contribute varying levels of products and solutions that shape the emergent anti-consumption market (see Figure below for visualization).

The first mechanism is actors or **"The Actors"** who actively produce offerings to meet the needs of the anti-consumption market. We delineate the different types of market actors by their motivations to enter the market. While motivations may overlap, we identify three main types of actors: *Responsibilized Problem Solvers* (RPSs), *Responsibilized Market Opportunists* (RMOs), and *Responsibilized Protectors of Existing Solutions* (RPESs). Our first type of actor, the *Responsibilized Problem Solvers* (RPSs), are more frequently intrinsically motivated with the goal of helping others solve their personal problems. RPSs see themselves as providing a service for societal good. Reflection on their own consumption enlightens responsabilized consumers to take ownership to moderate their digital consumption. However, our second actor type, the *Responsibilized Market Opportunists* (RMOs), are more extrinsically motivated. RMOs

enter the marketplace after realizing the financial opportunities and profit potential. While their solutions may promote well-being, they likely originate from strategic or financial objectives. Lastly are the *Responsibilized Protectors of Existing Solutions* (RPESs). RPESs consist of the companies or actors that may cause the perceived harms associated with digital ill-being. They realize both the negative implications to the individual consumers and their company's reputation in society. In an effort to address such negative "side effects" of their own products, they develop or acquire solutions that are perceived to address the harm of their existing product. RPESs make strategic decisions to maintain their presence in the digital world.

The second mechanism is the **services and commodities**. The anti-consumption marketing system arises from the interaction of different innovations created by different types of marketplace actors. In our data, we identified two focal areas within the services and commodities: First, *Tech Minimizers* (TMs) are solutions that support the belief that digital technology is an integral aspect of modern life that can be controlled and balanced for healthier lifestyles. These solutions can range from personalized coaching to innovative technology accessories. The solutions are not time-bound in that they exist as a product on a continual basis or as a single intervention that can be taught and repeated as needed. Second, *Tech-Free Maximizers* (TFMs) are solutions that offer alternative products to help consumers remove the cause of their ill-being completely. They are positioned as lifestyle changes or supportive goods that may alter the product or eliminate it completely.

Discussion and Implications

Our analysis of the digital wellness marketing system helped to reveal how market actors actualize to support an anti-consumption aim. Evaluating the digital wellness market enabled expanding scholarship on how marketing systems emerge, and specifically theorizing anti-consumption markets called for in the literature (Chatzidakis and Lee 2012).

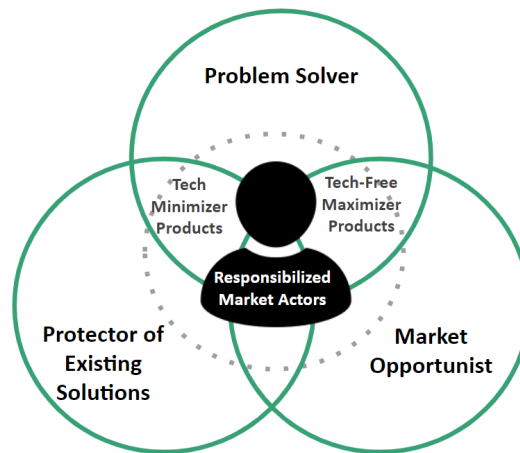
Our research also highlights how firms and entrepreneurs are creating the market as responsibilized market players, but also points to some risks, including commoditizing and marketizing potential societal harms and lacking accessibility to all consumers. This ongoing discourse may influence the supply and demand of products and services for the anti-consumption market. Echoing Kadirov's (2018) work, we also suspect that as society moves through phases of perpetual structural instability, we will

see macro discourse of the anti-consumption marketing system as dynamic and continually striving to support consumers' well-being.

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- Figure. Responsibilized Market Actors in an Anti-Consumption Marketing System*



* Products are inclusive of both services and physical goods.

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What explains older people's continuance intention to use digital healthcare technologies?

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Abstract

Introduction

This study investigates the factors influencing older people's intention to use digital healthcare technologies (DHTs). DHTs are widely recognised as an important means of relieving the challenges presented by older people (Meng et al. 2021). Alleviating these challenges will improve the quality of life of older people (Ribeiro et al. 2020). The effectiveness of DHTs can be improved by engaging more elderly users and ensuring that they continue to use the technology (Niknejad et al. 2020). However, limited attention has been paid to investigating older people's continuance intention to use DHTs. In addition, the existing theories have not taken into account the elderly users' ageing-specific unique characteristics, needs, expectations, capabilities, and physical and cognitive limitations. This research aims to fill the research gap in the existing body of knowledge by understanding older adults' attitudes toward DHTs and exploring influential factors that may contribute to the continuance intention to use WTDs as a tool to manage their health and improve their quality of life (Aggarwal, Bhumika, and Schroeder-Butterfill 2020).

Objectives

The objectives of this study are twofold: first, to develop a theoretical model based on the expectation-confirmation model (ECM) with ageing-specific constructs; second, to investigate the effect of ageing-specific constructs on continuance intention to use the DHTs among older people. By achieving these objectives, this research provides valuable insights into the factors influencing older adults' intention to continue using DHTs, helps them to facilitate the ubiquitous use of DHTs, and then practically benefits them with complex needs. This study explores the effect of health motivation, health consciousness, and confirmation of expectation on perceived usefulness. In addition to this, it examines the impact of satisfaction and ageing satisfaction on the continuance intention to use DHTs in the context of the elderly. Besides, it identifies the moderating

effect of health anxiety, technology anxiety, and self-efficacy on the elderly's continuance intention to use DHTs.

Research Methodology

A mixed-methods approach was employed to collect data from over 65 years old British citizens. The qualitative phase started with a total of 20 semi-structured interviews which served to generate deep knowledge inductively and deductively on the constructs that affect intentions to continue to use the DHTs. Additionally, quantitative data will be gathered as part of a deductive process through an online survey to test the theoretical framework, which is based on the literature review and findings of the qualitative phase. Thematic analysis was chosen to identify key themes and patterns in the qualitative data and quantitative data analysis will involve structural equation modelling to validate the theoretical model.

Findings and discussion

The findings of this study provide significant insights into the ageing-specific factors influencing the continuance intention to use DHTs among older adults. The qualitative analysis revealed that health motivation, health consciousness, and confirmation of expectation positively influence perceived usefulness. Furthermore, confirmation of expectations and perceived usefulness have a positive direct effect on satisfaction. Moreover, health anxiety, technology anxiety, and self-efficacy were found to moderate the relationships between satisfaction and continuance intention. The findings further revealed that satisfaction has a positive direct effect on ageing satisfaction and continuance intention to use, and ageing satisfaction influences continuance intention to use DHTs among older adults.

Theoretical and practical implications

The findings of this study have significant implications for the field of digital healthcare technologies (DHTs) by focusing on the continuance intention to use DHTs among older adults. By extending the expectation-confirmation model (ECM) with ageing-specific constructs (Cheng 2014), this research provides valuable insights into the factors influencing the sustained use of DHTs among older people. These findings offer practical guidance for brands and practitioners in informing the development of user-friendly and

age appropriate DHTs that cater to older adults' specific requirements. This can empower older adults to better manage their health and improve their overall well-being and quality of life. Moreover, considering actual DHT users in the study contributes to a better understanding of the role of external factors in predicting continuance intention. Overall, these implications benefit both academia and stakeholders involved in marketing and developing effective strategies to promote the widespread adoption of DHTs among this population.

Research limitations

As this study relies on self-reported data through interviews and surveys, it may introduce response bias and social desirability bias, which potentially affects the reliability and accuracy of the results. Furthermore, the cross-sectional design of the research limits the ability to establish causality between variables. In order to provide more robust evidence of the relationships over time, a longitudinal study is more desirable. In addition, the study focuses on British citizens, which may limit the generalisability of the findings to other cultural contexts.

Conclusions

This study fills a research gap by investigating older adults' attitudes toward DHTs and providing valuable insights into the factors influencing the sustained use of DHTs among older people by extending the expectation-confirmation model (ECM) with ageing-specific constructs. The findings highlight the importance of health motivation, health consciousness, and confirmation of expectation in influencing perceived usefulness. Moreover, health anxiety, technology anxiety, and self-efficacy moderate the relationship between satisfaction and continuance intention. The study emphasises the need for user-friendly and age appropriate DHTs that cater to the specific needs of older adults, enabling them to effectively manage their health and enhance overall well-being. The practical implications benefit both academia and stakeholders involved in marketing and promoting the sustained use of DHTs among older populations.

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Advertising Spending, Inequality and Life Satisfaction

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Advertising is everywhere and make up for up to 1% of GDP in advanced economies (WARC 2020). What is the relationship between levels of advertising spending in a country and life satisfaction? There is a long tradition of questioning the effects of advertising in society (e.g Varey 2012), and advertising has been blamed to cause materialism and discontent with the current situation, plausibly at the expense of life satisfaction. On the other hand, advertising can also give important information about product and firm quality and thus improve consumer choices, and perhaps also give consumers hope about a potentially better future.

Recently, several studies have examined the relationship between advertising and life satisfaction empirically. Michel et al (2019) found a negative relationship between country-level advertising spending and individual life satisfaction in 27 European countries in the period 1980-2011. Griffith, Lee & Yalcinkaya (2022) used a panel data model (9 years and 34 countries, at the country level) and found a positive relationship between advertising spending and life satisfaction. Wiles et al. (2023) found a positive relationship between advertising spending and life satisfaction in a panel of 76 countries from 2006 to 2019. Messner (2023) also found a positive cross-sectional relationship between levels of personal-care advertising spending and life satisfaction in 27 countries.

These studies have made substantial progress but have only to a limited degree examined country and individual level moderators. In the current research, we examine whether the relationship between advertising spending and life satisfaction is moderated by country level inequality and the personal economic situation. Our theory is that the effect of advertising on life satisfaction should be stronger when inequality is higher, since more people then will be exposed to desirable but potentially unachievable products and services. We also expect that people with lower incomes will be more affected by advertising, since advertised products and services are more attractive but potentially less available to them.

We examine these relationships by combining country-year-level advertising spending from WARC (2020) and country level inequality data (measured as the Gini coefficient)

from the World Bank (2021) with individual level data about income and life satisfaction (the response to the question “All things considered, how satisfied are you with your life as a whole nowadays?”, 0-10 scale) from 10 rounds of the European Social Survey (2002-2020). In total we have 29 countries and 211 country-years in our panel, and an individual n of 390 879. We estimate OLS regression models with extensive country and individual level controls and year and country dummies.

In preliminary analysis we find a small positive relationship between advertising spending at the country level and individual life satisfaction, thus replicating the findings in most of the literature. We find a strong and significant interaction with country level inequality, so that the relationship between advertising and life satisfaction is positive in countries with low levels of inequality and negative in countries with high levels of inequality. We find a negative interaction between advertising spending and personal income, meaning that advertising has a stronger positive relationship for lower levels of personal income.

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Stages of Consumption We Enjoy: Exploring Consumption and Hedonic Wellbeing

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This study is part of a larger research stream investigating consumption and wellbeing. Consumption is a very broad concept, including products, services, experiences and ideas, everyday items and ‘once-in-a-lifetime’ purchases (Ganglmair-Wooliscroft 2022). In addition, being a consumer, or consumption, spans across time and includes different stages or ‘tasks’ including the decision making process and actual purchase, using and/or consuming, and owning (Lemon & Verhoef 2016; Schau & Akaka 2021). Similarly, wellbeing is a broad and frayed research area, drawing on different philosophical ideas (Sirgy 2012). Although wellbeing is investigated in different research disciplines and from various angles, studies can be broadly classified as hedonic wellbeing, eudaimonic wellbeing (or flourishing) and the popular research stream on Subjective Wellbeing.

This research is an extension to previously presented research investigating hedonic wellbeing associated with consuming (Ganglmair-Wooliscroft 2023). We focus on consumption that provides enjoyment, but extend the investigation to explore hedonic wellbeing associated with different stages in the consumption process, including purchase, using/consuming or owning. Six-hundred and fifty New Zealanders (aged 18 years and older) provided open ended, top-of-mind responses of the ‘thing’ (including products, services or experiences) they most enjoy buying; most enjoy consuming; or most enjoy owning (three separate questions) and a brief explanation why. In addition we develop a measure capturing different dimensions of perceived value (Leroi-Werelds 2019; Sánchez-Fernández, et al. 2009) and explore patterns how tasks and categories of consumption relate to these perceived value dimensions and to classic measures of overall hedonic and eudaimonic wellbeing. To achieve this, our analysis includes a combination of content analysis (of open ended questions) and word categorization (Kassarjian 1977) and quantitative methods. First results highlight the differences

between different consumption tasks (shopping / consuming / owning) and the broad and varied ‘things’ consumer segments gain enjoyment from – as well as the value dimensions associated with customer segments and consumption tasks. (Detailed analysis is being undertaken and results detailed results will be presented at the conference).

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From Well-being to Good Everyday Lives: Citizen-Centric Approaches in Public Policy Development

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Introduction

Well-being public policy (WPP) encompasses government initiatives, programs, and strategies designed to enhance the well-being of individuals and communities, acknowledging the government's responsibility to address challenges and enhance overall quality of life through preventive measures and early interventions. Traditionally, WPP development has been guided by a social planner perspective, relying on expert-driven approaches and conventional economic policy analyses (Fabian et al., 2022). However, there is a growing recognition that such approaches may overlook the importance of understanding citizens' perspectives and needs (Haybron and Tiberius, 2015). The 'open response data', where participants write what well-being means to them personally, are almost entirely overlooked (Fabian et al. 2022). Recent calls have advocated for more citizen-focused perspectives in the creation of future-oriented and effective WPPs (Fabian et al., 2022; Haybron and Tiberius, 2015) and gaining well-being knowledge 'beyond statistical inquiry' (see Fabian et al., 2022 p.13). In public policy development, understanding experiences may be a fruitful starting point to further understand citizens' value creation process (see Trischler and Charles 2019) and create more forward-looking strategies.

Furthermore, supporting the well-being of citizens necessitates the activation of multiple stakeholders. Well-being is nurtured not only in health or social services but also in our everyday lives, such as in schools and built environments (Srinivasan et al., 2023). Successful collaboration within this ecosystem requires a shared worldview (Frow et al., 2019).

This paper provides a case study example of how organization X has approached WPP development by focusing on citizens' experiences of what constitutes a good everyday

life thus providing new innovative avenue to conceptualize fuzzy concept of well-being in tangible manner. The case organization is responsible for public healthcare, social welfare, and rescue services in the area. Thus, this paper extends our understanding of well-being and provides insights into how the concept can be effectively approached to resonate with citizens and stakeholders outside the health and social sectors, fostering effective collaboration.

The insight for this paper comes from a semi-structured theme interviews (n=8) among the key informants. As Eisenhardt and Graebner (2007) recommend, the interviewees were knowledgeable informants with diverse views on the phenomenon of interest and could thus supplement each other's stories. Length of the interview's varied from 41-116min and were recorded and transcribed verbatim permitting further analysis.

Results

The initiative began with a communicative approach aimed at bridging the gap between citizens and civil servants to enhance citizen inclusion. With a major social and healthcare reform looming, the core team responsible for the reform needed to inform citizens about it and gain knowledge about the current services being offered.

Recognizing that people might find the concept of "well-being" too abstract, they sought alternative approaches to initiate conversations. They discovered that asking "what creates your good everyday life" was a phrase that resonated well with citizens, unlike the abstract notion of "well-being," which some perceived as gendered.

"...pretty quickly we noticed that the term wellbeing is so difficult that people don't get it." (Interviewee B)

This phrase "good everyday life" served as an effective conversation starter and engaged citizens across various perspectives. Contrary to expectations, citizens were more interested in discussing elements of their daily lives rather than focusing solely on health services.

“I was pretty sure that when we ask, they will shout that we need the doctor is here 5 days a week, but then people said that when I get to cook the oatmeal myself at home, that's it. Everything is fine. (Interviewee A)

The team therefore reconsidered their approach to the reform and shifted their thinking and preparations toward more citizen-oriented strategies and services. They recognised the need to move away from a service-system-centric mindset and focus on enhancing the everyday lives of individuals. This shift involved embracing a preventive and well-being-focused perspective.

“We should start from the perspective of what creates a good everyday life that has potential to do [health] prevention – like identify what kind of things we can do so to support the formation of that good everyday life.” (Interviewee C)

The concept of a 'good everyday life' resonated not only with citizens but also with decision-makers, leading to its adoption as the overarching brand for the entire change process. Clear communication played a crucial role in garnering commitment from stakeholders, providing a clear direction for all activities and fostering unity among like-minded individuals.

“It feels like it was immediately embraced. It felt that the regional council immediately made it their own and started to strongly communicate it to everyone.” (Interviewee D)

The concept expanded the focus beyond health services, emphasizing the role of local governments as facilitators of value creation within a service ecosystem. It empowered organizations beyond the health sector to contribute to well-being, fostering a common mission and vision with the customer at the center of action.

“It is easier to cooperate when we have the same value base or a common mission or a common vision, like this good everyday life. It is what brought us all together.” (Interviewee F)

“When there are so many different silos here, there are different professions and parts of the organisation, the idea of a good everyday life forces us to think holistically, which is also a really important message for our staff.” (Interviewee G)

Discussion

The concept of a good everyday life rendered the notion of well-being more tangible, engaging citizens in meaningful conversations and fostering collaboration among actors beyond healthcare. This paper underscores the importance of a common customer-centric vision while acknowledging the diverse roles of various stakeholders in WPP creation. By approaching well-being from a concrete angle—what creates a good everyday life—organizations can initiate collective engagement among diverse actors, encouraging involvement in well-being creation and fostering citizen engagement in conversations. Sometimes, the power to build bridges lies in better wording.

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Exploring Meaning in Life, Social Media Addiction, and Impulse Buying: A Macromarketing Perspective on Consumer Well-being

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Introduction

Social commerce, or the usage of social media as a medium for online commerce (Han 2023), is increasing substantially (Han 2023; Singh and Pandey 2024). To date, social commerce literature has focused on how the platform stimulus, content, and brand/influencer trust impact consumer behavior on social commerce (e.g., Han 2023; Singh and Pandey 2024; Shamim, Azam, and Islam 2024; Wang et al. 2023; Zhang and Benyoucef 2016). However, few studies explore how social media commerce can influence a consumer's quality of life. This gap in the literature requires more research to focus on consumer outcomes related to overall well-being. The exploration of this gap is especially timely given the potential risks associated with the ever-increasing marketing practice of leveraging social commerce on highly commercialized consumer feeds. While convenient, this practice could have a substantial impact on overconsumption/maladaptive consumption, including addictive shopping habits such as impulse buying. Therefore, this study investigates the intricate connections between an individual's perception of meaning in life (a very specific aspect of quality of life), their degree of social media addiction, and the maladaptive behavior of impulse buying within the marketing discipline through the lens of consumer well-being.

Impulse buying, where purchases are made without preliminary consideration, makes up a significant portion of retail sales, even as high as 80% of sales in some categories (Han 2023). The average US consumer spent over \$300 per month on impulse purchases in 2022, and this has continued to increase since the pandemic (Slickdeals 2022). Although research has traditionally positioned impulse buying as a favorable outcome (Singh and Pandey 2024), there is a risk that this habit related to overconsumption could contribute to the erosion of social well-being (Olsen, Khoi, and Tuu 2022). We take the step forward, in line with the macromarketing tradition, to evaluate sufficient consumption (Gossen, Ziesemer, and Schrader 2019) and to

understand how to support social media wellness (Anderson et al. 2023; Bradley et al., 2023; Mertz et al. 2023).

Although impulse buying can occur in multiple channels, scholars now point to social commerce as “inherently associated with impulse purchases” (Han 2023, p.103430; Shamim, Azam, and Islam 2024). Nevertheless, there is a need to leverage a new lens to uncover why this consumption practice occurs beyond the stimulus and traditional consumer motivations. As opposed to identifying how to foster additional impulse buying, we instead dive into the tensions that exist within this social commerce environment that drive this behavior. Similar to other online commerce research, consumers may vary in social commerce behavior based on their personal traits and motivations (Zhang and Benyoucef 2016). Specifically, this study explores how consumers’ perceived meaning of life influences social media addiction (SMA) and how that, in turn, might lead to impulse buying in today’s environment. Leveraging PLS-SEM, we explore the following research questions: (1) How do consumers’ (a) presence or (b) pursuit of meaning in life influence their likelihood of having addictive social media behavior, and (2) Do consumers’ addictive social media behavior make them susceptible to impulse buying? In this abstract, we briefly review the literature, the method used, and conclude with a discussion and implications.

Literature Review

The marketing literature has yet to explore how a consumer's sense of meaning in life impacts their degree of addiction to social media, an area that certainly plays an important role in consumer well-being. The idea of life's meaning spans various fields and is interpreted diversely. Definitions revolve around self-fulfillment, life's harmony, feeling fulfilled, purposefulness, and genuine living (Przepiorka 2012). Steger et al. (2006) offer a widely embraced definition of **meaning in life** as “the understanding and importance attributed to one's essence and existence” (p. 81).

Several terms in the literature have been used to describe social media overuse. However, Sun and Zhang (2021) point out that “terms such as social media addiction, problematic social media use, and compulsive social media use, are used interchangeably to refer to the phenomenon of maladaptive social media use... [and that] among these terms, social media addiction is most commonly used” (pg. 4). Therefore, we adopt the following definition of **social media addiction (SMA)**, “overly concerned about social media, strongly motivated and having been devoting a great

amount of time and energy to use social media, to the degree that an individual's social activities, interpersonal relationships, studies/jobs, and/or health and well-being are impaired" (Sun and Zhang 2021, p. 5).

As previously mentioned, a specific area of well-being that has received little scholarly attention within the marketing literature is the construct of meaning in life. Therefore, building upon previous research, this study explores the relationship between meaning in life and social media addiction: *H1a: Meaning in life (purpose) negatively impacts perceptions of SMA*, and *H1b: Meaning in life (search) positively impacts perceptions of SMA*.

For this study, **impulse buying** is specifically defined as "a phenomenon arising from artificial needs or overpowering desires of customers to own something" (Nuseir 2020, p. 325). This phenomenon has been extensively examined in multiple disciplines and is often interconnected with or influenced by factors such as self-discipline (de Kervenoael et al. 2009), personality traits (Thompson and Prendergast 2015), and self-coping mechanisms (Chen et al. 2016). Notably, the marketing discipline has explored impulse buying in various contexts (Rook 1987; Flight, Rountree, and Beatty 2012; Pradhan, Israel, and Jena 2018); and recently, studies within the marketing literature (Olsen, Khoi, and Tuu 2022; Nada, Banjeri, and Singh 2023) have made calls to further expand upon the construct of impulse buying. Thus: *H2: SMA negatively impacts impulse buying*.

Methodology and Results

To test the propositions, we apply an exploratory survey using the Qualtrics panel. All participants were screened to be active social media users between the ages of 18 to 40 who were located in the United States. Participants answered questions relating to their perceptions of their sense of meaning in life, SM addiction, and impulse buying adapted from established scales (Andreassen et al. 2012; Rook and Fisher 1995; Steger et al. 2006). In total, 277 usable responses were collected with 61.7% of participants identifying as female and 38.3% as male. The average age was 29.47. For data analysis, SMART PLS (version 4.0.9.8) was employed using a two-step approach. First, the measurement model was generated where the reliability and validity of the instruments were met (Hair et al. 2019; Ramayah et al. 2018).

After the measurement model is considered satisfactory, the next step establishes the structural model using several indicators. The structural model

evaluation, generated by SMART PLS, generated R^2 for predictive accuracy (Hair et al. 2019). A bootstrap analysis was conducted with 5,000 samples to generate p and t values (see Figure 2; Ramayah et al. 2018). First, meaning in life (purpose) negatively and significantly impacted SMA ($P_{1a}\beta = -0.132, p < 0.05$). Meanwhile, meaning in life (searching) positively and significantly impacts SMA ($P_{1b}\beta = 0.280, p < 0.001$). As proposed, SMA then negatively and significantly impacted impulse buying ($P_2; \beta = -0.192, p < 0.001$). Our findings uncover initial empirical support of how meaning in life may (or may not) impact various consumer outcomes like impulse buying, mediated by social media addiction.

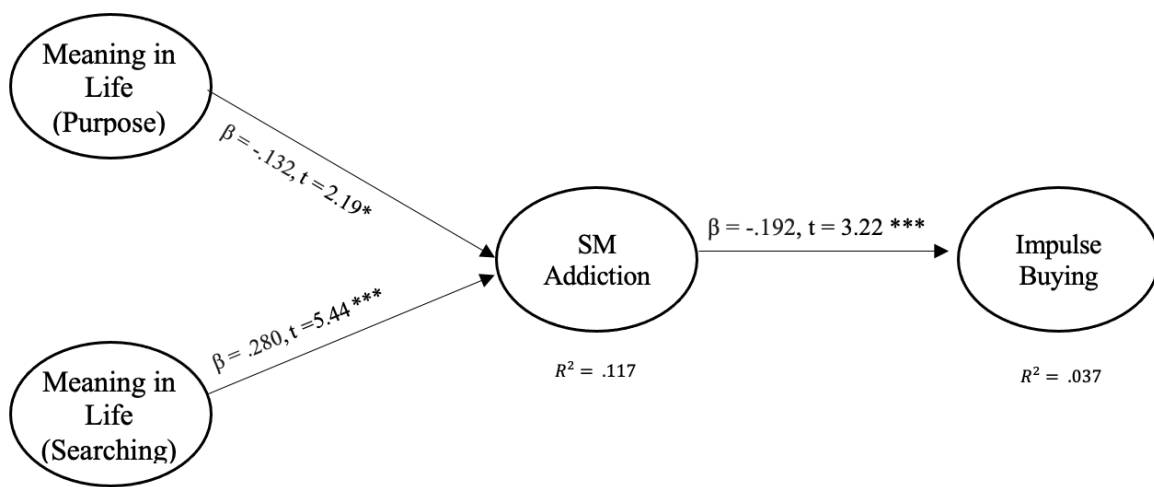


Figure 1. Structural Model

Discussion and Conclusion

In response to calls for wider theorization surrounding social commerce, this study explores the antecedents and consequences of SMA and has implications that impact consumers' quality of life and well-being. Our findings illuminate that those who are searching for meaning in life may be more addicted to their social media. This addiction can then impact the potential for impulse buying, a maladaptive behavior. This research indicates consumers are not only at risk for overconsuming social media but also physical (or other digital) goods. This has substantial implications related to an individual's quality of life in various contexts (e.g. physical, mental, relational, financial, etc.). Notably, as social commerce increases, we could find that some consumer segments may be more substantially affected than others.

Consumer well-being has emerged as a focal point in marketing research, transcending traditional paradigms to incorporate psychological, sociological, and

technological dimensions, such as social media wellness. Building from past social media wellness literature (e.g., Anderson et al., 2023; Mertz et al., 2023), this investigation aims to elucidate how an individual's profound sense of meaning in life influences their susceptibility to social media addiction. Additionally, it scrutinizes the impact of excessive engagement with social media platforms on the emergence of impulsive buying tendencies. By shedding light on these interconnected relationships, this study endeavors to contribute substantially to the existing body of knowledge, fostering a deeper and more nuanced understanding of macromarketing and how marketing practices impact society.

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Shifting Paradigms: Enhancing the Well-being of Disadvantaged Girls Through Value-Based Education

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Educating girls is universally recognized as a pivotal strategy for societal and global advancement, with a broad consensus in the literature highlighting its multifaceted benefits. UNICEF (2022) and Sperling & Winthrop (2015) emphasize that investing in girls' education catalyzes economic growth, reduces mortality rates, and empowers women, making it one of the most effective global investments. The development of modern markets and societal improvements, including poverty reduction and job creation, is intrinsically linked to education and quality of life (QOL), as noted by Stewart (2022) and Hunt (2020). This underscores the urgency for academic and policy-focused discussions on enabling women's access to education as a means to enhance their QOL and economic participation.

An underexplored aspect in the literature is the influence of the Dominant Social Paradigm (DSP) on the nexus between education and QOL. The DSP, a concept elaborated by Pirages & Ehrlich (1974) and further discussed by Kilbourne et al. (2002), encapsulates the prevailing values and beliefs that shape societal norms, including gender roles and environmental attitudes. This paper argues that overcoming gender inequality and ensuring women's safety are critical for creating conducive educational environments that contribute to improved QOL.

We propose that a value-based educational approach, which involves the delivery of specific content by dedicated educators within a supportive learning environment, is essential for fostering academic and social competencies that enhance QOL (Sirgy, Samli, & Meadow, 1982; Mittal, Kumar, & Tsiros, 1999). This study examines the barriers to education, particularly the DSP, and how educational consumption can lead to an improved QOL, with a focus on underprivileged girls in India.

In this research, we examined a value-based Second Chance Program (SCP) education intervention. The SCP comprised students who had left the generic school

system and resumed their education due to their desire to complete year 10. In Study 1, a secondary data study of the SCP, we established that the intervention met the primary objective of educational outcomes. We looked at the longitudinal data of students enrolled in the SCP and found that students who performed well in the SCP program mock tests performed well on the board exams. The results indicate that a student's academic standing when joining the SCP has little effect on the outcome of the board exams. Notably, the positive educational outcomes of the SCP intervention are encouraging and allow us to investigate whether the SCP intervention leads to the empowerment of women and greater QOL.

Study 2, qualitative research using a thematic approach, identified the various constructs influencing educational and well-being outcomes for students and alumni from cities in two different states. The thematic interviews focused on two critical constructs in this study on the relationship between educational intervention and QOL: self-efficacy and extraversion. Additionally, the third key moderator in this relationship was the society from which the participants came, i.e., the DSP. The data (from the interviews) suggested a difference between the participants from the two studied states in their self-efficacy and extraversion. However, both groups felt the same about educational outcomes. These differences could be attributed to the two studied states' differences in terms of patriarchy, i.e., the DSP. We offer two propositions based on our thematic study: (1) In the supply and consumption of value-based education among adult students, the greater the interaction with the teacher is, the higher the self-efficacy among the students, and the higher the QOL; (2) The higher a student's extraversion is, the higher his or her success in improving his or her QOL.

Finally, in Study 3, a quasi-experimental study, we first tested our proposition about the DSP with respect to the difference in the two states related to parents' perceived safety of their daughters and gender inequality beliefs being a barrier to education. The results confirm our proposition, and we find that students in Rajasthan drop out of school due to parents' perceived safety beliefs. Second, we also find that the girls in Maharashtra perceive greater gender inequality in Rajasthan than in Maharashtra. We followed this with a quasiexperimental study that examined the serial mediating role of self-efficacy and extraversion and the moderating role of the DSP on the effect of the SCP intervention on QOL. Using data from the current students and alumni of the program, we investigated the impact of value-based education on QOL for

students from two groups with different DSPs: those from Maharashtra (group 1) and those from Rajasthan (group 2). The value-based education intervention had a positive effect on self-efficacy and extraversion. In particular, value-based education increased self-efficacy and extraversion and had a direct positive effect on QOL. However, the indirect effect of value-based education through the serial mediation of self-efficacy and extraversion on QOL was negative. More importantly, these effects were significant for group 1, for whom the DSP reflects greater safety and gender equality. However, in group 2, with a DSP where safety and gender inequality are issues, value-based education did not affect self-efficacy or QOL.

Our findings contribute to the literature on women's empowerment and QOL from a social consumption perspective and have important implications for managerial and policy developments.

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Advancing health marketing research through a Macromarketing lens: An integrative research agenda for improving health and wellbeing outcomes

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Introduction

Health marketing has emerged as a critical domain within the broader field of marketing, focusing on promoting health-related behaviours, products, and services to improve public health and wellbeing outcomes. Within this context, health marketing and the principles of macromarketing are closely aligned. Adopting a macromarketing lens and marketing systems thinking offers valuable insights and opportunities to enhance the impact and effectiveness of health marketing initiatives. This abstract presents an integrative research agenda framed within the principles of macromarketing and marketing systems to advance knowledge and practice in health marketing.

Macromarketing, health and health marketing intersection

Macromarketing studies marketing systems, their impact on society, and how society impacts them (Hunt, 1981). As “complex social networks of individuals and groups linked through shared participation in the creation and delivery of economic value through exchange” (Layton, 2015, p. 303) marketing systems embody complex and diverse economic and social spheres (societal norms, public policies, cultural values, economic structures) intersecting closely with health and healthcare systems. Although macromarketing differentiates macro effects from the aggregated micro actions of the market participants (firms, channels, institutions, and consumers), marketing systems exist to ensure ‘wellbeing for all’ (Layton, 2007; Shultz, 2007) – of which health is a key ingredient, considered as complete well-being (WHO, 1986) and the ideal of life. However, the consequence of actions in a marketing system may harm society collectively and/or individually (Haase, Becker and Pick 2018) when the marketing system does not positively self-adjust. Williams, Davey, and Johnstone (2021) specifically define this marketing system failure as “a response that occurs when patterns of interactions and system structures result in any of the system elements becoming worse off - either individually or collectively/societally” (p. 411). While there are complex and varied

determinants of health, health marketing acts as a mechanism for achieving holistic and sustainable health outcomes, bringing a health equity lens to long standing systemic social and health inequities.

Broad macro-environmental influences - poverty, infrastructure, social norms, cultural practices - within marketing systems often act as barriers to market inclusion and wellbeing for consumers (Aiyar and Venugopal, 2020; Fisk et al., 2018; Schultz et al., 2012). Equally, marketing systems can be agents of social change as well as entrenching social preferences, tensions, and vulnerabilities. Williams et al. (2021) note that systems may reinforce “patterns and practices which then persist, inhibiting other parts of the marketing system from operating effectively, namely value creation” (p. 412). However, health marketing has an important role to play in these marketing systems, addressing system-organised barriers and inequities by raising awareness, changing behaviour, and advocating for healthcare access, to improve participant (including consumers, business owners, non-government organizations) choice and reduce health disparities to improve wellbeing. Importantly, health marketing can facilitate micro-, meso- and macro- level interactions across multiple health provisioning systems such that system participants are enabled to act with equitable agency within the system, where otherwise participants may be stigmatized, become disengaged, and even denied access to the very system designed to benefit them (Williams et al., 2024).

Understanding Social Determinants of Health (SDOH)

While there are complex and varied determinants of health, Social Determinants of Health (SDOH) encompass the conditions in which individuals are born, grow, live, work, and age. As the non-medical circumstances that impact health outcomes, SDOH are estimated to explain between 30% and 55% of health outcomes (WHO 2024, https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1). SDOH are societal systems, their elements, and the resources distributed and controlled within these systems, that influence health outcomes (Hahn, 2021). Structural SDOH (patterned, prescriptive societal arrangements)

as well as non-structural SDOH exist to allow or constrain positive health and wellbeing outcomes. Importantly for the intersection of macromarketing and health marketing, poorly performing health systems are a critical SDOH and access to the right services,

service inclusion and distribution of health services require the concerted effort and support of many participants in these health marketing systems (WHO, 2016). Further, the inseparability of micro and macro factors is essential when considering more-upstream macro level structural SDOH, e.g., governance and societal values, and downstream or intermediary SDOH such as working conditions, neighbourhood environments and psychosocial factors (Bravemen et al., 2011; WHO, 2008).

While marketing systems thinking and marketing systems failure offers insights to structural and system processes of SDOH, health marketing also has an important role regarding SDOH by addressing public health challenges at both the micro and macro levels. An important consideration here are the non-structural SDOHs namely individuals' behavioral choices, such as preventive or risky health behaviors, which occur within and in response to the delivery of an assortment of goods and services in marketing systems (Layton, 2015). The marketing systems exist amidst interrelated social systems and include roles, rules, and values of various institutional structures. In macromarketing terms, Layton and Duffy (2018) describe these as 1) market delivery systems; 2) stakeholder action fields; 3) technology evolution systems; and 4) value exchange fields that determine the system's ability to fulfill customers'/buyer' (anticipated) needs and wants. At the same time, Parkinson and Davey (2023, p.1) emphasize that "at its core, health marketing strives to inform, educate, and support individuals and communities through the development of products and services to adopt healthier behaviours and routines". Recognizing that health choices and behaviours are socially framed within macro-level systems and influences, the integration of health marketing and systems thinking of macromarketing is essential to appropriately address the SDOH, improving health and wellbeing and reducing societal inequities.

An integrative health research agenda and future directions for good health and wellbeing

This paper has explored the alignment of health marketing and macromarketing /marketing systems principles. The changing landscape of health and healthcare and the enduring, systemic nature of SDOHs calls for understandings that bridge micro and macro perspectives (Akaka et al., 2023). Furthermore, health equity is inescapably

multi-dimensional and multi-level, and a “critically significant constituent of human capabilities” (Sen et al., 2004, p. 59). Research helps uncover the motivations, preferences, and barriers faced by individuals, enabling more tailored and resonant programs. Thus, effective health marketing can influence policy decisions by advocating for evidence-based policies that promote and support good health and wellbeing. Health marketing raises awareness about pressing health issues and encourages policy changes that prioritise and supports the well-being of communities. Therefore, research in health marketing must evolve to develop solutions for the complex challenges of health and healthcare – to do this we argue for an integrative health marketing/ macromarketing research agenda outlined in Table 1.

Table 1. Integrative research agenda

Topic	Research Agenda
Marketing systems and marketing failure	Understand the marketing system interdependencies and the links between micro, meso and macro levels for creating positive health and wellbeing outcomes.
	Identify leverage points in the marketing system, power imbalances and effects of regulatory intervention to help governments identify where to invest and where policies are needed to support actors within the systems.
	Explore how resource allocation and social arrangements within marketing systems impact participant choice regarding preventive and risky health behaviors.
	Examine the interdependencies between the <i>processes</i> through which service providers relate to consumers and the power imbalances in health marketing systems deny participant access to health services/products.
	Identify regulatory intervention, power asymmetry and micro level health consequences and their contribution to health disparities.
	Examine social norms (within marketing systems) and how health marketing strategies can leverage or challenge these norms to promote positive health outcomes.

Addressing Social Determinants of Health	Service organizations are important actors in influencing SDOH. Contexts and experiences create trauma, hardship, and resource scarcity for many consumers who experience a range of vulnerabilities with consequent negative health outcomes. An important research agenda is to explore how to reconfigure and mobilize resources and institutional arrangements within healthcare service ecosystems for improved value co-creation, for individual benefit and for society.
	Examine and identify purposeful service ecosystem design principles to improve SDOH inequities and health and wellbeing outcomes.
	Explore health marketing initiatives to advocate for policy changes to improve SDOH inequities and health and wellbeing outcomes.
	Explore upstream structural SDOH to identify effective policy intervention strategies to improve and health and wellbeing outcomes.
	Identify downstream SDOH and effective evidence-based interventions to minimize the barriers to health at the micro (individual) and meso (community) levels.
Cross-Sector Collaboration and Partnerships	Explore successful partnership models and strategies for fostering synergies and maximizing collective impact in health marketing initiatives. Identify how these initiatives can impact marketing systems.
Measuring and Evaluating Health Marketing / Macromarketing Effectiveness	Develop robust metrics and evaluation frameworks to assess the effectiveness and impact of health marketing interventions. Investigate how these evaluation frameworks can best align with marketing system elements of 1) market delivery systems; 2) stakeholder action fields; 3) technology evolution systems; and 4) value exchange fields.
Future Directions	Explore novel research methodologies and approaches to develop new theory and knowledge to solve complex health challenges (Parkinson and Davey, 2020).

	Identify emerging trends and research gaps at the intersection of health marketing and macromarketing and encourage interdisciplinary collaboration to address these gaps.
	Explore authentic means for academics, practitioners, and policymakers to advance health marketing and macromarketing intersectionality through knowledge sharing and evidence-based practice.

Conclusion

We examine the alignment of health marketing and the principles of micromarketing and through this integration outline an integrative research agenda to address key challenges and opportunities in promoting public health and improving health outcomes. By embracing a holistic and interdisciplinary approach, researchers and practitioners can harness the power of marketing to drive positive social change and create healthier communities.

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YOLO and FOMO:

The Effect of Mortality Salience on Consumer Spending vs. Saving Behaviors

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Introduction

Terror Management Theory (TMT: Solomon, Greenberg, and Pyszczynski 1991) is a psychological framework that explores how individuals cope with the anxiety associated with the awareness of their mortality. Mortality salience has been found to influence consumption choices, (Mandel and Heine, 1999), value systems (Mittel and Woodside 2022; Rindfleisch, Burrows and Wong 2009) and cause consumer anxiety (Mishra et al. 2022). This paper investigates how individuals, particularly when mortality is salient due to global events such as images of war, violence and/or a global pandemic turn to conspicuous consumption and excessive spending as forms of existential escapism. By examining the interplay between mortality salience, attitudes toward luxury goods, and financial behaviors, we aim to contribute to the broader macromarketing literature on consumer wellbeing and quality of life. (Garfin et al 2020, Yoon et al 2021; Sirgy 2021).

Whereas past research explains the increased indulgence in status-conferring goods following mortality salience as a function of participation in consumption-related value systems such as materialism (Rindfleisch, Burrows, and Wong, 2009), and status-consciousness (Mandel and Heine, 1999), less is known about the financial consequences of these preferences. We contribute to both TMT and literature on luxury goods by exploring the relationship between mortality salience and the tendency to save vs. spend on status goods. We suggest that mortality concerns facilitate a preference for luxury products, and that these consumers are more likely to spend beyond their means—utilizing credit cards or payment plans to facilitate these purchases.

Utilizing a macro-level social psychological theory (Terror Management Theory), allows for a better understanding of the complex relationship between one's worldview

and consumption behaviors. While individual consumption behaviors and worldviews are micro rather than macro in nature, a full understanding of these processes is necessary to investigate and understand macro-level trends such as the changing demand for the luxury industry and increasing consumer debt (Hedstrom, 2005; Layton, 2015). Therefore, the present study aims to contribute to the macromarketing literature by providing a link between the micro-level factors (i.e. mortality salience, fantasy engagement and fantasy proneness) that motivate individuals to engage in the consumption of luxury goods—which has been linked to macro-level concerns such as consumer well-being and quality of life (Cristini et al., 2022), and environmental sustainability (Cannon & Rucker, 2019; Pai et al., 2022).

Background

Terror Management Theory (TMT), as outlined by Greenberg et al. (1986), Pyszczynski et al. (1997), and Solomon et al. (1991a, 1991b), has significantly enhanced our comprehension of values and belief systems, particularly in their role as protective mechanisms against the fear of mortality. Tests of the mortality salience hypothesis within TMT reveal a distinctive response to the fear of death, characterized by an increased adherence to consensually held beliefs. This heightened adherence to socially ascribed worldviews is posited to stem from a fundamental need for augmented social connectedness and acceptance in the aftermath of existential threats, as suggested by Simon et al. (1997). Furthermore, participation in consensually held belief systems is associated with an elevation in self-esteem, acting as a psychological buffer against the looming threat of mortality, as indicated by Greenberg et al. (1992).

Previous research in the macromarketing literature has begun to recognize the influence of mortality salience on consumer behavior and societal trends (Mittal and Woodridge 2022). Studies have shown that reminders of mortality can impact individuals' consumption patterns, attitudes toward material possessions, and perceptions of societal values (Partouche-Sebban et al. 2021; Mittal and Woodridge 2022; Mishra et al. 2022). Scholars argue that understanding mortality salience within a macromarketing framework is crucial

for comprehending the broader implications of marketing activities on individuals' lives.

It has been shown that brushes with mortality spur an increase in material pursuits because the result of acquiring status-enhancing possessions is higher self-esteem and an elevated sense of connectedness through participation in consensually validated belief systems. Therefore, our first hypothesis stating the impact of mortality salience on preference for luxury goods is as follows:

H1: Individuals in the mortality salient condition will express more positive attitudes towards luxury goods than those in the control condition.

Fantasy, Terror, and Luxury Consumption

Research on the role of fantasies before and during the consumption of luxury goods is sparse. Consumers are faced with symbolic consumption decisions every day, particular when choosing products that are conspicuously consumed such as clothing, cars, and fashion accessories (Veblen 1899; Geiger-Oneto et al. 2013, Wiedmann et al. 2009). Advertising, promotion, and product placements in television and movies serve as constant reminders of status-laden goods and brands. The transfer of consensually held meaning through objects and experiences is well-established by McCracken's (1986) model which acknowledges the value of objects and media in influencing and in turn being influenced by culture.

As fantasy and reality comprise the base of the experiential consumption context, it follows that when reality involves reminders of death as the ultimate ending of one's plans and aspirations, engagement in fantasy can provide an escape from imminent danger. Thus, for consumers faced with ubiquitous reminders of their own demise, refuge is available in material objects. But, to accrue the symbolic benefits, one must utilize fantastical thought. This leads to the following hypothesis:

H2: The relationship between MS and the consumption of luxury goods will be moderated by fantasy engagement such that when mortality is salient, those higher in fantasy engagement will be more likely to consume luxury goods than those with low fantasy engagement.

TMT and Spending/Saving Behavior

Terror Management Theory (TMT) is a psychological framework that explores how individuals cope with the anxiety associated with the awareness of their mortality.

Within the context of saving behavior, previous research utilizing TMT has established that individuals engage in financial planning and savings as a way to manage existential fears and enhance a sense of symbolic immortality (Gasiorowska 2018). TMT posits that the awareness of mortality creates existential anxiety, prompting individuals to seek ways to mitigate this anxiety. Saving behavior is considered one such coping mechanism, providing individuals with a sense of control over their future and financial security.

While mortality salience has been linked to saving, it has also been linked to the preference of luxury goods and the phenomenon of FOMO (Fear of missing out). Therefore, we expect consumers in the MS condition to spend (vs. save) when given the opportunity to purchase luxury goods. However, when faced with non-luxury products choices, individuals should choose to save their money to prepare for the future and relieve feelings of anxiety caused by the salience of their mortality. While luxury goods allow individuals to engage in fantastical thinking, their non-luxury counterparts do not, leading individuals to spend rather than save in that context.

H3: Those in the MS condition will be more likely to spend (save) in the luxury (non-luxury) condition.

General Discussion, Limitations, and Future Research Directions

In three studies we examined the relationship between mortality salience, fantasy-orientation and spending behavior. Our findings have macro implications for societal issues such as credit card debt, quality of life and overall consumer wellbeing—topics that have been discussed within the micromarketing literature (Cannon & Rucker 2019; Sirgy 2021; Cristini et al. 2022; Pai et al. 2022)

In summary, Terror Management Theory provides a psychological lens through which to understand how awareness of mortality influences saving/spending behavior. It suggests that saving serves as a means for individuals to cope with existential anxiety, achieve symbolic immortality, and navigate societal expectations but may be impacted by specific product categories such as luxury goods. The integration of TMT principles into financial education and interventions holds promise for addressing the complex interplay between psychological factors and saving behavior.

Future research in macromarketing should aim to deepen our understanding of the intricate relationship between mortality salience and quality of life. Exploring cross-

cultural variations, longitudinal studies, and the role of different marketing channels in shaping these dynamics will contribute to a more comprehensive understanding of how macromarketing influences individuals' perceptions of quality of life in the face of mortality salience.

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Understanding Elderly Populations' Well-Being in Digital Environments

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Elderly populations, people aged 65 and older, are a growing demographic worldwide. This age group is also a class of consumers that is prone to experience vulnerability due to inherent characteristics of any embodied being, like aging and illness, as well as situational forces arising from social, political, economic, or environmental factors (Commuri and Ekici 2008; Mackenzie 2014). One such situational factor, as described by Helberger and colleagues (2022), is the digital market, which can contribute to vulnerability through its architecture, lack of privacy, and data- driven commercial relationships. Research has examined digital inequalities among older adults and the consequences of the digital divide, but it has also shown that older adults can improve their quality of life when they adopt and use information and communication technologies (Francis et al. 2019). As digital technology becomes more integrated in our environments and everyday-lives, such as through smart homes, online services, and ambient assisted living, it is important to understand how these changes affect elderly populations and their quality of life.

Previous studies have identified barriers to technology adoption among older consumers, focusing on individual technologies like mobile phones (Renaud and van Biljon 2008), automatic teller machines (Rogers et al. 1996), or internet usage (Lam and Lee 2006). However, there is still limited research on the collective impact of multiple digital technologies within the social and physical spaces of the elderly. This gap is concerning because elderly consumers are at a high risk of being marginalized in digital environments due to accessibility or skill challenges (Saatcioglu and Corus 2018). Especially, when formerly non-digital features are completely replaced by digital ones without offering an alternative option.

Our research seeks to explore how the interplay of various digital technologies in both private and public spaces transforms the daily lives of the elderly, a demographic often said to be more reluctant to adapt to new technologies (Morris and Venkatesh 2000), as well as how their experience of vulnerability and well-being is affected.

Our topic is also connected to a number of moral and ethical concerns that come along with the inseparable entwinedness of digital technologies with public and private spaces, for example the use of personally identifiable data or new kinds of dependencies that could emerge through the use of certain applications. Despite some acknowledged benefits of technology, such as the ability to maintain connections with family and friends online—a factor known to substantially enhance the quality of life among the elderly (Czaja and Lee 2007; Mitzner et al. 2010)—the nuanced interpretations and impacts of these technological interactions on factors such as the elderly's sense of security, social connectivity, experiences of loneliness, and personal autonomy remain insufficiently explored. This gap in understanding highlights the need for a deeper investigation into how elderly consumers perceive and navigate technology in their everyday lives, particularly in terms of what it means to their living a good life and how their experiences of technologically supported environments influence their own conceptions of a good and flourishing life.

In order to address these issues, our research will focus on the following questions:

- 1) How do elderly consumers perceive and interact with digitalized environments?
- 2) What values guide elderly consumers in digitalized environments? And how do their individual styles and strategies for coping with technological change connect to their different biographical backgrounds?
- 3) How do digitalized environments influence the self-perception of vulnerability among elderly consumers? Which dimensions of vulnerability can be identified? Which aspects can be minimized or mitigated, and which dimensions need to be accepted as enduring features of our inherent vulnerability as human persons (Mackenzie 2014)?

To explore these areas, we plan to conduct focus groups and in-depth interviews with elderly consumers. Our focus will be on personal narratives to uncover the reasons

behind their adoption or rejection of technology-rich environments, their experiences with different technology interactions, as well as their hopes, fears, and doubts. Additionally, we will consult caregivers and family members to gain a more comprehensive understanding of the elderly's experiences. A first data collection will take place in a senior residence located in a German city. Further interviews are planned with seniors who live independently. Therefore, we reached out for participants through personal contacts.

Our research aims to contribute to a comprehensive understanding of the impact of digital technologies on elderly populations. By delving into their personal experiences and daily routines, we hope to reveal how these technologies impact their everyday lives. We will also explore the factors that contribute to feelings of security or insecurity within digital spaces, thereby shedding light on the emotional and psychological dimensions of technology interaction. Furthermore, by examining the link between technology use and overall life satisfaction and well-being, we aim to establish connections between digital engagement and broader aspects of quality of life for the elderly. To operationalize these concepts we will conceive of “well-being” and “quality of life” as dual concepts that combine the idea of general conditions of human life (e.g. corporeal vulnerability, a need for social interaction) with personal standards and values resulting from one’s individual path of life (Mooren and Quante, 2020). Additionally, our research will critically examine both the barriers and facilitators to effective engagement with digital technology. Our comprehensive approach seeks to deepen our understanding of the elderly's interaction with technology and inform the development of more inclusive and supportive digital environments.

By focusing on elderly consumers and their well-being in digital environments, our research will provide important insights for various stakeholders, including providers of goods and services, political institutions, and Non-Governmental Organizations (Pettigrew and Moschis, 2012). From a macromarketing perspective, this research can add to the understanding of the role of vulnerability experiences for the success and diffusion of new technologies among consumer groups. Moreover, it contributes to the understanding of how to develop accessible and supportive environments that meets the varying needs and capacities of older people (World Health Organization, 2015).

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Why That High-Potency Cannabis?

Consumer Insights for Better Policy, Educational Campaigns, and Marketing Strategies

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Cannabis consumption is perceived as improving the individuals' quality of life and wellbeing. In the United States of America (US), medical cannabis was legalized in California in 1999 and other states soon followed. Medical cannabis gained popularity among medical providers and patients over the years, due to its actual and perceived positive impact on quality of life (QoL); for instance, cannabis is used to manage mental and physical health conditions (e.g., Arkell et al. 2023; Peterson et al. 2021).

Recreational use of cannabis – now legal in 24 states in the US and on the ballot for another 5 states in 2024 – is also associated with positive benefits related to QoL. For example, a recent survey (Statista 2020) found that 60% or more of adults (not all of whom are consumers of cannabis) believe that it relieves anxiety, lowers stress, helps manage pain, and helps with sleep, while 50% or more believe that it aids in relaxation, lowers depression, and helps with cancer-related symptoms.

At the same time, some research shows that heavy cannabis use may be associated with reduced QoL (Goldenberg et al. 2017), with more recent studies providing evidence of the harmful effects on mental health of daily use of cannabis, especially those of high-potency nature (Di Forti et al. 2019). Public health actors have expressed serious concerns about the harmful effects of potent cannabis as they relate to the individuals' health and wellbeing. Regulation of highly potent cannabis has been called for as there is some literature that points toward the negative effects when consuming these products (Stuyt 2018), especially for young people. Another problem stems from people not being aware of the health risks associated with the consumption of highly potent cannabis (Chatterjee 2019).

Given the general view that cannabis improves individuals' well-being, should policy be enacted to counter this perception, at least for high-potency products? And what role should the cannabis industry actors (producers, retailers, advertisers,

industry associations) play in conveying this message? While some policy options have been proposed and/or implemented in the US (e.g., taxes, warning labels), little is known about the cannabis consumers (Kees et al. 2020); for example, what is the role (if any) that potency plays in cannabis consumption decisions and what could explain consumption of high-potency cannabis? The purpose of this study is to answer these questions, so that healthcare professionals, public policy, and cannabis industry can develop behavior-informed approaches to policy design, treatment plans, and marketing strategies all of which contribute to QoL and wellbeing. Using experimental research, we build on the Health Belief Model to explain why certain consumers might have a stronger preference toward high-potency cannabis. Understanding the perceived risks and benefits helps public health, consumer policy, and cannabis industry design programs and strategies that can educate about potent substance use and encourage consumption behaviors that limit the risks and maximize benefits, which ultimately contribute to the overall QoL. It is incumbent upon the academic community to shed light on why certain consumer segments favor high-potency cannabis at a time when they might be less concerned with the issue at hand (Carlini et al. 2024) and more inclined to adopt an education approach with regard to the risks and benefits. As research continues to clarify positive and negative effects associated with these products, there are calls for research to understand how we can communicate the benefits and risks to consumers (Kees et al. 2020). Macromarketers can play an important role in ensuring that individuals make informed choices when using cannabis, and conducting research that informs cannabis policy decisions, education campaigns, and marketing strategies. As the more potent cannabis products continue to dominate the market – which will likely happen in part due to technological advancements in the plant cultivation and processing (Carlini et al. 2024) – and the cannabis industry actors keep lobbying against any policy intervention, providing consumer insights based on theories that consider risks and benefits perceptions will contribute to better policy design, educational programs, treatment plans, marketing strategies, and ultimately consumer wellbeing.

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The dual role of technology in the market of digital wellbeing

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Macromarketing research has over time expanded in terms of the contexts of consumer wellbeing examination (Sirgy 2001, 2021; Pancer and Handelman 2012) from health and food (Ares et al. 2014) to luxury (Cristini et al. 2022), pets (Wunderlich et al. 2021) and many others. Most recently, also digitalisation entered the breadth of considerations around consumer wellbeing allowing a new and timely angle not only on the consequences of technology use, but also on those stemming from intensive participation in hyperdigital markets (Dholakia et al. 2021), characterized by ubiquitous data tracking (Zuboff 2019; Airoidi and Rokka 2022) and exploitation of consumers' attention (Bhargava and Velasquez 2021).

Digital wellbeing as a “negative” concept

Theoretically speaking, the concept of digital wellbeing is still in the process of building consensus around its denotation. While such ongoing conceptualisation acknowledges complexity of digital wellbeing dimensions (Roy et al. 2023), levels (Benvenuti et al. 2023) and dynamic interactions (Vanden Abeele 2021), more often than not, accounts of digital wellbeing build on the not-ness, i.e. the description of subtracted or suboptimal consumer wellbeing directly resulting from digital consumption. Current research, for instance, shows that the excessive consumption of digital services may lead to loss of attention, exhaustion, stress, and decreased satisfaction with social experiences (Aagaard 2020; Vanden Abeele 2021; Almourad et al. 2021), and even addiction disorders (Raghubir, Menon, and Ling 2021; Reimann and Jain 2021). Social media participation may result in distressing personal identity issues, social approval anxiety, loss of self-confidence and loneliness (Aagaard 2020; Kozinets et al. 2017; Kozinets 2019b; Vanden Abeele 2021). Overreliance on technology can lead to the perceived loss of personal autonomy, diminishment of the sense of accomplishment and intelligence (Mick and Fournier 1998; Puntoni et al. 2021), while inability to engage with technology can lead to psychological distress (e.g., FOMO) and social exclusion (Vanden Abeele 2021). Novel technologies, such as AR/VR and AI, create their own sets

of negative consequences for consumer wellbeing, ranging from concern with privacy and surveillance (Zuboff 2019; Ball 2017; Wood and Ball 2013) to manipulation (Bhargava and Velasquez 2021) and discrimination (Puntoni et al. 2021). Consequently, on a broader level, this may also lead to erosion of consumers' trust in digital technology, and an increasingly more and more negative worldview (Anderson and Rainie 2018a, 2018b; Cloarec 2020).

In the research on a variety of ways in which digital consumption can subtract from consumer wellbeing, digital wellbeing emerges as a concept that seeks to counterpose the 'negatives' of the technology consumption and eventually find a satisfying balance between digital technology (non-)use and the negative consequences for individual and societal wellbeing deriving from it.

Digital wellbeing as a market

Even though the issue of controlling and attenuating the negative effects of digital technology (ab)use can and should be addressed via social and educational policies, in the current stage it is rather the market of digital wellbeing solutions that largely serves the function of the educator and promoter of conscious technology use by consumers. Digital wellbeing—also referred to as “digital self-control tools” (Monge Roffarello and De Russis 2019, 2021) or “positive technology” (Almourad et al. 2021)—is an umbrella term used by the tech giants like Apple and Google to describe a family of digital tools and info-products aimed at empowering consumers in developing “healthy technology habits” (Android 2022; Google 2022) via monitoring, understanding and limiting technology use (Lyngs et al. 2019; Monge Roffarello and De Russis 2019, 2021). This market is driven by the goal of helping consumers achieve a “personal sense of wellbeing” (Google 2022) and an “optimal balance between the benefits and drawbacks obtained from [...] the integration of digital connectivity into ordinary life” (Vanden Abeele 2021, p. 938).

What is puzzling and (potentially) problematic about this market is that it simultaneously treats digital technology itself as both a threat to consumer wellbeing and as a responsible and consumer-empowering solution, leading to a question: When solutions to the problems of unhealthy technology (ab)use are enabled by the same

market actors and practices that have created such problems in the first place, does it facilitate consumer wellbeing or rather create consumer vulnerabilities?

Methodology and expected results

To address the question, this early-stage research is set to analyse the market discourses of digital wellbeing with a particular focus on how the individual technological solutions negotiate the dual role of technology in consumer wellbeing. To generate the dataset, we identified digital wellbeing technology products and services, starting from the lists and databases previously compiled by human-computer interaction researchers (Lyngs et al. 2019; Almoalim and Sas 2022). After systematically checking for duplicates, eliminating tools that are no longer active, and adding new players, we compiled a list of 210 digital tools (apps and browser extensions) that either block specific types of undesirable content, block access to digital devices, track digital consumption, or provide information or motivational support (rewards or punishments) for self-set wellbeing goals. For each selected case, product-level discourses (i.e., formal presentation, promotional and institutional communication, related media coverage) have been collected.

The collected textual material is set to be subjected to critical discourse analysis with special attention to discursive formations and the ‘unsaid’ assumptions (Fairclough 2010; Lupton 2010) that could help reveal products’ positions in regard to dual role of technology in consumer wellbeing. At the current step of this ongoing research, we have identified about 14% of the initial dataset to test and refine the data collection and analysis strategy.

Our preliminary findings reveal a strong presence of consumer responsabilisation narrative (Crawford 1980; Giesler & Veresiu 2014): despite digital wellbeing market being a response to a market failure (Seiders & Petty 2007), it is the consumer who is expected to be self-motivated and disciplined to actuate strategies of digital wellbeing, both in terms of self-education and self-help. Furthermore, the framing of wellbeing in our sample heavily leans towards the topics of productivity, rather than all-rounded health and thriving (cf. Mick et al. 2012; Sirgy 2021), thus aligning with the “work machine” technology narrative (Kozinets 2008) that praises efficiency and economic

resource control over self-actualisation, life satisfaction, personal growth, and social integration.

Conclusions and future steps

Overall, this study is driven by the ambition to gain deeper understanding of digital wellbeing. During the future steps, the research aims to expand the sample from digital wellbeing tools such as apps and browser extensions to gadgets (such as sensors, wearables etc.) and info-products (such as educational blogs, podcasts, training workshops etc.). Analytically, the goal is to develop a typology of how digital wellbeing market negotiate the dual role of technology in consumer wellbeing, and critically reflect on what kind of vulnerabilities for societies and human beings each of these scenarios (potentially) lead to.

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Analysing gender differences in tourist well-being: A macromarketing perspective

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Within 50 years of macro marketing literature, established models of consumer well-being (CWB) have mostly focused on material goods and services (Malhotra 2006; Sirgy 2021) and their link to the quality of life and satisfaction (Lee et al. 2002; Sirgy 2021). There are calls for improving CWB metrics with the more recent constructs of eudaimonia and social well-being (Sirgy 2021). Figueiredo et al. (2015) encourage researchers to reframe CWB as a search for human development, referring to the expansion of what people can be and do in markets and society. Such a view is similar to the concept of eudaimonia – focusing on living in a full, deeply satisfying way and actualising one's human potential (Deci and Ryan 2006). Ryan et al's (2008) work has linked eudemonic living to an individual's motivation concept such as a) pursuing intrinsic goals and values such as personal growth, relationships, community and health, b) behaving in autonomous, volitional or consensual ways, c) being mindful and acting with a sense of awareness and d) behaving in ways that satisfy needs for competence, relatedness and autonomy which can result to benefiting collectively family and society. Integrating the concept of eudaimonia in the macromarketing literature recognises its potential to contribute to understanding how well-being fits in the interface between marketing and society.

In the current study, we examine tourists' well-being to explore eudaimonic well-being and hedonic well-being, moving away from the focus on material goods and services to consumer experiences as a source of well-being. Travel has become imperative to mental health and well-being (Buhalis 2022). In the past few years, academic research on tourism's contribution to well-being has increased significantly (Zins and Ponocny 2022; Vada et al. 2020). Two streams of subjective well-being– hedonic and eudaimonic – are recognised in tourism literature (Zins and Ponocny, 2022; Buzinde, 2020). Eudaimonic wellbeing relates to aspects such as personal growth, realizing individual

potential and self-fulfilment (Al-okaily et al. 2023), whilst hedonic wellbeing relates to the pleasure or happiness aspect of well-being (Su et al., 2020; Lengieza et al., 2019).

Furthermore, literature has demonstrated evidence of the linkages between well-being, friendships and shared travel experiences (Berdychevsky et al. 2013, 2016; Kong et al. 2022; Matteucci et al., 2022). An important segment of wellness tourism is the Girlfriend Getaways (GGA), a fast-growing market that is projected to grow further (Berdychevsky et al. 2016; Gibson et al., 2012). The potential therapeutic effect of bonding during GGA will have positive impacts on health, managing stress and cumulative effects on longer lives (Berdychevsky, et al. 2013). GGA is a space for them to talk, listen and share experiences with each other, providing them with feelings of safety and belongingness (Chen and Mak 2020). In addition, it could potentially improve a couple's relationship satisfaction as women can escape from everyday roles in the relationship (e.g., wife, girlfriend, mother), pursue individuality, female bonding and avoid their partner's personal travel constraints or preferences (Durko and Stone 2017).

However, despite the popularity of the GGA in the media and academic community, the male counterpart of this market segment (mancation or brocation) has remained underexplored. Mancation is defined in Collinsdictionary.com as a holiday for a group of men, especially one that involves typically masculine pursuits, whilst brocation cannot be found in any dictionary. Prior studies have acknowledged that well-being may mean different things to different people (Sirgy 2021; Leong et al., 2016). Women's friendships, compared to men, are more supportive, intimate, emotionally involved, and interdependent (Baril et al 2009; Rawlins 2017).

The study aims to analyse the relevance of gender to consumer well-being. The paper attempts to respond to calls for work on gender differences that go beyond identifying gendered targeting strategies but also considers societal implications that will reduce gender inequities (see work of Gurrieri, Previte and Prothero, 2020). We raise the following questions: Will well-being also manifest in mancations? Are there gender differences in how women experience tourist well-being compared to male? What could be the policy implications of these gender differences?

Using a qualitative approach, we attempt to address these questions. Data will be collected and analysed in two parts - part one of the study will include a content analysis of Instagram (IG) posts on GGA and mancations; while part two of the study will include interviews. In part one, we will collect images/reels and captions by searching for posts with hashtags #girlstrips, #boystrips, #girlfriendgetaway” and other variations of the term. Adopting the methodology of Lucibello et al (2021), we will allocate 10 days to collect Instagram posts. This data collection aims to capture as many posts as possible during the weekdays and a weekend. Images/reels will be analysed together with captions which may reflect how individuals explicitly used language and hashtags to relate their trips to wellbeing. In part two, the aim will be to identify gender differences in the activities and how they contribute to hedonic and eudaimonic well-being.

We hope that our findings will help us consider the role of gender in understanding consumer well-being. Theoretical and policy implications of this research project will be presented at the conference.

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The Long Road to Quality of Life. Why Empowering Matters More than Aiding.

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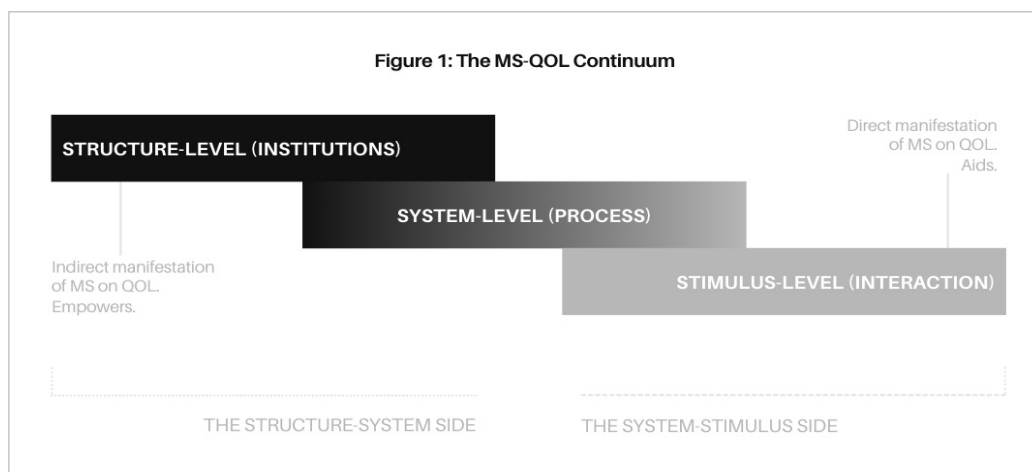
Background and Research Context

Quality of Life (QOL) generally stands without opposition. It is widely hailed as a noble idea, carries a near universal obligation to be upheld, and seldom trampled upon under most systems. The problem with noble ideas is that because everyone believes in their imperative, the ideas do not attract critical attention. This criticism that QOL is not often understood in detail is not new. For example, scholars have drawn attention to the limitation of imposing on the world a predominantly Western view of QOL (Kuyken et al. 1994; Steenkamp 2001). Over time, and in response to such criticism, QOL has emerged into a broad umbrella term that spans, position and perception, in the context of society and systems, and against goals and expectations (for example, as adopted by the World Health Organization more broadly or advocated by Lee and Sirgy (2004) more specifically in the context of Macromarketing).

As a result, efforts to conceptualize, organize, theorize, and estimate QOL have spanned a wide spectrum from physical and social well-being (Helliwell and Putnam 2004), to trust and confidence (Ekici and Peterson 2009), to economic outcomes (Ahuvia & Friedman, 1998), with the interest of Macromarketing scholars often centering around the relationship between market systems (MS) and QOL (Layton, 2009). Recently, Krasnikov et al. (2023) have concluded that there is empirical proof across evidence to date, that MS enhance QOL.

We advocate that scholarship, policy, and institutional priorities must embrace an extended view of the relationship between MS and QOL. As presented in Figure 1, we propose that the path between MS and QOL can be short or long. Much of the attention

to date has rested on the shorter path (on the right side of Figure 1), leaving the longer path on the left underexamined. We present evidence from a five-year case study of the relationship between MS and QOL on the longer path and conclude that the difference between the paths can be profound, mirroring the distinction between merely helping someone (the shorter path) versus empowering them (the longer path). Whereas both enhance QOL, they differ in every other manner.



Conceptual Framing

From the perspective of Macromarketing, the relationship between MS and QOL should span the entire spectrum represented on Figure 1. QOL is sensitive to all three components in the figure – structure, system, and stimulus. Though they may appear to be overlapping or even synonymous, they bear conceptual distinction worthy of recognition.

Structure-Level: This level represents the presence or absence of **institutions**. This is the broadest of the MS components because, over time, institutions can choose to alter the role they play. But, if there are no institutions, some roles remain out of bounds.

System-Level: This level represents the **processes** that are or can be institutionalized. Processes tend to be agnostic to activities or segments, and anyone who chooses to engage in an activity can rely on the system to manifest predictably.

Stimulus-Level: This is the most micro of the three levels and it represents episodic or transactional **interactions** between institutions and constituents where both the imperative and implication are immediate.

As an illustration, the presence of an impartial judicial apparatus in a nation represents a structure. However, if there is a decade-long backlog for hearing a case, then, whereas there is a structure, it is lacking an efficient system. If the government opts to extend or temporarily set aside the statute of limitations on an issue, that will represent a stimulus. Similarly, in the case of MS for, say farming, the presence of a reliable transportation or climate-controlled storage represents the structure. How easy or complex it is for farmers to access the transportation or storage represents the system. Finally, whether farmers are made aware of these options and how the access is encouraged represents the stimulus.

We contend that research within Macromarketing has tended to rest on the system-stimulus end of the continuum in Figure 1, rather than toward the structure-system end. This is understandable and justified because cleaner empirical data are easier to come by, record, and replicable toward the system-stimulus end. Another explanation is that market systems themselves have evolved to serve primarily at the system-stimulus end, leaving the structure-system end largely to the state. It is only more recently that notable efforts have been advanced to nudge that the discipline must also pay attention to the structure, particularly Shultz, Rahtz, and Sirgy (2017) who have advocated the establishment of catalytic institutions that can collaboratively enhance QOL independent of governmental structures, and Ekici's (2022) illustration of the formation of such institutions.

The Study

We present evidence over five years from a novel case where QOL of small farmers at the foothills of the Himalayas has demonstrated marked improvement (both in terms of self-reported data and economic wellbeing) when they switched from a market system at the system-stimulus end to one at the structure-system end.

Though farming accounts for only 15% of the Indian economy, it accounts for about 45% of the economy of the state of Himachal Pradesh at the foothills of Western Himalayas with altitudes as high as 7000 meters. In addition to the natural challenges such as harsher climate and the nature of soil at higher altitudes, farming in such locations must also contend with limited infrastructure (be they roads, irrigation systems, or storage) and curtailed market access. These challenges not only make high altitude farming labor intensive, but also less profitable because of the greater loss of produce. Consistent with conventional logic that structures are managed by the state,

market systems have evolved in Himachal Pradesh on the systems-stimuli end in Figure 1. Like in other parts of India and elsewhere in the world among developing economies, the state established and controlled wholesale trading platforms (structure), institutional mechanisms to disburse subsidies (structure), insurance (structure), and payment systems (system). The overarching motivation of maintaining control over the structures was to avert exploitation. Market systems (such as demand estimation, market intelligence, and pricing) were to the systems. Farmer cooperatives are the dominant example of how the market systems benefitted the farmers; they allowed farmers to share knowledge, act collectively, and mitigate individual risk. Notwithstanding the benefits of collective bargaining, cooperatives were never meant to alter the structure. If the structure was deficient, the cooperatives merely ensured that everyone suffered equivalently. Herein lay the crux of the impact of MS on QOL in this case. Farmers experienced enhanced QOL because they were *not worse off*, which they feared they would have been if they had not collaborated. But farmers with a distinct vision or at a distinct rhythm in their lives lacked the agency to walk a different path because the structures were created to avert perils, not necessarily to encourage innovation. For example, if a farmer sought better quality information or aspired to sell the produce in a different market, there was no way to do that.

Subziro, a social enterprise launched in 2019 with the aim of bringing business principles to the farm sector, had a vision to enhance farmer QOL through agritech. Subziro recognized gaps that can be plugged in the systems through innovative and effective use of information technology. But when Subziro conducted market research during their discovery year, they learned that farmers primarily aspired two things – produce high value crops, and reach high margin markets. And Subziro also realized that the solutions were not at the systems level, but primarily at the structural level – seven layers of intermediation between the farm and the table, only 20 temperature-controlled storage options in the entire state, and no link between the farmer and the market in almost two-thirds of the cases. As a result, farmers were losing about a third of their produce every season.

Crops among the highest in value fell mostly in what are considered in Indian farming as exotic – lilies, broccoli, iceberg lettuce, red cabbage, and zucchini; few were widely cultivated in Himachal Pradesh. Markets which offered the highest margin were not only at a distance (in New Delhi and Mumbai), but also demanded fresh produce.

Though originally conceived as a social enterprise that will enhance farmer QOL through agritech at the system-stimulus end of Figure 1, Subzero realized that to enhance QOL at farmers' terms, Subzero must instead create new structures. The current structures, though well-intentioned, appeared to be incongruent with the aspirations of the farmers. In a matter of five years, Subzero built new market structures aimed squarely at the QOL aspirations of farmers. By 2023, Subzero was preoccupied with fuel-efficient and reliable trucking rather than a portal for mobile phones, and the results were reassuring. The duration it took produce to move from the farm to the kitchen dropped to a mere sixteen hours, and farmer earning rose between 15-20%. Farmers started reporting better QOL not because they were not worse off than other farmers, but because they realized their aspirations to farm high-margin crops.

The *mandi* structure established by the government and seen as essential for distribution of fresh produce turned out to be depressing the prices and margins, by lengthening the duration produce spent in the supply chain. Subzero was able to deliver the produce to consumers while fresh (a prerequisite for higher margins as fresh produce fetches disproportionately higher prices) not by leveraging the *mandi* structure, but by bypassing it. Similarly, Subzero did not deliver 20% more returns to farmers by leveraging the hub-and-spoke structure established by the state with the best of intentions, but only by bypassing it. Today, in some villages almost 90% of the farmers are participating in the Subzero structure and these farmers are heading toward farming almost 50-weeks of the year, an enviable feat considering the climate.

Ironically, it appears that farmer QOL did not depend on any of the structures created explicitly with that intent. Such structures viewed QOL primarily as not being worse off. But what farmers sought was the agency to grow high-margin crops and the structure to reach markets that delivered high margins. For QOL that is aspirational, it appears that market systems should not ignore their role in structural changes. Therein lies the difference between enhanced QOL that is a result of being empowered (structures and system that allow farmers to do what they aspire) versus QOL as a result of being aided (where structures and systems avert failure).

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PSYCHOANALYSIS AND POLITICAL ECONOMY

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Ideological Answers to Real Issues

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Margaret Thatcher famously stated that there is no alternative (TINA), a statement that can be argued to represent the pinnacle of neoliberal emergence (Mitchell 2015; Mitchell and Fazi 2017). She was an eager supporter of the European project of a single market with a neoliberal constitution that is almost impossible to change. But she objected the joining of the European Monetary Union and forgoing the pound on the basis that it would restrict British national policy space by giving away their national monetary policy to the European Central Bank System^[1]. The monetary union was planned precisely to curb national policy space to bring about a neoliberal, rules-based system to boost the single market ideal (Ehnts and Wray 2024). This seeming contradiction in her politics suggests that she understood that she was doing politicking based on ideology instead of actually believing that there are no alternatives. The politics of TINA have been a remarkable success as even the *critics* appear to have internalized the approach as can be witnessed by third-way labour parties across Europe and the democratic party in The United States. These parties are definitely not critics of capitalism nor neoliberalism but interestingly are trying to win in a game only they are playing. This tendency can be witnessed in the plethora of instances where the *progressive* parties trying to act *responsibly*, and the opponents just keep on pursuing their political goals (Kelton 2020). As Donald Trump replied to worries about US debt ‘these people are crazy. [...] you never have to default because you print the money, I hate to tell you, OK?’^[2]

European countries face two urgencies, the need to counter the Russian invasion of Ukraine and the poly crisis in general. Both of these create need for state involvement not seen for decades, although witnessed temporarily during the covid pandemic. On the political economy level, difficulty arises as can be read in two example articles from the Financial Times on 12th of February. The first article tells the reader that the EU has finally come to terms with its new fiscal rules with the subtitle reading ‘Changes to Stability and Growth Pact will increase pressure on governments to spend less’^[3]. The second article deals with Russia’s *surprising* economic growth amidst its war effort

again with a telling subtitle ‘Moscow is exploiting a possibility that liberal market democracies ignore’^[4]. In the article Martin Sandbu tells the reader that ‘if you disregard economic policy orthodoxies, you can mobilise resources for political goals, and squeeze more real activity out of an economy in the process.’ and ‘Massive worker and resource mobilisation has been achieved through a mix of planning, deficit spending and repression of consumption.’. waging a war has its negative effects for sure but apparently forgoing the economic orthodoxy is not ruining Russia in the near future. And simultaneously EU member states are doubling down on their insistence that there is no alternative. The sanctions facing Russian consumers, to the extent that companies are actually not doing business in or with Russia anymore, will have a material effect but what is the reason in the EU/countries for not mobilising resources for political goals such as the poly crisis or even defence spending? Even with the recent example of the activation of the general escape clause regarding government finances and the ensuing benefits the ideological attachment encoded in law is pushing the countries back to *progressive* austerity (Ehnts and Wray 2024). One can only hope that this time this is not a politically acceptable alternative, but only time will tell the level of havoc. In this regard Thatcher was on the money with refusing to join the Eurozone to pursue her own political goals with national monetary policy and the post-Brexit Britain can pursue its political goals be they neoliberal or otherwise without the EU-rules.

What does this entail from macro consumer culture perspective? Perhaps the market promise of future for consumers in the west is just that, a profitable future that is transacted through the market without any big promises for anything but a tweaked version of the same (Ahlberg, Hietanen, and Soila 2021). But as the second article from FT tells us, politics can still vary even traditionally measured economic success that is based on the *real resources* available for mobilisation and consumption. What is then the psychoanalytical question we should be asking for unlocking a political economy of future with alternatives?

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On Faith and Virtue in Organisation

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Extended Abstract

“The ruling ideas are nothing more than the ideal expression of the dominant material relationships, the dominant material relationships grasped as ideas.”
– Karl Marx & Friedrich Engels.

“The sheer transparent naked dishonest hypocrisy of even imagining for a moment that such things exist as the values of the Carphone Warehouse. ‘Do you follow the teaching of Jesus or Buddha or Marx?’ ‘No. – I follow the values of the Carphone Warehouse’” – Stewart Lee

When Peter Drucker (1974) espoused the potential benefits of corporate mission statements he probably had no inkling of how profound of an influence the ideas he helped popularise would have. Half a century later we increasingly encounter organisations that not only claim to be guided by some central doctrine, or a scope of interest and activity, but who purport adherence to great multitude of virtues and ideals. Even so, the proclaimed dedication to frequently espoused virtues such as inclusivity, sustainability, or ‘anti-racism’ in the case of the Carphone Warehouse, seem both generic in scope and superficial in aspiration. Inversely, we face a deluge of reports of grandiose and macabre displays of moral failings of organisations, often along the very same vectors of activity for which the institutions in question claim a position of moral excellence. Examples abound: Swedish fast-fashion giant H&M launched a clothing recycling programme under much fanfare in 2013, but investigative reporters found that much of these clothing items instead wound up in open-air landfills in poorer countries such as Benin, a practice that has been described as ‘waste colonialism’^[1]. Similarly, Yale University, a world-leading academic institution, has in its efforts towards inclusivity in undergraduate recruiting has become the object of a United States Justice Department suit citing illegal discrimination. The institution had set quotas for recruitment based on applicants’ ‘race’, and even refused the

voluntary discontinuation of this practice of racial profiling, all the while collecting some \$600 million of federal support from the US government on an annual basis^[2]. A recent value mapping by a British University found that the sustainability values held by its stakeholders need not preclude accepting further funding from fossil fuel multinationals, providing it comes awash with energy transition discourse. It was, after all, the fossil fuel industry that popularised the idea of the ‘carbon footprint’ to foster a sense of individualised responsibility for global carbon to consumers, erasing much of the culpability^[3] that might otherwise be attributed to the fossil fuel industry. In the context of organisational virtue, it can again be noted that under capitalism ‘everything seems pregnant with its contrary’ (Marx & Engels, 1969; 500).

Such contradicts are at the heart of the (often literal) virtue signalling of business in their missions, visions and values: they promote a new source of competitive advantage by appealing to metrics not captured by the accounting bottom line; however, at the same time all other social and cultural purposes and objectives are drawn into business-oriented depiction of virtue by a business ontology (Fisher, 2009) of performance measures, standards, output controls and doing more with (much!) less (see Graeber, 2019). This mirrors the double trend of entrusting our conscience in the interpassive delegation of ethical decisions to retailers and brands, while corporations stress that the market orientation that serves our needs creates the addiction, obesity, resource depletion that we deserve.

Is it possible that organisations could become retainers of virtue in any meaningful way? A common, and resoundingly negational retort is that the corporation is a device crafted exactly to perform great evils in the name of shareholder value (Bakan, 2005). And further, that much of the dangers of the corporation’s nature as a means of “...obtaining individual profit without individual responsibility” (Bierce, 1911; in Thompson, 2015; 199), have simply been obscured by its constant cultural presence. It seems likely that other organisations in their trajectory towards becoming ever more corporation-like, by adopting this nature would come to suffer the same fate. In an era in which more and more organisations are run as if they were corporations, a trend sometimes adorned with the moniker ‘new public management’ the need for understanding virtue in the context of organisations seems ever more pressing.

In this work we will examine the ideological potential of virtue from the premise that while proclamations of virtue are themselves best understood as a mere

veneer, a sleight of hand aimed specifically at distracting the (consuming) public from the reality of an organisation's activities. Yet, that thinking of organisational virtue strictly in terms of whether it is (non)successful, belies its more sinister ideological nature – its ability to dominate the worker through the subjection of their psyche to the vagaries of capital. It is elemental that anything dressed in the guise of 'virtue' itself carries a particular potential, an ability to override resistance and insist on its own status as a self-evident and unequivocal good.

A reasonable first step in such an endeavour can be to investigate how and by whom an organisation's 'morals' are established and retained. At this juncture we are reminded of the longstanding idea of the executive as instrumental in forming a corporation's values, in part through their ability to embody them themselves. This connection between leadership and personal values has a significant history in the context of business scholarship (e.g. Barnard, 1938; Selznick, 1957). Perhaps it was the idea that executives are *obliged* to engender certain values as a part of their leadership efforts: "A corporation's top management sets the ethical tone for its employees." (Nystrom, 1992; 971), that resulted in this ideological labour having become an overt normality. Perhaps the very least surprising aspect of the phenomenon of 'organisational virtue' is that it would eventually 'percolate downwards' until it became the concern of the worker. First, identity would become essentialized in as far as it could serve some market objective, but further, subjectivity, and the private affairs of the employee would itself become a far more direct concern of the corporation than it had been prior (Bloom, 2013), as these elements would themselves be reduced to the 'commodity form' as the organisation became subject to marketing in a broader ideological sense (Žižek, 2019).

Owing to this transformation into a marketable resource, it is perhaps trivial that organisational virtue also has become ever more the equivalent to the 'mere appearance of virtue', its threshold of identification having fallen to a point equal to that which can be leveraged in a marketing context: a provisional bad-faith plausibility. In hindsight, those who would make of the corporate organisation a vehicle for a better world played the part of the 'sorcerers' apprentice'. As through this act of demonic evocation suddenly "...corporations have a soul, which is the most terrifying news in the world." (Deleuze, 1990; 6). As it stands, we are likely facing a far greater enthusiasm and proclivity towards organisational virtue, which is likely to result not so much as a

domination of worker as they find themselves inside of the organisation, as the process of the elimination of the possibility of an 'outside' altogether (Lukács, 2017). In these circumstances we are behoved to seek to clarify the implications of the coming dominion of virtue, the means to which it establishes itself and retains the loyalty of the faithful, and how it is or can be resisted.

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“THE SOUL AT WORK”: THE SUBSUMPTION OF CONSUMER SUBJECTIVITIES THROUGH DATA-DRIVEN MARKETING PRACTICES

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Abstract

The power of data-crunching technologies and online targeting algorithms over consumers has been widely discussed from different angles. Most of them tend to assume consumer data as a "digital twin" or "digital shadow" representing the individual consumer. However, this notion has been challenged by a reconsideration of consumer identity, which can be divided, reassembled, and retargeted as data points - defined as *dividual* consumers. Drawing on Italian autonomist Marxism, this paper aims to provide an empirical angle to this debate by looking at how consumer subjectivities - tastes, desires, affects, capabilities - are captured as data points as a result of data-driven marketing practices. Based on a case study conducted in the Turkey (Istanbul) office of a global communications agency, I argue that consumer subjectivities are captured by brands through the datafication of playfulness, affects, collective knowledge, and activities that shape public opinion. I show that this process involves digital tools such as QR codes, Google Analytics, and digital interfaces used in marketing campaigns, the work of advertising creatives, data analysts, and web developers, as well as the consumer agency, all interacting at different levels. This paper contributes to the understanding of the *dividual* consumer by focusing on the subjectivities or "souls that are put to work" in everyday marketing practice - what Berardi defines as a "psychopathology" triggered in the incessant flow of signs on networks where the collective soul or general intellect can be captured by capital.

Keywords: *dividual* consumer, subjectivities, autonomist Marxism, data-driven marketing, digital tools

Background

The widespread adoption of Internet-connected devices, resulting in vast amounts of user data, and advances in marketing technologies have paved the way for data-driven marketing and personalized advertising practices (Shah and Murthi 2021; Turow 2011; Zwick & Denegri Knott, 2009). As the biological, affective, communicative and social reproduction of life has become intensely mediated by data-producing devices, marketing practices have been directed toward capturing and capitalizing on consumers' subjectivities -their affects, tastes, biological features and daily habits (Zwick and Bradshaw 2016; Nadler and McGuigan 2018; Charitsis et. al. 2018; Turow et. al. 2015). In this sense, data-informed marketing practices, positioned against mass marketing, lead to a reconsideration of consumer identity by defining it with reflective, collaborative, co-creative or participatory activities (Zwick and Dholakia 2004a, 2004b; Beckett and Nayak 2008; Cova et. al 2011). Focusing their theoretical attention on a Deleuzian framework, a narrower line of critical marketing research has suggested that consumers are *dividualised* and they cannot be understood as individuals with certain feelings and behaviours that can be targeted by conventional marketing (Zwick and Denegri Knott 2009; Cluley and Brown 2015; Hietanen et. al. 2022). Although the making/unmaking of *dividual* consumers implies more to the level of algorithmic flows on networks than to traditional actors of marketing, individualisation and *dividualisation* processes "co-exist in social formations" (Hietanen et. al. 2022, pp. 70-71).

Autonomist Marxism provides a theoretical framework to explain the valorization of subjectivities through processes of datafication that intersect at *dividual* and individual levels. It helps to uncover the ways in which capital subsumes subjectivities-ordinary human capacities and capabilities, or their dismantled and reassembled forms, are put to work for capital. In this way, the subjectivities of living labour, concretized in machines or machinic flows, become a direct force of production or, in other words, part of fixed capital (Negri 2019; Lazzarato 2014; Berardi 2009; Virno 2004; Read 2003). An empirical look at everyday marketing and advertising practices around consumer data from an autonomist perspective can provide insights into the subjectivities of the *dividualised* consumer and their modes of *dividualisation*.

Research Question

-In what ways are consumer subjectivities being captured by brands through data-driven marketing practices?

Research Techniques

This paper is based on a case study that I conducted as part of my PhD at the Istanbul office of a global communications agency, one of the few in Turkey that offers conventional advertising with a data department. The research was based on qualitative research techniques. 35 semi-structured in-depth interviews were conducted with agency professionals, including data analysts and creatives from the traditional and digital teams, as well as in-depth interviews with advertising/marketing professionals outside the agency. All interviews were transcribed and certain categories were created by applying the theoretical framework to answer the research questions.

Findings

-Consumer subjectivities are captured by brands through the datafication of playfulness, affects, collective knowledge, and activities that shape public opinion as a result of data-driven advertising and marketing practices. Digital tools that change the relationship between marketing and advertising practitioners and consumers play an important role in this process.

- The subsumption of subjectivities through datafication includes not only the activity of consumers, their desire and ability to participate in flows, but also the activities that produce the informational content of the commodity, such as the work of web developers, technicians, and data analysts, as well as the activities that produce cultural content, such as the work of copywriters, art directors, and game developers.

- In a different vein from the literature that emphasizes the exploitation of consumers through data tracking/targeting activities, the findings show that the subsumption of consumer subjectivities also includes the self-exploitation of advertising and marketing practitioners.

Theoretical Implications

Drawing on Maurizio Lazzarato (2014), this paper suggests a rethinking of the relationship between macro (social) and micro (machinic) levels of subjectivation and subordination through the role of conventional marketing actors in the datafication of consumer agency.

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Reclaiming the Antifascist Heritage through the Lens of Consumerism and Marketisation

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Berardi (2011) and Fisher (2014) claim that the hope for a better future, that was a significant part of popular thinking and culture until the 1970s, has been officially abandoned due to the effect of turbo-capitalist relations and financial growth based on consumerism and financial speculations embodied within contemporary capitalist discourse. Somewhere along the way, consumerism lost its meaning of being a mean that creates the aim; it became the aim on its own as it is proclaimed to be a signifier of happiness (Baudrillard 1970). Consumerism became the core ingredient within the turbo-capitalist discourse (Graeber 2007). Yet putting consumerism to the core of everyone's ontological being is a concept that brings challenges to the socio-political, environmental and at the end even monetary and economic discourse.

Zizek (2009) argues that many citizens feel not only financially and environmentally, but even morally challenged with the intensity of consumption. This particular feel of consumerist guilt gave rise to greenwashing. Zizek (2012) argues that the premium price paid for the products that are certified as being fair towards the environment, or to be respectful towards everyone in a supply chain acts as a therapeutic remedy against consumerist guilt. With the consumerism, they are also buying the ideology. i.e. the consumer paid their duty thus they do not need to engage actively in challenging social, environmental and economic injustices. This is an indigenous model of growth based on consumerism that includes both consumption and redemption from consumerist guilt (ibid.) that is the core to the concept of greenwashing. Similarly, decades of austerity measures that were imposed on the majority of the society during the credit crunch in 2008 and later on Covid-19, triggered the rise of populism as majority of the society was left alone to cope with the challenges that austerity measures brought to the consumers. The confidence that the legislative governance will protect its citizens from poverty, environmental degradation, wars, and destruction failed. The citizens turned to the populist parties instead (Thorleifsson 2017). Rise of populism also brought negative attitude towards scientific knowledge, and particularly the discourse of climate change (Huber, et.al, 2022).

In contemporary contexts, consumers actively try to find solace from the socioeconomic injustices exacerbated through crony capitalism by seeking out experiences that help them to deal with the dissolution and dystopia. Thus, it is unsurprising that citizens try to find the ways to disconnect themselves from these systems that lure society into consuming more to create personal microsystems that enable them to experiment with new systems of values (Ateljevic, 2020). Some, that are not able to disconnect from the society in its entirety and injustices that it breaths, are experimenting with the consumer patterns that act as a therapeutic towards the social injustices that many ordinary citizens may feel and create their own value systems. This research approaches the promotion of antifascist discourse in the context of post-Yugoslav cultural space that is used as a therapeutic attempt to redeem the society from the dangers of populism. This research aim was to understand how the context of post-Yugoslav regional setting, accompanied by international socio-political contexts, influences the interpretation and subsequent commodification of cultural heritage sites that promote a legacy of shared humanity (Derrida, 2000), antifascism and the depiction of values of equality. This has led to the reclaiming the legacy of Yugoslav antifascist discourse in the post-Yugoslav cultural space that has been observed through the lens of marketing, and manifested through the context of promotion of the sites of cultural heritage and museums that breath the discourse of antifascism. The research observed antifascist heritage sites along Croatia, Slovenia and Serbia (see Table 1) focusing on the act of marketisation of these sites.

Table 1. Visited sites

The heritage site	Location
Museum of Contemporary Art	Ljubljana, Slovenia
Museum Zagreb in the 80's	Zagreb, Croatia
Dubrovnik red history museum	Dubrovnik, Croatia
Rijeka Sugar Factory	Rijeka, Croatia
Tito's Museum	Brijuni, Croatia
Metelkova Art Centre	Ljubljana, Slovenia

Museum of Modern Art	Ljubljana, Slovenia
Museum of Tourism	Opatija, Croatia
Guided tours	Ljubljana, Zagreb, Dubrovnik, Opatija

Some citizens may claim nostalgia towards the times of the imagined past of Yugoslav antifascism, yet this is not nostalgia for the past or political ideologies, but rather manifested as hauntings from the future which never happened, but it was promised, manifested as nostalgia for the hope that tomorrow will be better than today.

As noted by Fisher (2014, p. 25), 'What should haunt us is not the no longer of actually existing social democracy, but the not yet of the futures that popular modernism trained us to expect, but which never materialised.' Indeed, nostalgia in the context of visiting cultural heritage sites that embody the legacy of the former country is nostalgia for the future. Finally, being haunted by the futures that failed to take shape is fertile ground for othering, populist rhetoric and historical revisionism to enter the mainstream, both globally and in the post-Yugoslav space. Under these circumstances, visiting antifascist heritage sites works as a protest against these injustices of othering, populist rhetoric and historical revisionism. Thus, commodifying and consuming antifascist heritage intersects political activism with consumerism (Chatzidakis, Larsen, & Bishop 2014). Visiting antifascist heritage sites provides temporary solace. This tentative rupture of nostalgia has the ability to convert the sadness which stems from the future that never materialised due to crony capitalism through the visitor experience of Yugo-nostalgia and antifascism manifested in the commodification of a subversive tourism culture. Yugo-nostalgia in that sense becomes thus recognised as a lucrative business corollary. Voicing an antifascist narrative through museum exhibits and tour guiding is subversive in the current socio-political and economic settings of social exclusion, othering and crony capitalism, and it is precisely this process of subversion that enables the feeling of empowerment and solace in the visitor experience. Thus, this research argues that it is not the actors who create and subvert the narrative, but rather the social settings, that feed into the subversion. Hence, antifascism returns via the rediscovery and retransmission of utopian spatial possibilities that still survive in these spaces that carry the legacy of antifascist discourse. They are revived through the marketisation. As

Walter Benjamin states (in Bradshaw, and Brown 2018 and Proctor 2015, p.16), we must read the spaces as containing the 'still burning embers of hope from the past that might yet burn anew'. This paper suggests that the ambivalence of these sites' embers is the source of their real potency to challenge the dystopic status quo.

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Art as Antidote to Consumer Capitalism's Subsumption of Critique

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In their provocative article outlining the bleak contours of 'Terminal Marketing', Ahlberg et al. (2022) argue for the importance of 'criticality without critique' in resisting consumer capitalism's ability to strip critique of its critical edge through co-optation and commodification. They call upon us to communicate 'effectively but also *affectively*', with the intent of revealing the 'inhumanity of our situation' (Ibid.: 679). The 'utopian optimism' of mainstream marketing research, which displays 'therapeutic inclinations' is, for them, misleading and ultimately ineffectual for progress. In opposition, Terminal Marketing's general perspective is one of 'urgent' or 'radical' realism, 'suffused by pessimism but driven by outrage at the very realism it exposes'. It calls for 'less talking, and *more screaming*', an apposite response to a world inundated with crises (Ibid.: 679-80).

One might view the utopian optimism of mainstream marketing researchers as 'decaffeinated', as in Slavoj Žižek's figure of the decaffeinated protester: 'a sleeping "woke" protester who says all the right things, but somehow deprives them of their critical edge' (Žižek 2023: 118). Indeed, as Ahlberg et al. (2022) point out, Critical Marketing Studies and Transformative Consumer Research are neither critical nor transformative enough; their commitment to the 'convention of contributions' (Ibid.: 669) and their sanitisation of uncomfortable truths render them decaffeinated, resulting in what we might call critique without criticality. Going even further, Žižek likens decaffeinated protesters to 'agents of cancel culture', who '*make sure that nothing really changes by pretending to act frantically*' (Žižek 2023: 119). The implication is that if things truly change, then there remains nothing to protest, transform, or be critical of.

If the performative or gestural tendency of decaffeination amounts to frantically doing nothing, Wendy Brown's 'left melancholic' has resigned to hopeless inaction. She is troubled by 'a Left that has become more attached to its impossibility than to its potential fruitfulness, a Left that is most at home dwelling not in hopefulness but its own marginality and failure' (quoted in Fisher 2013: 20). However, this hopelessness is

refracted in Hietanen & Mohammed's (2023) refreshing and speculative conclusion – they suggest that freedom from hope is perhaps the only way out of the hopelessness of capitalist realism, and to open up ways to ‘think anew’. Here, in the context of consumer capitalism, hope takes on the form of ‘cruel optimism’, wherein ‘something you desire is actually an obstacle to your flourishing’ (Berlant 2011: 1).

Eschewing capitalism’s cruelly optimistic hope is a refusal of capitalist realism, which is today our ‘given reality’, to use Herbert Marcuse’s (1978) term. Terminal Marketing’s call for criticality without critique may be interpreted as a call to step outside of this given reality that pre-emptively subsumes critique, and to find alternate subversive realities where critique is resuscitated. For example, in his book, *A Guerrilla Guide to Refusal*, Andrew Culp (2022) finds critical potential in ‘imperceptible’ spaces that aim to evade capture by surveillance capitalism, in a ‘politics of the unseen’. In my research, however, I work with Marcuse’s (1978) formulation of the critical power of the ‘aesthetic dimension’, and theorise the critical potential of art, which can ‘speak the language of a radically different experience’ (Marcuse 1978: 40). While art cannot directly change the world, it can ‘contribute to changing the consciousness and drives of the men and women who could change the world’ (Ibid.: 32-33). Through a process he terms ‘aesthetic sublimation’, he argues that art holds the power to lay bare the ‘unfreedoms’ of the people, and opens up the ‘horizon of change (liberation)’ (Ibid.: xi).

Art, however, is not immune to capitalist decaffeination. For example, in his discussion of ‘gestural anticapitalism’, Fisher (2016: 18) echoes Žižek’s idea of ‘Hollywood Marxism’: ‘A film like *Wall-E* exemplifies what Robert Pfaller has called ‘interpassivity’: the film performs our anti-capitalism for us, allowing us to continue to consume with impunity’. The question then becomes: if we seek to truly evade the oppression of capitalist realism, what sort of art ought we to engage with? I suggest that art that may be construed as ‘weird’, in the sense that Mark Fisher (2016) theorizes the concept, is one answer. The weird, for Fisher, not only indicates the inadequacy of our given reality’s dominant conceptions, but also ‘de-naturalizes’ them, opening channels of ‘contact between incommensurable worlds’ (Ibid.: 28). That is, it confronts and exposes ideology, but points to alternatives. This is precisely what Marcuse means when he states that authentic art does not ‘exhaust itself in the recognition of evil; art is also the

promise of liberation' (Marcuse 1978: 46). In this sense, it performs the 'estranging' function of authentic art, that Marcuse, values, but does not alienate itself from critique and resistance.

In the spirit of Terminal Marketing's imploration for 'less talking, more screaming', I analyse the critical potential of extreme metal music, an artform that literally and figuratively screams about the discontents of our given reality. Extreme metal music, I argue, is an exemplar of art's critical potential. Its voice is akin to the voice of Sarah Ahmed's (2010) 'killjoy subject' or 'wretch' – the killjoy feminist, the unhappy queer, and the melancholic migrant. In a society where some forms of happiness are reified as 'promising' and privileged over others, some voices are 'banished' from happiness. In much the same way as in the case of the killjoy subject, extreme metal's critical potential lies in its transgressive 'weirdness'. Significantly, it performs the function of estrangement, which, for Marcuse (1978) is a crucial mark of authentic art's critical potential. It refuses identification, and 'resists conventional evaluative and critical approaches to popular music' (Phillipov 2012: 146-47). In this way, extreme metal music evades commodification.

Finally, I address the matter of catharsis. Extreme metal music's tendency to shun narrative closure subverts the typical notion of catharsis as a 'release' that absolves us of the responsibility to think and act critically. To recall Mark Fisher's example of *Wall-E*: he suggests that the film's gestural anticapitalism releases us from the responsibility of critique by doing it for us. In other words, it defuses our critical potential. Let us compare this with a quote from Michael LaRocco's (2021) TEDx talk on the cathartic power of heavy metal music: 'Corpsegrinder screams so I don't have to'. Here, Corpsegrinder (the vocalist of death metal band Cannibal Corpse), performs a form of critique – represented by the scream – on behalf of the listener. The difference between the two cases, as Adorno might frame it, lies in the composition – how 'musical material', or more generally, 'aesthetic material' is handled. For him, as Tia DeNora (in DeNora & Adorno 2003: 13) notes, composition is 'nothing short of moral praxis'. Adorno preferred Schönberg's compositions to Stravinsky's because he considered the former to be morally superior. For instance, he considered Stravinsky's music 'affirmative', because it merely depicted given reality. On the other hand, he considered Schönberg's

music to have achieved ‘true consciousness’ because it contained ‘all the darkness and guilt of the world’, and engaged the listener in ‘active sense-making’ (Ibid.: 20).

To be sure, the parameters of Adorno’s distinction are not unambiguous. However, incorporating it into our approach to works of art might shed useful light on their moral intentions. For example, Christopher Storer’s award-winning TV show, *The Bear*, depicts the toxicity of the culinary industry with painstaking fidelity. However, its critical edge is blunted by its commitment to realism. Mark Mylod’s film *The Menu*, on the other hand, is a highly fictionalised and implausible representation of the same theme. However, through its suspension of realism, it shows us an alternate reality that is in fact not as inconceivable as we might hope. It must be noted, too, that approaching works of art through Adorno’s idea of ‘composition as moral praxis’ unfetters them from the artist’s intentions, so that we may, instead of accepting these works at face value, compose our own realities through our engagement with them.

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Speculation: theorising between psychoanalysis and political economy

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It is no secret that marketing theory is, by and large, indebted to positivist ideals inherited from economics (what we might call, for simplicity, “science”) and artistic ideals inherited from more creative branches of marketing practice (what we might call, for simplicity, “art”). These two cultures of thinking not only dominate academic work but also professional debates. In his later works, Freud outlines a mid-point between these two paradigms. He calls this speculation – which he distinguishes from science and philosophy. Speculation, of course, is also a key principle of capitalist investments. In this paper, I will explore the constellation speculative thinking and relate this to ethnographic data to both advocate for speculation and suggest that this is, in essence, the core of marketing.

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SERVICE ECOSYSTEMS FOR A SUSTAINABLE AND INCLUSIVE FUTURE

TRACK CHAIRS: Kristina Heinonen
Larissa Becker
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Embedded residencies fostering inclusion and service ecosystem sustainability

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Embedded residencies fostering inclusion and service ecosystem sustainability

Global society is facing great challenges, and the service sector plays a crucial role in addressing these complex issues. Arranging equal access to social care, healthcare and aged care and fostering transformative outcomes within these services for everyone is a crucial but particularly challenging task. Despite advanced new technologies, many services are labour intensive and rely heavily on the workforce, labour shortages therefore posing a threat to ensuring the availability and quality of future services. This can lead to multi-actor vulnerability, which occurs when multiple service actors become susceptible to resource scarcity, hindering resource integration for value creation (Leino, Davey, and Johns 2024). Therefore, service ecosystems need reconfiguring to respond to these scarcities and difficulties in the provision of transformative and simultaneously sustainable services. Novel perspectives are needed to generate well-being outcomes for all actors in the service ecosystem and to respond to the fundamental goals of transformative service research (TSR), defined as “the integration of consumer and service research that centres on creating uplifting changes and improvements in the well-being of consumer entities: individuals (consumers and employees), communities and the ecosystem” (Anderson et al. 2013, p. 1204).

Collaboration in service ecosystems is an under-researched theme in service research and, consequently, research and novel approaches to collaborative communications, technologies and projects are recommended (Fisk et al. 2023). This demands shaking up structures and questioning the extant models of service production in order to realise the transformative potential in service settings (Gordon and Vink 2024). We need innovative service design, novel service types and service combinations within the service ecosystems that build on open-minded, unprejudiced collaboration. Furthermore, solutions concerning actor types that can act as service providers need reimagining and looking beyond the extant institutional barriers. Using a pragmatism lens assists in

revealing the underlying beliefs and institutionalised practices, which need shaking up (Heinonen and Strandvik 2022); reconfigurations of these may include combinations of different professions, informal and formal actors co-producing the service and innovative circumstances for service provision. These could help solve the imbalance and mismatch of labour resources across service sectors, thus balancing the workload and contributing to service-providing actors' well-being while simultaneously generating transformative outcomes for customers.

Building on these challenges, needs and opportunities, *the purpose of this paper* is to develop the concept of **embedded residencies in service ecosystems** as a form of pragmatic service collaboration where service ecosystems can build on cross-sectoral collaboration and multi-vocational capacities to attain transformative outcomes with sustainable means. Embedded residency is the term used most frequently when referring to artist-in-residence arrangements. Therefore, we build our conceptual discussion largely on the potential of embedding artists in services, particularly in social and healthcare services, but ultimately, we propose that the transferable idea of embedded residencies is applicable to various services by multiple types of actors. We will consider the wider potential of this conceptualisation in the concluding remarks.

Extant research provides ample evidence that arts programmes generate physical, mental and social benefits for participants. This is globally recognised, and the integration of the arts into care has been recommended (World Health Organization 2019). Embedded residencies serve as a response to this recommendation. They can manifest, for instance, as municipal artists in residence, city artists, community artists and cultural strategists in government, or artists embedded in various public or private services.

From the service research and practice perspective, the arts interventions and their potential are significant for multiple reasons; they can foster individual actors' experiences of social inclusion, self-efficacy and overall well-being, thus promoting the goals defined for transformative services and service inclusion (Fisk et al. 2018; Rosenbaum et al. 2020). They inherently represent a strengths-based approach that highlights the resources and capabilities of an individual, which is particularly important for customers experiencing vulnerabilities (Raciti, Russell-Bennett, and Letheren 2022). Furthermore, by improving the well-being of a vulnerable primary customer, these interventions and their outcomes can also support family members' (secondary

customers') well-being and service inclusion (Leino, Hurmerinta, and Sandberg 2021). In addition, they can assist service actors because the interventions can increase customers' independent activity and thus alleviate caretaking activities. These are *customer-centred* or *customer-based* benefits of embedded residencies.

Alternatively, the embedded residencies of artists can be *organisation-centred* or *service provider-centred* if the goal is to pursue innovation or organisational change. Bianco (2023, p. 16) characterises embedded artists-in-residence as "an extremely valuable source of 'positive disruption' for organisations that want to increase their creativity, improve their tolerance for uncertainty and generate innovation that will help them thrive". In general, embedded residencies provide a novel organisational model in which an actor with a body of expertise that is different from but complementary to the organisation's core knowledge and activities becomes a member of the service delivery team to engage in collaboration and shared learning. Thus, embedded residencies can create value for the participating customers, as well as for the service organisations that invite and co-organise the residencies. This can take place, for instance, through reimagining the use of resources and the types of service delivery or even by shaking up the philosophical foundations of the service and its ultimate goals.

Despite the promising outcomes of embedded residency programmes, they are not yet an established part of service ecosystems. Conceptual clarification is required to identify the various forms and possibilities of embedded residencies when pursuing integration into these ecosystems. Our research will elaborate on these questions, after which it will be possible to explore how embedded residencies can become an integral and well-defined, beneficial part of services, and further, when and in which service ecosystems they have a special potential to alleviate resource scarcity, foster actor well-being and increase the resilience and sustainability of the service ecosystem. This integration typically requires legislation and approval of the operating model, especially in those service sectors where operations are regulated by law (e.g. social care, healthcare and residential aged care). Approval of the operating model is based on the outcomes of the extant programmes. Detailed evidence and in-depth research concerning these outcomes are needed to inform practitioners and policymakers and to advance research. We have collected research data on two different arts interventions that have the potential to become embedded residencies: 1) hospital clowns in nursing homes and 2)

vocal artists in day centres for people living with dementia. The data analysis is ongoing, and we will provide the initial results of the analysis in the conference presentation.

To conclude, service researchers are urged to build coalitions to solve sustainability issues, such as resource depletion (Büttgen et al. 2023). We particularly recognise the potential of arts as a theoretical and practical field that can offer novel solutions for resource challenges and for pursuing customer and employee well-being with methods that cross service-sector boundaries. However, the contributions of this conceptual thinking extend beyond the field of arts and beyond social care and healthcare; we encourage scholars and practitioners to explore the potential of embedded residencies across various fields and actor groups. For instance, student-in-residence pilots already exist in elderly care (students living in nursing homes for reduced rent levels and to regularly keep the residents company). Other embedded residencies can be utilised, for instance, in business, education or public institutions (e.g., in the form of politicians-in-residence or researchers-in-residence). These professional groups could gain a thorough understanding of the field through embeddedness in the service context, which could also facilitate faster and more efficient dissemination of the research results into practice. The possibilities are vast, but proving the long-term outcomes and best practices of these embeddedness initiatives calls for further research. This opens avenues for multidisciplinary approaches in service research to explore the benefits and potential barriers regarding this pragmatic conceptualisation of embedded residencies in service ecosystems.

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Customer mobilized engagement (CME) for ‘common good’: expanding the service ecosystem for organisational and individual value creation

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The United Nation Sustainable Development Goals (SDGs) have been designed to establish a common, global focus on the key issues considered critical to ensure global peace and prosperity (<https://sdgs.un.org/goals>). One of the benefits of the SDGs is they frame global issues in an understandable and identifiable way, allowing organizations to articulate their commitment towards creating opportunities for common good and solving some of the wicked problems facing contemporary society. The very real challenge is how organizations translate these big, macro level issues into actionable missions and goals by which they can prioritise their strategic efforts at a local level.

When we attempt to solve wicked problems, there is a need to understand the systems within which these wicked problems occur (Rittel and Webber, 1973). Wicked problems such as food security, employment, and employability overlap. Thus, to begin to solve these problems there is a need to explore how these systems work together. Marketing systems are defined as “complex social networks of individuals and groups linked through shared participation in the creation and delivery of economic value through exchange” (Layton, 2015, p. 303) and are central to macromarketing thought (Layton, 2011, 2015). The success or failure of the system is determined by the system’s ability to provide value (via stable relationships) to system actors. Contemporary marketing systems thinking extends beyond economic exchange to include human dignity-related processes and mechanisms (Jagadale, Kadirov, and Chakraborty, 2018). While macromarketing views marketing systems as existing to ensure ‘wellbeing for all’ (Layton, 2007; Shultz, 2007) and that consumer value is the consequence of actions in a marketing system, broad macro-environmental influences - poverty, infrastructure, social norms, cultural practices - within marketing systems often act as barriers to

market inclusion and wellbeing for consumers (Aiyar and Venugopal, 2020; Fisk et al., 2018; Schultz et al., 2012). Governments, for-profit organizations, and not-for-profit organizations are recognizing anew the significance of system interdependencies in their pursuit of the United Nations Sustainable Development Goals (UNSDGs). Understanding the system interdependencies and the links between micro, meso and macro levels in these systems for creating value outcomes provides policy makers with insights about where the leverage points are in the system. Importantly, this helps governments to identify where to invest, where policies are needed to support actors within the systems, at an individual level, at a services level and at a government services level.

Voola et al. (2022) advocate for marketers to recognize the interconnectedness of the SDGs and develop systematic approaches to address multiple goals simultaneously. This requires a holistic, system-wide approach (Bastos et al., 2021; Kennedy, 2016; Truong et al., 2019) across macro, meso, and micro levels. Designing services that facilitate reinterpreting the customer value proposition (Davey, O'Brien, Ouschan, and Parkinson, 2022) allows mobilizing customers to uniquely define the value proposition for multiple stakeholders, translating the high-level mission into specific actionable micro level practices. This customer mobilized engagement (CME) highlights the interactions among stakeholders, illustrating how micro and meso actions within a service ecosystem drive macro-level changes (Akaka et al., 2023; Eshaghi et al., 2023; Russell-Bennett et al., 2020). This research demonstrates the interrelatedness of micro, meso, and macro levels, emphasizing their influence on value outcomes.

OzHarvest – social impact for common good

Our paper draws on an Australian organization whose mission is based around sustainability, food waste and food security and has now expanded into education around food preparation, reduction of food waste and other employability skills related to food preparation – SDG goal #2 zero hunger; #4 quality education; #12 responsible consumption and production; #13 climate action; #17 partnerships for the goals. Reducing food waste and increasing food security are OzHarvest's high level value proposition for funders, employees, partners, and service beneficiaries. These high-level value propositions are reinterpreted into three core areas: Feed; Education and

Advocate. OzHarvest initiates the Nourish programme, the focus of this study, to enhance the communicative value proposition from the high-level societal issue to an actionable organization and community level to address the SDGs.

At the core of the SDGs lies cooperation among governments, for-profit, and not-for-profit organizations, crucial for addressing complex global challenges. OzHarvest, recognizing this, collaborates with diverse stakeholders to fulfill its sustainability mission (Ball et al., 2023). However, bringing stakeholders into the service ecosystem requires defining value propositions effectively (Davey, O'Brien, Ouschan, & Parkinson, 2022). OzHarvest's Nourish program exemplifies this, extending customer relationships beyond the organization and mobilizing various stakeholders. This case study demonstrates how reinterpreting value propositions and mobilizing customer engagement can galvanize stakeholders, contributing to solving global challenges. This study addresses the research question:

How can customer mobilized engagement (CME) within an organization's service ecosystem influence the marketing system and address broad societal concerns?

Research Method

We chose a qualitative case study as it provides an informative way of answering the "how" question of our research purpose (Yin, 1981). Forty-one interviews with the Nourish Program staff, facilitators, students, program referrers and employers were conducted. Interviews were coded into themes following the Braun and Clarke (2006) reflexive thematic analysis process. Themes were identified reflexively (Braun and Clarke, 2019, p. 594) and interpretation of themes was guided by the Gioia et al. (2013) process. These themes were reviewed and refined by three members of the research team.

Results and discussion

Our research highlights three important points relevant to Macromarketing scholarship.

1. OzHarvest's Nourish program exemplifies marketing systems' impact on societal concerns outlined in the UNSDGs. Through CME, it translates macro issues into micro solutions, addressing social, cultural, and economic needs within the service ecosystem, aligning with UNSDGs.

2. OzHarvest's Nourish program showcases system adjustments for fairness and value creation. Our research emphasizes the potential of marketing system actions to address inequities arising from failures, such as consumer exclusion or inadequate value delivery, offering opportunities for corrective measures.
3. Mobilizing customers adapt program components to suit diverse needs, articulating value benefits tailored to various groups. Our findings demonstrate how CME drives multidimensional value outcomes, mapping pathway activities from reinterpreted propositions to value outcomes. This highlights the need for adaptive, networked solutions addressing wicked problems, driven by a deep understanding of existing institutions and community-level perspectives, essential for achieving macro-level changes.

Conclusion

Customer mobilized engagement (CME) involves active identification, engagement, and mobilization of new actors and resources. In OzHarvest's Nourish program, mobilizing customers reframe the program's value proposition to suit diverse needs, articulating benefits at individual, community, and societal levels. For instance, beyond food security, some users perceive value in learning support and employment pathways, leading to societal impacts like reduced reliance on government aid and improved well-being. The marketing system intersects with broader societal concerns while delivering individual value, showcasing its potential for societal impact and iterative responses to dynamic marketing dynamics (Domegan et al., 2020).

For OzHarvest, translating high-level propositions like Sustainability, Food Waste, and Food Security into the Nourish program localizes the communicative value proposition to actionable levels within the organization and community. Flexibility in value outcomes addresses stakeholder needs, improving social equalities (Laczniak & Santos, 2011).

Two managerial contributions arise: first, understanding unintended positive consequences informs future decision-making, aligning with the vision for solving societal challenges. Second, identifying mobilizing customers allows leveraging their resources and value propositions. These mapping exercises inform policy, funding, and service-level decisions, identifying cocreation opportunities.

The case study contributes theoretically by empirically demonstrating CME's framework. By implementing reinterpreted value propositions, innovative solutions create value for stakeholders, aiding dynamic issue-solving. Insights into leverage points assist policymakers in impactful investments for employability, employment, and food waste reduction. Understanding service-level operations is crucial for implementing such strategies effectively.

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Exploring System-Level Factors Influencing Healthy Eating Behaviors in Individuals with Type 2 Diabetes Mellitus: A Macromarketing Perspective

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The rising global prevalence of non-communicable chronic diseases like type 2 diabetes mellitus (T2DM) presents a significant public health challenge. (Wang et al., 2016). Suboptimal management of T2DM, exacerbated by unhealthy lifestyle choices, contributes to elevated morbidity and mortality rates worldwide (Asif 2014). Despite the acknowledged significance of a healthy diet in T2DM management, there is a widespread struggle among populations to uphold dietary standards, emphasizing the necessity for effective strategies supporting healthy eating behaviors (Houle et al., 2015).

Lifestyle modifications are often the first line of treatment for people with T2DM and behavioral interventions promoting adherence to a healthy diet have demonstrated effective management of glycaemic control thus reducing the risk of secondary complications (Finn et al., 2021; Ley, Hamdy, Mohan, & Hu, 2014). However, despite the well-known benefits of adhering to a healthy diet, studies indicate that many people with T2DM continue to consume low-quality diets and fall short of meeting recommended dietary standards. This suggests that there may be reasons beyond the control of individuals that limit their ability and opportunity to consume a healthy diet. Thus, strategies to support healthy eating behaviors in people with T2DM beyond individual level that encompass systemic support are required (Burch, Williams, Thalib, & Ball, 2020; Vitolins et al., 2009).

This research aims to address the complexity surrounding healthy eating behaviors in individuals with T2DM by adopting a systems-level perspective. While previous interventions have predominantly focused on individual-level factors such as education and motivation, this study seeks to explore the broader socio-ecological factors at the meso and macro levels that influence dietary behaviors. By considering external factors such as geographical location, socio-cultural norms, and structural barriers, this

research aims to provide a comprehensive understanding of the health-related ecosystem shaping dietary behaviors in individuals with T2DM.

Drawing on principles of systems thinking, this study adopts a holistic approach to analyze the interconnectedness of various social systems influencing dietary behaviors. Systems thinking acknowledges the dynamic and multifaceted nature of health-related ecosystems, emphasizing the need to consider the complex interplay of factors across different socio-ecological levels (Darcy, Parkinson, Ball, Norton, & Hobby, 2022). By adopting a systems-level perspective, this research seeks to identify potential leverage points for intervention and devise strategies that promote sustainable behavior change.

This study aims to contribute to the design and implementation of interventions that foster meaningful and sustainable behavior change in individuals with T2DM. By integrating individual and external factors within a macro-level framework, this research seeks to identify opportunities for system-wide modification to support healthy eating behaviors across socio-economic strata. The research question guiding this research is: “how can individual and external factors be modified to support healthy eating behaviors for people with T2DM at a broader systems level?”

Methods

To investigate system-level factors influencing healthy eating behaviors in individuals with T2DM, an online survey employing a mixed-methods approach were utilized. Close-ended questions, including Likert scales, were used to assess respondents' perceptions of individual and external influences on their dietary behaviors. Open-ended questions, designed using the critical incident technique, captured qualitative insights into respondents' experiences with healthcare professionals, social support networks, and dietary decision-making processes.

Results

Sample Characteristics

The sample (N=107) included 67 males (62.6%) and 40 females (37.4%). They ranged in age from 19-83 years, with a mean of 53.19 years (SD = 17.086). Most participants had been diagnosed with T2DM in the last one to five years (n=37, 34.6%). Eighty-four

participants identified as Caucasian (78.5%), most were married ($n=68$, 63.6%), and reported having an annual household income between \$50,000 and \$75,000 AUD ($n=25$, 23.4%).

Perceived support

To measure participants' perceptions of support from healthcare providers, the Perceived Access to Health Care Questionnaire (Hoseini-Esfidarjani, Negarandeh, Delavar, & Janani, 2021) was used. Of the 107 respondents who completed the survey, 28 were randomly assigned to this condition. A simple linear regression analysis was conducted to evaluate the extent to which the perceived support from healthcare providers could predict healthy diet behaviors. A significant regression was found ($F, 1, 27 = 8.578$, $p = 0.007$) indicating that respondents who believed that they received sufficient support from their healthcare providers were more likely to consume a healthy diet than those that felt they did not receive sufficient support.

These results were supported by the qualitative data which suggested that the two constructs of acceptability, which highlights the provider and consumers' attitudes about the characteristics of the service as well as their social or cultural concerns, and awareness, which represents the concept that healthcare providers can help maintain awareness through effective communication and information strategies with target users, including attention to health context and literacy, were central to promoting perceptions of support.

Help-seeking

To measure participants' help-seeking intentions, the General Help-Seeking Questionnaire (GHSQ) for personal or emotional problems (Wilson, 2005) was used. A simple linear regression analysis was conducted to evaluate the extent to which intentions to seek help from sources including the participants' spouse/partner, friends or other family members, healthcare professionals, religious leaders, online sources, and no one, could predict a participant's healthy diet behaviors. Although approaching significance, a significant regression was not found ($F, 1, 22 = 3.879$, $p = 0.062$).

Qualitative analysis of the CIT survey questions indicated that those who sought help from health professionals did so due to their perceptions of these sources as experts in the field. Having an extensive and cohesive healthcare team and a good rapport with healthcare professionals was found to support help-seeking behaviors in this group, while the need for more continuous care, especially while at home, was revealed.

Skills and Ability

To measure participants food skills and ability to prepare healthy options, the Food Skills confidence measure (Lavelle et al., 2017) was used. A simple linear regression analysis was conducted to evaluate the extent to which cooking skills and the ability to prepare healthy meals, including food shopping, budgeting, and resourcefulness, could predict a participant's healthy diet behaviors. A significant regression was found ($F_{1, 27} = 4.233$, $p = 0.049$).

The cost of food appeared to be a barrier to purchasing healthy ingredients, especially during a cost-of-living crisis. Some respondents indicated that being more aware of the nutritional content of foods would help support them in choosing better options. Many respondents mentioned that help from another source, either an interpersonal source, such as a partner to cook for them, or an external source, such as a food coach or healthy eating app specially tailored for people with T2DM may assist in consuming a healthier diet.

Health Literacy

To measure participants health literacy and understanding of T2DM, the (Boedt et al., 2021) was used. A simple linear regression analysis was conducted to evaluate the extent to which knowing how to select, prepare, and eat healthy food could predict a participant's healthy diet behaviors. A significant regression was not found ($F_{1, 23} = 0.081$, $p = 0.779$), however, this is believed to be as a result of the limitation of the questionnaire used to measure this condition as opposed to participants actual knowledge and understanding of what is healthy and how their diet affects their diabetes.

Respondents mostly reported accessing information related to their diabetes from online sources, or from their GP. While their healthcare team was the preferred source of information to support their health literacy, some indicated barriers to access as a factor that would cause them to seek information elsewhere. While some respondents indicated that they could tell if the information they received was accurate and from a trustworthy source, many indicated that they may benefit from a remotely based support system that provides verified advice and information.

Discussion

Applying a macromarketing framework, it becomes evident that an ecosystems approach offers valuable insights into the multifaceted nature of healthy eating behaviors in individuals with Type 2 Diabetes Mellitus (T2DM). By examining the broader socio-ecological factors that shape dietary behaviors, this research contributes to our understanding of how external marketing influences intersect with individual-level factors to influence health-related outcomes. Data has recently been collected and analysis has identified four themes from the data that support people to eat healthily: healthcare provider's soft skills, easily accessible credible information, financial support, and around the clock support (including remote support and home monitoring). These themes will be further explored and unpacked to identify how they influence behaviors and where the leverage points are in the marketing system.

Quantitative results obtained from the perceived support from healthcare providers questionnaire, indicated that healthcare provider's soft skills may provide a significant leverage point to promoting and supporting the healthy eating behaviors of people with T2DM. The concepts of acceptability and awareness appear to be key factors in promoting perceptions of support in this group. Developing healthcare professional's rapport skills to build and maintain positive relationships with their patients, ensuring clear communication and providing information in simple terms may provide a modifiable leverage point in the system to promote perceptions of support from healthcare providers and encourage healthy eating behaviors for people with T2DM.

Although no significant relationship was found between help-seeking behavior and healthy eating behaviors, analysis of the qualitative results suggests that continuity and coordination of care is an important factor for encouraging help seeking behavior in this group. An existing gap in continuous care, particularly in the home environment, for some people with T2DM may contribute to low engagement in help seeking and thus provides a potential modifiable leverage point in the system.

Sufficient cooking skills and the ability to prepare healthy meals was found to have a significant impact in the healthy eating behaviors of people with T2DM. Increasing food literacy through the accurate and clear communication of nutrition information may assist in reducing the mental load of choosing healthy options. By ensuring that nutritional information is provided in a simple and direct way, people with T2DM may be supported to choose healthy options. Reducing the financial burden of healthy eating by increasing the availability of reasonably priced healthy options may also support healthy eating for this group.

Although no significant relationship was found between health literacy and healthy eating behaviors, it is possible that this is a result of the scale chosen to measure health literacy and the unintended omission of a measure of the participants' locus of control. Qualitative analysis of the CIT questions suggested that people with T2DM often prefer to receive information to support their health literacy from trusted healthcare professionals, however access to these sources is often limited. Having easily accessible information from verified experts, centrally located and available around the clock may help support the health literacy of people with T2DM when they are unable, or in some cases unwilling, to approach their healthcare team.

From a macromarketing perspective, this study underscores the interconnectedness of various social systems within the health-related ecosystem. Systems thinking allows us to appreciate the dynamic interplay between individual behaviors, socio-cultural norms, environmental factors, and policy environments (Darcy et al., 2022). By adopting a holistic approach, we recognize that supporting healthy eating behaviors requires addressing not only individual motivations and preferences but also the broader structural and environmental determinants that shape dietary choices.

Furthermore, the identification of potential leverage points for intervention highlights the role of macromarketing in driving systemic change. By understanding how individual and external factors interact to influence dietary behaviors, policymakers, healthcare professionals, and other stakeholders can design interventions that address root causes rather than symptoms. This systems-level perspective aligns with the principles of macromarketing, which emphasize the importance of considering the broader social, economic, and environmental contexts in shaping consumer behaviors and market outcomes.

Ultimately, this research contributes to the macromarketing literature by demonstrating how an ecosystems approach can inform the design and implementation of interventions aimed at promoting healthy eating behaviors in individuals with T2DM. By recognizing the complexity of the health-related ecosystem and identifying opportunities for system-wide modification, this study offers actionable insights for addressing the global challenge of non-communicable chronic diseases and improving population health outcomes.

Conclusion

Through the adoption of a systems-level perspective, this research advances our understanding of the complex interplay of factors influencing dietary behaviors in individuals with T2DM. By identifying potential leverage points in the marketing system for intervention and recommending strategies for system-wide modification, this study aims to inform the development of effective marketing interventions and policies aimed at promoting healthy eating behaviors and reducing the burden of T2DM on individuals and society.

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A conceptualization of involuntary customers and its effects on service systems

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Abstract

Customers do not always want the service they use. Such examples include drug addicts going to a clinic against their will, parents whose child is removed from their home by social services, terminally ill wishing for euthanasia but receiving life-saving medical support, or homeowners who receive and pay for new public services against their will. While each of these examples has distinct characteristics, all of them share an important commonality: a customer is nested in a service system with benefits and responsibilities contrary to their free will with effects for their (immediate) experiences and well-being.

While most of the marketing literature addresses willing customers who seek to satisfy their needs or obtain positive experiences, marketing literature has begun to recognize the idea that not all customers are customers by their own choice (Guillemot et al., 2022). Researchers have explored the notion of captive customers referring to individuals or groups of individuals with limited or no choice but to purchase certain offerings due to constraints such as geographical location, regulations, market conditions, or resource dependency (Barnes, 1994; Rayburn et al., 2023; Guillemot et al., 2022). Examples of captivity include negative and undesired services people wished they did not have to receive (e.g., euthanizing a pet) (Morgan and Rao, 2006; Miller et al., 2008), and sufficiency relating to involuntaryism (Sandberg, 2018), referring to a tension with increasing prevalence regarding the global need for reducing wasteful consumption (e.g., customer perception of reduction as involuntary necessity). While these concepts involve choice restrictions or undesired choices, they do not capture

experiences, situations, or conditions that are imposed upon individuals or entities without their voluntary agreement or decision. Customers may not necessarily struggle with the choice between different alternatives where one alternative is seen as the only option (choice constraint). Rather, there may be a lack deliberate intention or consent in the first place, a crucial fact that is assumed and implicit in the marketing and consumer behavior literature. These involuntary situations are the focus of this research.

We note two interesting challenges with involuntary customers. First, the marketing literature lacks a common and encompassing definition of involuntary customers capable of addressing different dimensions (e.g. captivity, negative service, truly involuntary). Against the backdrop of macromarketing theory, this study argues that current research cannot fulfill the domain's promise of 'saving the world' (Ekici et al., 2021) if the phenomena's theorization is not collectively exhaustive and truly including the excluded (Kuppelwieser & Klaus, 2020). Hence, collecting, synthesizing, and extending the literature is both relevant and needed as so far none of the existing literature provides a tool that serves academicians and practitioners in understanding implications deriving from the phenomena.

Second, an expansion of literature on involuntary customers from a dyadic towards a system-based perspective has been called for (Furrer et al., 2021). Indeed, customers are often nested in a context and ecosystems, which influences their experiences (Lipkin & Heinonen, 2022), but the current focus on service captivity is on the dyadic firm-customer relationship (e.g. Rayburn et al., 2023). The literature suggests that, to overcome the immensely complex problems, it is paramount to consider an ecosystem view and seek institutionalized change (Akaka et al., 2023; Koch & Orazi, 2017). While service ecosystems appear to be well-described, corresponding research – even in the context of vulnerabilities – tends to operate under the premise of service ecosystems serving customers who want to be served (e.g., see Gummesson et al., 2019; Johns & Davey, 2019; Mele et al., 2018). However, in reality, many customers find themselves nested in a service ecosystem contrary to their wishes or without choice. In the face of

the nascent nature of understanding human well-being (Ostrom et al., 2021) and the growing recognition of ecosystem views (Field et al., 2021), this contradiction poses a practical challenge and a notable gap in the literature. Therefore, the potential negative effect of involuntary customership is not only a matter of the focal customer only, but it has also broader effects on the customer ecosystem.

Given this background, the purpose of this project is twofold. First, given that the phenomenon of involuntary customers is not well conceptualized, we seek to create an encompassing conceptualization of involuntary customership as well as a framework of the phenomenon that indicates the effects on customer experiences (e.g., emotions) and well-being. To do so, we will conduct a literature review. Additionally, we will illustrate the phenomenon through real-life scenarios displaying the consequences of involuntary customership. Second, we will explore the role of service ecosystems in serving involuntary customers. We argue that the mere lack of voluntariness in the client-service system relationship changes the dynamics under which service systems optimally function. The ability to be optimally serving anyone regardless of their desire to be served is paramount in the ecosystem's capability to facilitate well-being outcomes, a theme pivotal for studying the interface of marketing and society (Sirgy, 2021; WHO, 2022).

This study therefore makes several contributions to the macromarketing domain: first, by collecting and synthesizing scattered concepts it aids the nomenclature and conceptualization of involuntary customership. It also presents diverse illustrations of involuntary service relationships, their antecedents, processes, and observable outcomes that are used in theorizing improved service ecosystem functioning. This is particularly relevant as service ecosystem performance is thought to be critical in solving wicked problems (Ferrell, 2021; Kennedy, 2016). The framework developed in this study suggests several factors that can be leveraged to enable service systems to foster well-being outcomes with customers who face the service engagement against their own will or without deliberate intention. Moreover, this research provides a novel theoretic framework that can aid macromarketeers in practice and research to identify

the drawbacks and opportunities for services nested in the context of involuntary relationships between systems and customers.

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SOCIAL CONFLICT, MARKETING AND WELL-BEING

TRACK CHAIRS: Cliff Shultz
Andrés Barrios

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Romania: An Important Player in the Regional and Global Food and Energy Security, Economic Stability, and Prosperity

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Recent events in Ukraine and the Black Sea Region more generally have drawn attention to several countries, including Romania. Though not directly involved in military operations, Romania has offered various forms of support to Ukraine. Romania moreover has been greatly affected by Russia's War on Ukraine; it accordingly may provide some insights and offer lessons vis-à-vis policies and practices of an adjacent marketing system (Romania), and the extent to which those policies and practices can influence outcomes in a war-ravaged neighbor (Ukraine), and other countries adversely affected by war. This abstract introduces an evolving study that explores this dynamic, with some emphasis on regional and global food and energy security, humanitarian aid, economic stability, and hopefully peace, prosperity and justice.

More than three decades ago, Romania - a Southeastern European country with an estimated population of 19 million - began its journey toward democracy. In 2004, the country joined the North Atlantic Treaty Organization (NATO) and became a member of the European Union (EU) in 2007, arguably the world's most complex, successful, cooperative and *peace-sustaining* marketing system. Romania's post-communism trajectory and recent key role - amidst Europe's most critical and defining conflict since World War II - could help macromarketers, regional and global leaders, businesses and investors, and individuals take notice and action toward continuing/reinstating peace, security, and prosperity for the 'Old Continent' and World.

In this research, we contend that Romania has become an important player—perhaps a model country—in Eastern Europe during, and likely following, Russia's War on Ukraine. Indeed, a growing body of evidence corroborates this contention. For example, while Russia's invasion caused a major grain crisis in Europe and around the World, Romania assumed a strategic role to facilitate the export of Ukrainian grain via

its Black Sea Port of Constanța (Ștefănescu et al. 2023). The fact that Romania is enabling Ukrainian grain to reach world markets reveals the country's growing importance, locally and globally: more than half of Ukrainian's grain has been exported through Romania since Russia's full-scale invasion (Hess 2023); Ukraine has exported 14 million metric tons of grain through Constanța in 2023, which represent approximately 40% of the Port's entire grain shipments for the year (Reuters 2024). Moreover, Romania is integral to humanitarian and logistical support, as more than a million Ukrainian refugees have entered the country on their journeys (Shultz et al. 2020), while several hundred thousand chose to remain (Costa 2023). In 2023, the Austria-based multinational OMV and Romanian gas company Romgaz announced their plan to invest approximately \$4.26 billion in a project that involves developing natural gas fields in the Black Sea. While we appreciate this carbon-based energy project is controversial—and reminds of a potential commons dilemma—it could provide the capability to block the “key economic weapon” that Russia has used against Europe, thus serving as a transition-policy of existential importance now, and to ensure eventual, more sustainable energy, a policy and plan to which Romania and the EU more broadly are committed. “It is therefore paramount for Ukraine, Europe, and the wider West to see Romanian gas flow as soon as possible” (Hess 2023, cf. Shultz 2015).

What we share above are but a few examples. Romania plays (and will continue to play) a key role in regional and global food and energy security, a safe haven for victims of war, and a potential model for marketing systems committed to cooperation, human rights, and sustainable peace and prosperity when their neighbors are victimized by systemically violent aggression and genocide; nevertheless, the political instability, internal turmoil (e.g., farmers and truck drivers protest, joining other similar initiatives through Eastern and Western Europe), global far-right movement reach, social media, just to name a few concerns, present challenges. Romania however has been a reliable EU member and NATO partner. Its maturation comes with responsibilities; catalytic institutions—including governments, NGOs, civic organizations, corporations, domestic and foreign investors, and citizen-consumers—must cooperate and safeguard Romania's growing geopolitical power and constructive engagement in the region and beyond (Shultz et al. 2005; Shultz, Rahtz, and Sirgy 2017). This evolving research project will continue to assess Romania's policies, to ascertain best practices for leadership and constructive engagement as events in the Black Sea

Region continue to unfold, ultimately toward the objectives of sustainable peace and prosperity.

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“The third agreement”: Coffee markets as a mechanism to institutionalize peace in Colombian regions.

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Markets are indispensable to sustainable peacebuilding. Previous studies have shown that markets can promote empowerment, cooperation, and community-building mechanisms for ex-combatants (Barrios et al. 2016). For example, entrepreneurship has been identified as an effective alternative to empowering ex-combatants to follow new models for economic survival (Barrios et al. 2019), ecotourism business as a promoter of new alternatives for cooperation between ex-combatants and regular society (Rosa, and Hugo 2023), and the food marketing system as an alternative to community building in a war-ravaged region (Shultz et al. 2005).

The success of the previous and other peacemaking initiative required the coordinated efforts of different actors including ex-combatants, governments, and private companies. However, one of social conflicts' multitude consequences is resentment and distrust between parties that transcend that, if unattended, leads to more warfare long after peace agreements are reached (De Rivera, and Páez 2007). Therefore, the research question that guides this study is: *How can marketing initiatives be a mechanism for conflicted parties to work together?*

To respond to this question, we present the case study of “El Tercer Acuerdo®”; a special coffee brand developed by a group of former conflicted parties, FARC-EP guerrilla, the NASA WES'X indigenous community and, coffee farmers. These three groups experienced violent conflict in Colombia, which led to more than 600 deaths. After the government peace agreement with the FARC, ex-combatants located in the peace settlement “El Oso” in the Tolima region signed a local agreement with the indigenous community. With the support of different local organizations including the government, private organizations, and University of Ibagué the three communities jointly developed “El Tercer Acuerdo” special coffee brand. In 2023, this brand exported 10 tons of special coffee, of which 70% was produced by NASA WESX members, 20% by FARC ex-combatants, and 10% by coffee farmers. The data to build the case included field observations in the Tolima region, casual conversations, and

interviews with different stakeholders about the business initiative. El Tercer Acuerdo, was formulated through discussions among stakeholders in the area, which included recognizing their individual recollections (Lopera 2020). It is titled “El Tercer Acuerdo” in honor of the memory of a region that has demonstrated the ability to establish autonomous local peace and serve as an example of reconciliation. This potential reconciliation took place at the same location where the FARC-EP guerrillas were established in 1964 (Lopera 2020).

Preliminary findings show that ex-combatants' multiple roles, which vary between resistance and cooperation, contribute to the complexity of their situations. Moreover, the difficulties faced in reintegrating into civilian life, alongside the challenges of enhancing brand recognition in coffee production, processing, and marketing, impose considerable emotional strain on ex-combatants. This is because of the extensive amount of information they must absorb at various stages of the process, which at times can be overwhelming. Consequently, this emotional burden may lead to a desire to abandon the reincorporation process and return to their previous roles as active guerrilla members. In addition, findings suggest that the means of cooperation among stakeholders have not been adequately established, which leads to ambiguity regarding the responsibilities and obligations associated with each stakeholder's designated role. Additionally, leaders and key actors responsible for enhancing the process have insufficient internal capabilities. Finally, a lack of coordination has been evident in the planning and allocation of resources for the development of a business model that serves as the foundation for the commercialization of the coffee brand.

Together, these findings highlight the need to create mechanisms for institutional national agreements into local ones and highlight the need for peacebuilding initiatives to have an integrative view that considers the different intersecting factors to foster or prevent cooperation and mutually beneficial engagement between ex-combatants and a regular society (Shultz 2016).

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Shaping Ideologies of the Good(s) Life

How Mass-Mediated Marketplace Ideologies Shape and Reflect Consumption Ideologies

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Keywords

Literature review, Macromarketing, Ideologies, Consumer Culture Theory, Mass media

Abstract

This paper examines the role of mass-mediated marketplace ideologies in shaping and reflecting consumption ideologies. It utilizes Consumer Culture Theory (CCT) as a metatheoretical lens to synthesize fragmented literature across disciplines and construct a conceptual framework detailing this interplay. Addressing three research questions, the study identifies previous theoretical frameworks to describe the relationship in marketing literature, describes dimensions of mass media and consumption ideologies' interrelation, and pinpoints gaps and contradictions in current research. The findings reveal how mass-mediated marketplace ideologies contribute to the persistence of the attitude-behavior gap. This review stresses the need for enhanced media literacy and proposes that understanding media's influential role is key to addressing sustainable and ethical consumption practices. The paper concludes with suggestions for future research that could further illuminate the mechanisms of consumer culture and media's impact on consumer agency.

Introduction

In recent decades, the market-driven society has brought about a variety of environmental and social problems. These problems have made consumers more conscious about their consumption habits, raising awareness for inconspicuous, ethical, sustainable, and socially responsible consumption (Eckhardt, Belk, and Wilson 2015; Tchetichik, Kaplan, and Blass 2021). Despite this theoretical shift towards more thoughtful consumption practices, there remains a notable gap between consumers'

intentions and their actual behaviors (Carrington, Zwick, and Neville 2016; Hassan, Shiu, and Shaw 2016; Humphreys and Thompson 2014; Moraes, Carrigan, and Szmigin 2012). To address this attitude-behavior gap, scholars have called for theoretical attention to the veiled capitalist structures that strive to contain opposition and maintain and benefit from preserving the status quo of capitalism (Carrington, Zwick, and Neville 2016; Earley 2014). Humphreys and Thompson (2014) concur arguing that focusing on micro-level decision-making ignores the ‘bigger picture’ and Askegaard and Linnet (2011) call for a scope of research that goes beyond personal preferences and decisions, considering the larger societal context that shapes consumer behavior.

Responding to these scholarly calls, this paper explores how mass-mediated marketplace ideologies shape and reflect consumption ideologies emphasizing the bidirectional yet somewhat hierarchical flow of ideological influence. Specifically, this paper explores how mass media affects consumption ideologies by endorsing and propagating market-driven narratives and adjusting their narratives to reflect current beliefs and trends of consumption to maintain their relevance and connection with consumers. Understanding the complex dynamics of this relationship is significant because it offers the key to understanding and predicting broader societal trajectories touching on sustainability concerns, changing identity constructs, and the broader cultural and ethical ramifications of our consumption-driven world. Despite its societal significance, research on this topic is thus far scattered and scarce obstructing a holistic view of the relationship.

This paper aims to synthesize previously scattered research across various disciplines and offer a Consumer Culture Theory (CCT)-based synthesis of existing knowledge on the relationship between mass-mediated marketplace ideologies and consumption ideologies. By doing so a more cohesive understanding of the relationship can be achieved, and the role of mass media in maintaining the behavior-attitude gap can be clarified. CCT has been chosen as a metatheoretical lens for analysis to achieve a deeper understanding of the complex dynamics that underpin contemporary consumer culture^[1].

This paper will answer the following research questions:

RQ1: What theoretical frameworks have been adopted in marketing literature to address the relationship between mass-mediated marketplace ideologies and consumption ideologies?

RQ2: What dimensions shape and reflect the relationship between mass-mediated marketplace ideologies and consumption ideologies?

RQ3: Are there significant gaps or contradictions in existing research regarding this relationship and how do these gaps impact our understanding of consumer culture?

After the introduction, this paper will move on to describe the theoretical background and research area. Next, the method used for reviewing the literature is explained. This is followed by a presentation of the publication data of the selected article sample. The findings from the review are then synthesized and a conceptual framework is presented. The paper concludes by acknowledging some limitations and offering suggestions for future research, including new themes and possible study ideas.

The Role of Mass Media in Shaping Consumerism and Capitalistic Ideals

Given the considerable influence of mass media in promoting narratives that favor market-driven consumerism, there is a pressing need to delve deeper into how mass media crafts our beliefs about consumption. A deeper understanding of this topic would explain mass media's influence on the discrepancy between our behaviors and attitudes toward dominant consumption practices.

Mass media as a superstructure and a macro-level force unarguably shapes perceptions, values, and norms regarding consumption, guiding consumer desires and needs. It not only champions consumerism^[iii] but concurrently fuels capitalism^[iii] by advertising commodities and fostering an ideology that sustains the capitalist system (Klikauer 2018; Kozinets and Handelman 2004; Paek and Pan 2004). It glamorizes the pursuit of the material, extrinsic good life^[iv], emphasizing self-expression and pleasure, and portrays unattainable lifestyle goals and idealized consumer profiles (Arnould & Thompson, 2005; Featherstone, 1983; Jansiz, 2014; Kasser, 2015) that affect consumers' identity goals, fantasies, and desires (Arnould and Thompson 2007; Belk, Ger, and Askegaard 2003; Hirschman and Holbrook 1982). This is how mass media plays a pivotal role in maintaining the allure of consumer culture, blurring the lines between genuine fulfillment and externally imposed symbols of success.

Market actors such as corporate companies exploit mass media to depict an idealized state of being that consumers are urged to achieve, and then market specific products, services, or entire industries, such as cosmetic surgery, as the ticket to the idealized state (Miller-Idriss 2018; Schmitt, Brakus, and Biraglia 2022). This influence

often involves a selective presentation of social reality, highlighting the positive aspects of these offerings while downplaying their negatives.

Mass media has been instrumental in reinforcing the notion that happiness and success are primarily attainable through consumption and participation in certain trends, making peoples' identities intertwined with that of their purchases (Dittmar 2007; Kasser and Kanner 2004). This creates a dissonance, fostering temporary feelings of happiness and entwining consumers' self-esteem and well-being with their ability to conform to mass-mediated ideals (Dittmar 2007; Jansiz 2014; Kasser and Kanner 2004).

Moreover, while the influence of mass media can be attributed to its ability to shape and transform societal values on a large scale (Rokka 2021; Schmitt, Brakus, and Biraglia 2022), its real power stems from the belief that we as consumers remain unaffected by it (Belk 1988). The ideologies conveyed by mass media however affect us both consciously and unconsciously. The significance of mass media as an underlying capitalist structure is hence undeniable. The significance of the ideologies it spreads can be crystallized by the argument that ideologies emerge from the human necessity to ascribe meaning to the world around us (Jansiz 2014). This is what mass media provides.

The complex relationship consumers have with mass media calls for a more profound investigation into the mechanisms through which mass media shapes our consumption-related beliefs, and contributes to the factors that affect the behavior-attitude gap. Such an inquiry is not only timely but essential in navigating the complexities of consumerism and its impacts on both individual well-being and societal sustainability.

Theoretical Foundations

There is a standing debate over the dominance of structure or agency in determining consumer behavior (Bagguley 2003; Heugens and Lander 2009). Some fields argue for the primacy of consumer agency via research into topics such as individual cognitive and emotional responses to media content, while some take a stance for the structural agency, posing mass media as a manipulative force that contributes to the construction of artificial needs to keep consumers always engaged in self-reinvention and self-realization through consumption (Baudrillard 1970; Carrington, Zwick, and Neville 2016; Jansiz 2014) hence fuelling the capitalistic system. Between these two viewpoints, common ground can be established in Consumer Culture Theory (CCT) (Arnould and Thompson 2005). CCT sees social forces as guiding individuals' actions, but that

individuals, act as agents not as passive recipients but actively interpreting and resisting media messages, choosing how to incorporate them into their identities and lifestyles. Consumers implicitly embrace and repeat ideologies related to consumption to meet identity and lifestyle ideals — for instance, about how to live “a good life” (Rokka 2021). This is how ideology dissemination takes place from the macro to the micro and back to the macro level.

This paper uses Consumer Culture Theory (CCT) as its metatheoretical lens, guiding the analysis of this paper. A research brand coined by Arnould and Thompson (2005) CCT explores the *"social arrangement in which the relations between lived culture and social resources, and between meaningful ways of life and the symbolic and material resources on which they depend, are mediated through markets."* (Arnould & Thompson, 2005. p. 869). It offers a continuously evolving viewpoint to the consumerist society and markets that influence cultural life integrating findings and theories across disciplines such as marketing, sociology, and cultural studies (Arnould et al. 2019). This allows for a more comprehensive view than that which could be achieved by inspecting any of these fields in isolation.

CCT examines how global economic and cultural forces shape the way consumers construct and project their identities in various social contexts. It sees consumption not just as a transactional, but cultural, symbolic, and identity-driven act (Arnould and Thompson, 2005, 2007, 2018), and not only looks at the purchase decision-making process but also the backgrounds and consequences of consumer demand (Arnould, Crockett, and Eckhardt 2021). This is why it offers depth by which to dive into the cultural context of consumption, and allows a deeper insight into how consumers comprehend and formulate responses to commercial mass-media messages (Mick & Buhl, 1992; Rokka, 2021).

CCT researchers look at mass media narratives as lifestyle and identity instructions recognizing the dynamic relationship between mass media narratives and consumption ideologies. CCT also aligns with critical theory and modern-day media studies in the respect that it acknowledges the powerful role of societal forces in shaping desires and behaviors, but sees that within these constraints, individuals still exercise choice and creativity (Arnould and Thompson 2007). Mass media is therefore not seen as a totalitarian system controlling consumers' consciousness, but as a cultural institution which consumers have a reciprocal relationship with (Holt 2002; Kelly, Lawlor, and

O'Donohoe 2005). Consumers are thus viewed as active participants in the creation and interpretation of cultural narratives (Arnould and Thompson, 2005) and co-creators of their own reality (Holt 2002), not “passive dupes” at the mercy of mass media. Instead of processing mass media-conveyed messages for information only, consumers are seen as processing them for meaning (Arnould et al. 2019; Hirschman and Thompson 1997). This active participation is crucial when considering the role of ideologies in the marketplace.

Defining Key Concepts

To address the fragmented understanding of the relationship between mass-mediated marketplace ideologies and consumption ideologies one must start by defining both concepts carefully as ideologies themselves are widely debated constructs with no single adequate definition (Chiapello 2003; Eagleton 1991; Marion 2006). Eagleton (1991) offers no less than sixteen interpretations of the term highlighting its' elusive and perplexing nature (Chiapello 2003). Two streams of thought however seem to prevail in academic discourse (Chiapello 2003; Marion 2006); A stream rooted in Marxism that sees ideologies as a set of illusory beliefs conveyed via mass media to maintain control over the working class (Fiske 1992; Luyckx and Janssens 2020; Marion 2006; Press et al. 2014), and a stream heavily influenced anthropology that broadens the scope of ideology to encompass various social phenomena, such as values, norms, beliefs, symbols, and customs (Chiapello 2003; Marion 2006). Marion (2006) furthermore analyses the latter perspective as involving a uniting framework within a specific social context at a particular point in time. Within this context, individuals collectively engage with a common intellectual legacy, encompassing a series of beliefs that are embedded within social institutions. These beliefs are not abstract, but actively manifested as material reality.

From a CCT perspective, ideologies are not static doctrines imposed upon passive consumers. Rather CCT sees ideologies as dynamic constructs, continuously interpreted, and reshaped by consumers both consciously and unconsciously as they navigate through the mass-mediated marketplace (Arnould & Thompson, 2005; Press et al., 2014). Consumers are influenced by but also contribute to, broader marketplace ideologies (Humphreys and Thompson 2014). They engage with ideologies, sometimes adopting them, other times opposing or reinterpreting them as per their unique perspectives, values, and life experiences (Borgerson et al. 2006; Hirschman and

Thompson 1997; Holt 2002; Kozinets and Handelman 2004; McCracken 1989; Mick and Buhl 1992). The ongoing negotiation between individuals and prevailing ideologies sheds light on the complex nature of consumption patterns and the ideologies that underpin them. Thus, to define mass-mediated marketplace ideologies and consumption ideologies, it is essential to acknowledge the intricate interplay between societal forces and individual agency without neglecting economic realities within contemporary capitalism ^¾ the prevailing context of CCT.

This paper takes inspiration from French philosopher Paul Ricoeur's interpretation of ideology. Ricoeur leverages the earlier described streams and draws inspiration from Max Weber's ideas on the legitimacy of authority and social order (Chiapello 2003). Ricoeur suggests three primary functions of ideology: 1) reality dissimulation, which involves distorting and concealing aspects of social reality; 2) legitimacy of authority, where ideology justifies existing power structures and hierarchies; and 3) social integration, as ideology contributes to unity and cohesion by reinforcing shared beliefs and values (Boltanski and Chiapello 2005; Chiapello 2003). This view emphasizes the cultural beliefs, values, and norms that underpin the capitalistic system while highlighting the constructive aspect of ideology that plays a crucial role in forming social life. It furthermore underscores the intricate relationship between ideology and consumer culture, highlighting their roles in shaping societal dynamics and our understanding of the world around us.

Mass-Mediated Marketplace Ideologies

Based on the above as well as inspired by pioneering consumer culture theory research by Arnould & Thompson (2005) this paper defines mass-mediated marketplace ideologies as *the dominant beliefs, values, and norms serving the interests of market-driven consumerism that are distributed and reinforced through mass media mediators*. Mass-mediated marketplace ideologies are about how external forces (mass media) shape the cultural context of consumption. Studying them sheds light on how cultural production systems, such as marketing communications, orient consumers towards types of identity formation (Arnould & Thompson, 2005).

Consumption Ideologies

This paper draws inspiration from Schmitt et al. (2022) and defines consumption ideologies as *Beliefs, values, and norms related to consumerism that are reflected in consumers' social representations and marketplace interactions*. These ideologies

influence perceptions, drive marketplace behaviors, and contribute to social cohesion (Schmitt, Brakus, and Biraglia 2022). Unlike (Drenten et al. 2023) who suggest consumption ideologies are directly observable in consumer behavior, this paper recognizes a gap between attitudes and actions (Carrington, Zwick, and Neville 2016). For example, while one may value sustainability, this doesn't always translate into sustainable purchasing actions. Consumption ideologies frame our understanding of consumer motivations and actions, such as status pursuit or brand preferences, and infuse goods with meanings beyond their utility, affecting consumer choices and becoming part of everyday life, both consciously and subconsciously.

The terms "consumer ideology" and "consumption ideology" are often used interchangeably in academic discourse. This paper recognizes the dynamic interplay between larger societal structures and individuals' identity formation via consumption (Askegaard and Linnet 2011; Rokka 2021). It sees that while consumers craft personal consumption stories that present them as independent entities (consumer ideologies), they are also subtly adopting and perpetuating the prevailing ideologies, cultural narratives, and media scripts that define and promote certain lifestyles and ideals (consumption ideology), such as the concept of the good life.

Research Design

This paper will contribute to existing research by examining both theoretical and empirical studies published in highly reputable journals, offering an integrative review with a systematic approach. This method offers a comprehensive approach to reviewing existing literature combining the rigor of a systematic literature and the comprehensive scope and flexibility of an integrative review, and is highly applicable to topics that have been conceptualized in various ways and studied within diverse disciplines (Snyder 2019; Wong et al. 2013). A systematic approach is furthermore well suited to tackle the aim of this article as allows for creating a solid foundation for advancing knowledge (Snyder, 2019; Paul & Criado, 2020), identifying research gaps (Hao et al. 2021), developing research agendas, uncovering areas where more research is needed (Snyder, 2019), and engaging in theory development (Torraco 2016).

This paper uses precise criteria and techniques for determining the included sample allowing for avoiding possible bias (Booth, Sutton, and Papaioannou 2016) and distorting the conclusions drawn from the research (Becker and Jaakkola 2020; Littell, Corcoran, and Pillai 2008). It follows the process of systematic reviews set forth by Booth

et al. (2016). All steps and decisions have been carefully recorded for transparency, evaluation, and replicability and a clear research strategy has been implemented, allowing readers to evaluate the rationale behind the conclusions drawn, both in terms of the topic's relevance and methodology (Littell et al., 2008.) (Linnenluecke, Marrone, and Singh 2020) (Snyder 2019).

Literature Search and Inclusion Criteria

The search strategy for this paper began with choosing the appropriate databases, journals, and search terms (Booth, Sutton, and Papaioannou 2016; Sandelowski and Barroso 2006). To account for the multi-disciplinary nature of the topic at hand, databases included in this review were well-established bibliographic databases Scopus and Web of Science. These two databases offer a large and diverse sample of reputable publications (Hungara and Nobre 2021) and are hence the most used electronic databases for multi-disciplinary research (Booth, Sutton, and Papaioannou 2016) and literature reviews (Paul and Criado 2020).

The first main concept for searches was “*ideolog**” account for studies discussing the topics on an ideological level. Articles needed to have a title, abstract, or keyword that matched this search. The second main concept encapsulated mass media types and aimed to identify articles relating to mass media requiring the article to also have a title, abstract, or keyword that matched this search. Finally, articles had to acknowledge consumption as a cultural mode and refer to “*consumer culture*” AND “*consum**” anywhere in the article to qualify in the identification phase (see full search strings in Figure 1).

In the screening phase, criteria for article qualification included 1) being written in English, and 2) the type of sample being journal articles only. Following the example of Hao et al. (2021) and Randhawa et al. (2016) the sample did not include not-yet-published papers (e.g., working articles and conference proceedings) or books, because they are not subject to rigorous editorial reviews and may therefore affect the quality of the data and results (Randhawa, Wilden, and Hohberger 2016). After the application of these criteria, 680 articles were retrieved from Scopus and Web of Science.

To limit the sample to well-regarded journals and fully refereed papers, the scope was refined to only include journal articles either ranked 2 or above in the Academic Journal Guide of the Association of Business Schools (ABS) or the first two quartiles (Q1/Q2) of Scimago Journal Rank (SJR). This inclusion criterion aligns with

multiple other researchers such as Hungara & Nobre (2021) and Paul & Benito (2018). Additionally, the journals from which the papers were sourced needed to be recognized within the 'Marketing' category on the SJR. After the application of these criteria, 70 applicable articles were retrieved.

Next, a bibliography search was conducted to identify any additional relevant studies (Booth, Sutton, and Papaioannou 2016). This backtracking resulted in five more papers being included in the sample resulting in 74 papers.

Assessing the evidence base

Following the methodology suggested by Booth, Sutton, and Papaioannou (2016), Sandelowski and Barroso (2006) and Linnenluecke, Marrone, and Singh (2020) the pool of articles was refined further to ensure relevance to the intended focus of the study. To get a basic understanding of the material titles and abstracts of identified articles were carefully read, along with the introduction and conclusion sections if necessary. To ensure the relevancy of research questions one of the two following conditions had to be met in qualified articles:

1. An existing link between mass media and consumption had to be discussed
2. Consumption had to be the focal point of the article (not e.g. religious or political ideologies)

This resulted in a total sample of 41 articles, which is an appropriate number of articles included for a systematic review (Linnenluecke, Marrone, and Singh 2020; Paul and Criado 2020).

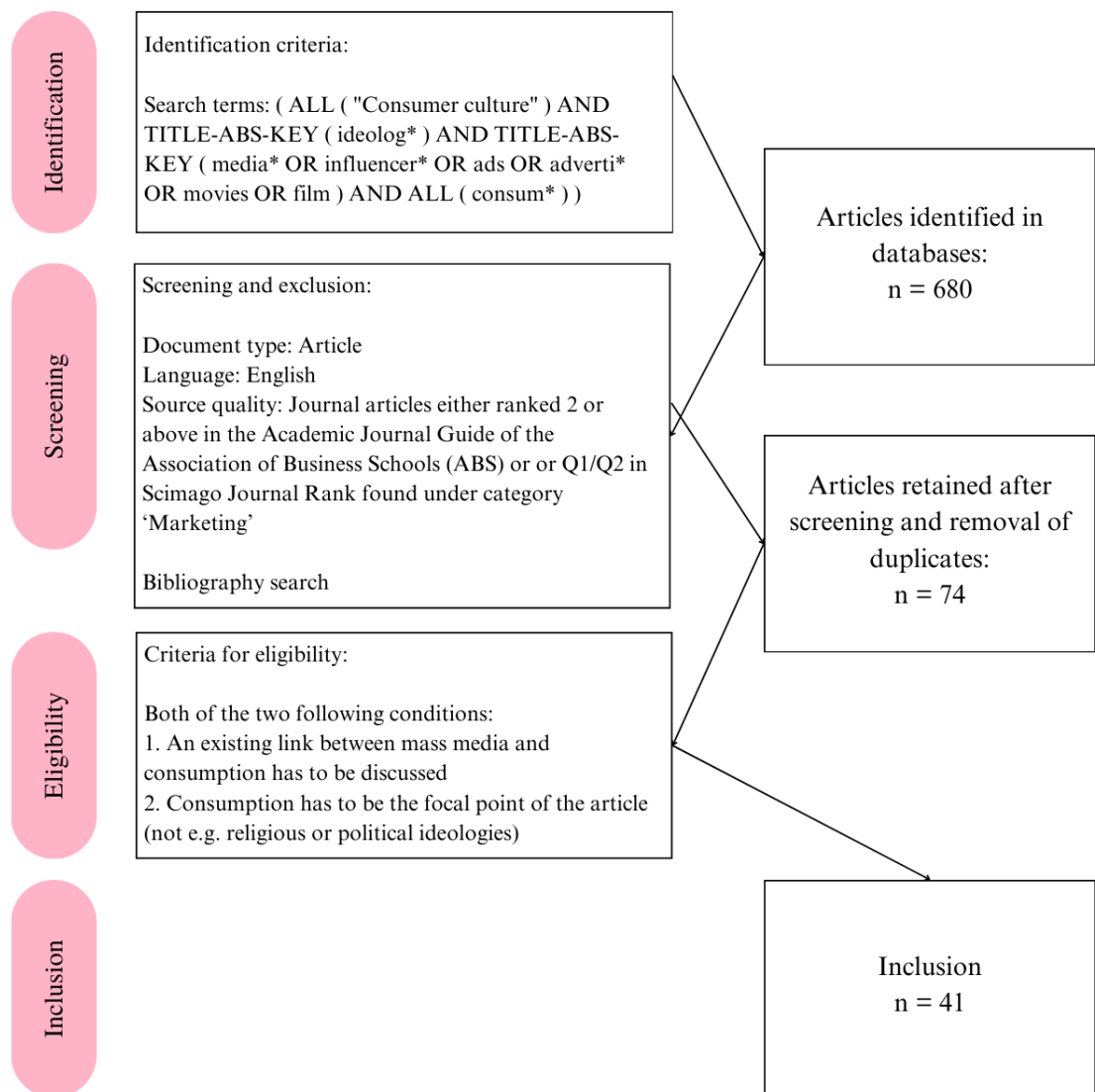


Figure 1: Review methodology

Analyzing and Synthesizing Studies

As per the example by Mustak et al. (2016) all papers were first organized chronologically and read from the beginning to allow for a good basic understanding of the research domain, to identify a sense of structure, and to get an understanding of how the studies evolved and progressed over time. To get a deeper understanding of the research domain the papers were analyzed and synthesized according to guidelines presented by Spiggle (1994) in her qualitative data manipulation operations. These were leveraged to examine trends, ideas, and relationships between concepts to ensure analysis and interpretations could be executed rigorously and systematically (Palmatier, Houston, and Hulland 2018).

Key information from selected articles was initially categorized and coded to include the basic publishing information followed by the contents and meaning of each article concerning mass-mediated marketplace ideologies and consumption ideologies. After this, an analysis was conducted focusing on grouping themes into broader, more abstract dimensions that could be used to interpret and compare papers. On the back of this, data was synthesized to create a comprehensive understanding of the phenomenon under study. The analysing and synthesizing process was not a linear or sequential process. Many of Spiggle's (1994) qualitative data manipulation operations were revisited several times and adjusted accordingly.

Review of Studies

The literature review undertaken for this study was conducted to address the research gap of how mass-mediated marketplace ideologies shape and reflect consumption ideologies. This section synthesizes the key insights and conclusions from the metatheoretical lens of Consumer Culture Theory, offering a holistic description of the dynamics at play. These insights form the basis for forming a conceptual framework and foundational principles that can guide future research in understanding these phenomena.

Publication Analysis

The selected 41 journal articles were spread across 21 different journals. This is an acceptable amount to conduct a systematic review and minimize bias (Paul and Criado 2020). The journals with most publications were the Journal of Consumer Culture (n=8) and the Journal of Consumer Research (n=76).

The journals from which the papers were sourced were all recognized in the 'Marketing' category on the SJR. Table 1 demonstrates the additional subject areas as listed by SJR showcasing how papers span across various disciplines including sociology, psychology, and strategy. This highlights the interdisciplinary interest in understanding the impact of media and consumption ideologies on society and individuals.

<i>Secondary SJR category & journal</i>	<i>Count</i>	<i>Paper</i>

Sociology

<i>Journal of Consumer Culture</i>	8	Arvidsson (2001), Botterill (2007), Sandlin & Maudlin (2012), Zestanakis (2020), Jack (2020), Choi et al (2021), Pineda et al. (2022), Ulver (2022)
<i>Journal of Consumer Research</i>	6	Kozinets & Handelman (2004), Zhao & Belk (2008), Luedicke et al. (2009), Humphreys (2010), Humphreys, & Thompson (2014) Schmitt et al. (2022)
<i>Journal of Consumer Affairs</i>	1	Parvatiyar & Sheth (2023)

Psychology

<i>International Journal of Consumer Studies</i>	3	O'Sullivan (2003), Helm et al. (2015), Sheng et al. (2019)
<i>Consumption Markets and Culture</i>	2	Ibroscheva (2013), Molander et al. (2019)
<i>Psychology and Marketing</i>	1	Zhang & Mick (2019)
<i>Journal of Consumer Behaviour</i>	1	Ramos-Ortiz et al (2020)
<i>Advances in Consumer Research</i>	1	Yazicioglu & Borak (2012)

Strategy and management

<i>Journal of Marketing Management</i>	3	Kelly et al. (2005), Patsiaouras (2022), Costa & Azevedo (2023)
<i>European Journal of Marketing</i>	2	Russell et al. (2010), Brandão & Popoli (2022)

Business and International Management

<i>Journal of International Marketing</i>	1	Nijssen & Douglas (2011)
<i>Journal of Consumer Marketing</i>	1	Lysonski & Durvasula (2013)
<i>International Marketing Review</i>	1	Jung et al. (2009)
<i>Journal of Marketing</i>	1	Press al (2014)

<i>Journal of Fashion Marketing and Management</i>	1	Lai & Perminiene (2020)
<i>Journal of Public Policy and Marketing</i>	1	Ulver & Laurell (2020)
No additional subject area		
<i>Marketing Theory</i>	2	Drenten et al. (2023), Askegaard & Linnet (2011)
<i>Journal of Macromarketing</i>	2	Yazdanparast et al. (2018), Demsar et al. (2023)
<i>Journal of Promotion Management</i>	1	Oyedele et al (2019)
<i>Journal of Marketing Theory and Practice</i>	1	Rokka (2021)
<i>Qualitative Market Research</i>	1	Wu et al. (2015)

Table 1: Publication outlets

Geographical Analysis

A geographical analysis of the sample reveals the landscape of research contributions by country. Table 2 indicates a large concentration of studies in a global context (n = 9) and the United States (n = 8). Swedish-based research also emerges as a focal point, although to a lesser extent (n = 3), followed by China and Italy, each with two studies. A notable portion of research falls under the category of 'Other or unspecified' countries (n = 17), summarizing a diverse range of geographic contexts including studies conducted in countries such as Greece, Taiwan, Spain and Turkey. This distribution underscores the global interest in the field, while also highlighting the United States as a key contributor to the body of research. The variety of countries listed, from widespread to specific studies, points to the universal relevance of the field, as well as the potential for national contexts to offer unique insights. Table 2 also emphasizes the tendency towards studies situated in global or Western contexts, with contributions from other regions appearing less frequently.

<i>Countries</i>	<i>Count</i>	<i>Example papers</i>
<i>Global</i>	9	Ulver (2022), Patsiaouras (2022), Demsar et al. (2023)
<i>US</i>	8	Luedicke et al. (2009), Humphreys, (2010), Drenten et al. (2023)
<i>Sweden</i>	3	Molander et al. (2019), Ulver & Laurell (2020), Jack (2020)
<i>China</i>	2	Zhao & Belk (2008), Sheng et al. (2019)
<i>Italy</i>	2	Arvidsson (2001), Ramos-Ortiz et al. (2020)
<i>Other or unspecified</i>	17	Kelly et al. (2005), Zestanakis (2020), Pineda et al. (2022)

Table 2: Research countries

Publication Trends

Figure 2 exhibits a fluctuating pattern in the number of articles published annually, with noticeable peaks and troughs throughout the observed period. Inspired by Hungara & Nobre (2021) the sample was grouped in three trend periods; 2001-2008, 2009-2015, 2018-2023.

The first trend that can be observed in 2001-2008 can be characterized by an interest in the sociocultural aspects of consumption, with studies investigating the intersection of advertising, lifestyle, and social construction. The research topics engage with cultural theories and analysis, touching upon consumer activism and understanding the meanings of promotional content. Traditional advertising such as print ads, campaign visuals, and other promotional content lies at the focus of attention. Theoretical frameworks during this period are deeply rooted in consumer culture and counterculture (see Table 3).

The second trend period in 2009-2015 displays a noticeable shift towards more nuanced and specialized areas of interest, including cross-cultural studies on advertising and an increased focus on the psychological and social dynamics of consumption. Research topics extend to the exploration of world-mindedness, ethnocentrism in advertising, and the pedagogy of consumption. A more diverse range of mass-media channels such as popular culture, radio advertising and movies, are studied as well as the influence of corporate brands on consumer culture. This trend period is

further characterized by a broadening of theoretical perspectives (as described in Table 3).

The final trend period 2018-2023 represents a further evolution in the research landscape. Topics such as the impact of social media on advertising strategies, the construction of masculinity in marketing, and green purchasing intentions reflect a significant shift towards issues of sustainability, gender, and the digital transformation of consumer culture. The contexts of study broaden to include social media, fashion advertising, and online forums, indicating a move away from traditional media. This period highlights an increasing concern with how global consumer culture and identity are shaped and reflected through digital platforms and environmental awareness, pointing to the complex interrelations between individual behaviors, societal values, and marketing practices.

Article count per year

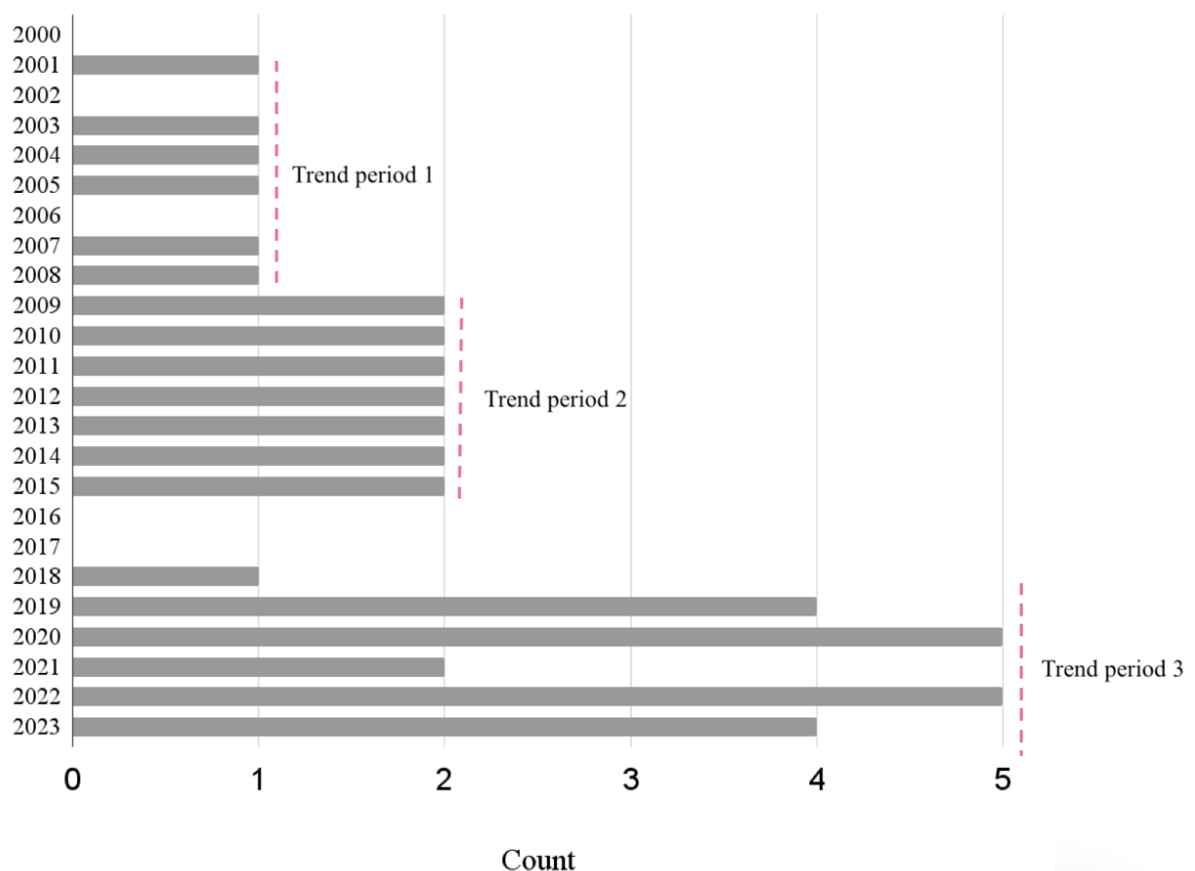


Figure 2: Trends and Article Count per Year

Concepts and Theoretical Frameworks Adopted

The diverse theoretical frameworks used to examine the relationship between mass-mediated marketplace ideologies and consumption ideologies provide a rich and multidimensional perspective on the topic. These frameworks emphasize the complex nature of consumer norms, values and beliefs influenced by cultural, social, psychological, and ethical factors, and contribute to a more comprehensive understanding of the evolving dynamics of ideologies related to consumption in today's consumer culture. They also underscore the intricate ways in which consumers and societies navigate the influences of mass media in their pursuit of the 'good life.'

May it be through marketing, movies, advertising, or social media, the papers analyzed for this literature review acknowledge the significant influence of mass-mediated marketplace ideologies on consumption ideologies. Some perspectives highlight the manipulative aspects of media portraying it as upholding the status quo of the consumerist society. Others such as The New Social Movement Theory component of the Consumer Resistance viewpoint suggest a transformative potential of media to inspire social movements and change, implying a more interactive and co-creative relationship between mass media and consumers. Overall, media is seen as a powerful force in crafting and disseminating consumption ideologies and constructing social realities. These can influence consumers' perceptions of the good life and their consumption manifestations.

Consumer agency is another common acknowledgment in the papers subject to review. The scale of agency in navigating media influences however varies between theories. Some prioritize the investigation of individual psychological processes, while others are more concerned with societal and cultural impacts. Whereas Consumer Culture Theory and Co-creation for example emphasize the agency of consumers in interpreting and sometimes redefining marketplace ideologies within certain ramifications, the Pedagogy of Consumption and Institutional The theoretical perspectives in the papers analysed see consumers both as conforming to dominant ideologies, and actively resisting and reshaping them. Some highlight counter-cultural movements, and consumer resistance and argue for consumers' ability to create counter-ideologies. Others discuss world-mindedness and acculturation, and focus on how consumers may uncritically adapt to the ideologies presented by the media. World-mindedness, acculturation, and pseudo-cultures discuss the impact of media on a macro level and explore how they affect cultural identity and global consumer culture,

while approaches such as Consumer Resistance are more concerned with how media reflects and influences subcultures and micro-cultures within a society.

Table 3 summarizes the main theories and media contexts studied in the papers subjected to this review. It illustrates the necessity of a nuanced, multidisciplinary approach to studying the impact of mass-mediated marketplace ideologies in shaping and reflecting consumption ideologies. This further validates the use of Consumer Culture Theory as the metatheoretical lens for the analysis.

<i>Addressing Concept/Theory</i>	<i>Count</i>	<i>Media contexts studied</i>	<i>Papers</i>
<i>Consumer Culture/ Consumer Culture Theory</i>	14	Marketing campaigns, advertising, popular culture, visual expressions, social media, “green” consumption, testimonial cultures in online forums, newspaper and magazine journalism	Arvidsson (2001), Kelly et al. (2005), Botterill (2007), Wu et al. (2015), Molander et al. (2019), Oyedele et al. (2019), Sheng et al. (2019), Zestanakis (2020), Jack (2020), Ramos-Ortiz et al. (2020), Rokka (2021), Pineda et al. (2022), Patsiaouras (2022), Aaskegaard & Linnet (2011)
<i>Ideologies</i>	11	Newspaper advertising, brand narratives, movies, articles, think pieces, visual propaganda, letters to the editors, social media, gun influencers, cancel culture	Zhao & Belk (2008), Luedicke et al. (2009), Russell et al. (2010), Yazicioglu & Borak (2012), Ibroscheva (2013), Press et al. (2014), Oyedele et al. (2019), Ulver & Laurell (2020), Schmitt et al. (2022), Drenten et a. (2023), Costa & Azevedo (2023)

<i>Consumer Resistance, Counterculture, New Social Movement Theory, Transformative Learning</i>	10	Movies, consumer cynicism, market-driven values, creation of consumer-driven lifestyles, online anti-brand communities, cancel culture	Arvidsson (2001), O'sullivan (2003), Kozinets & Handelman (2004), Russell et al. (2010), Helm et al. (2015), Brandão & Popoli (2022), Ulver (2022), Patsiaouras (2022), Costa & Azevedo (2023), Demsar et al. (2023)
<i>Semiotics & Mythmaking</i>	10	Newspaper advertising, brand narratives, adversarial consumer narratives, social media, fashion ads, corporate brands, popular culture, housing market advertisement, journalism	Zhao & Belk (2008), Luedicke et al. (2009), Oyedele et al. (2019). Lai & Perminiene (2020), Humphreys (2010), Wu et al. (2015), Oyedele et al. (2019), Choi et al. (2021), Pineda et al. (2022)
<i>World-Mindedness, Acculturation, Pseudo-Cultures</i>	4	Radio advertising, brand narratives, popular culture, advertizing	Jung et al. (2009), Nijssen & Douglas (2011), Lysonski & Durvasula (2013), Yazdanparast et al. (2018)
<i>Materialism</i>	3	Global tv entertainment, advertising, advertising, television, cinema, and social media.	Lysonski & Durvasula (2013), Zhang & Mick (2019), Parvatiyar & Sheth (2023)
<i>Co-Creation, Meaning Transfer</i>	2	Advertising, social media	Kelly et al. (2005), Yazicioglu & Borak (2012)

<i>Institutional Theory</i>	2	Newspaper articles, news content,	Humphreys (2010), Humphreys & Thompson (2014)
<i>Pedagogy of Consumption</i>	1	Advertising, popular culture	Sandlin & Maudlin (2012)

Table 3: Theoretical frameworks and contexts studied. Articles may refer to several context and theories

Synthesis

This section presents the findings from the systematic literature review of the sample of 41 journal articles. It concurrently answers research question 2: What dimensions shape the relationship between mass-mediated marketplace ideologies and consumption ideologies?

Figure 3 portrays a conceptual framework illustrating the fluid and interconnected relationship between mass-mediated marketplace ideologies and consumption ideologies. It is important to recognize that this framework is not a linear process but a dynamic one, with each component capable of influencing and reshaping the others in a continuous flux. The arrows not only direct the flow of influence but also suggest the possibility of feedback and cyclical interactions, highlighting the complexity of the connections between societal norms, individual consumer behavior, and media influences. This represents an ecosystem where marketplace ideologies and consumer responses are not fixed but evolve with time and context.

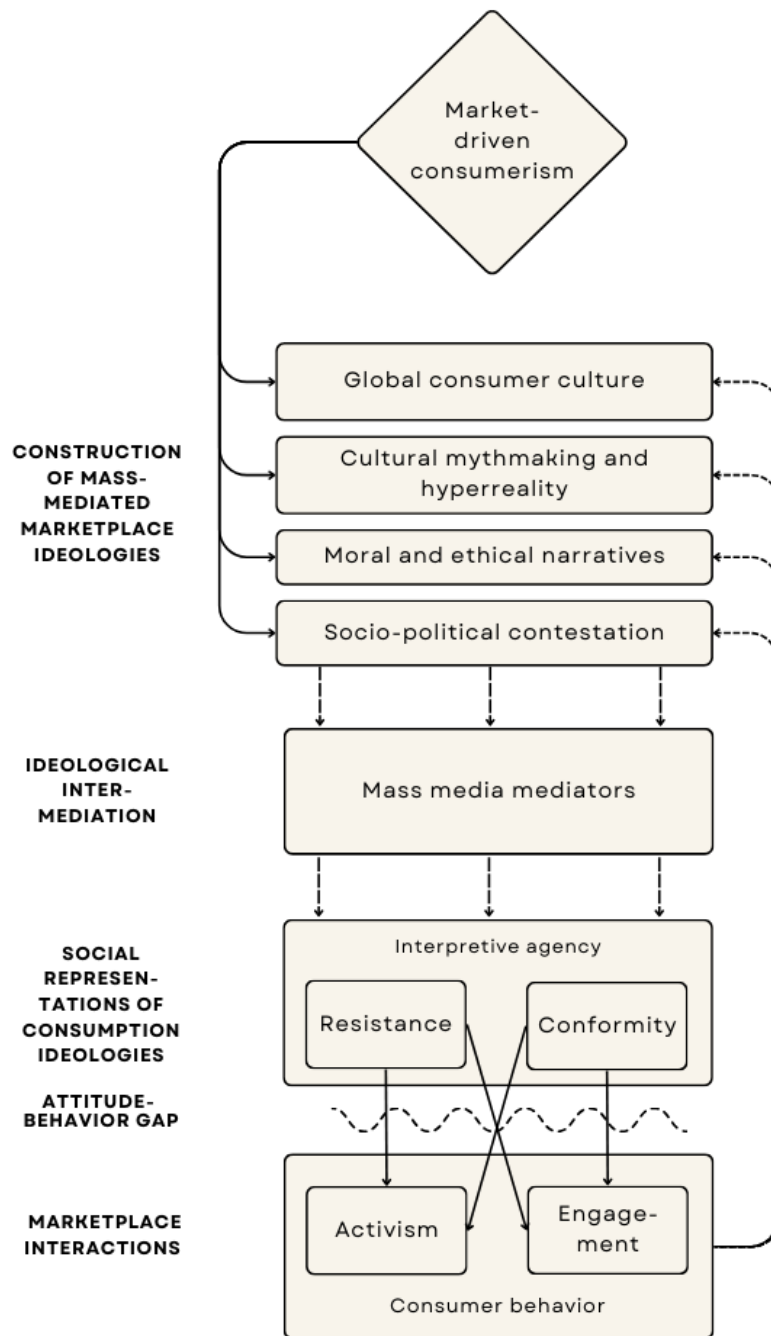


Figure 3: Conceptual framework on the relationship between mass-mediated marketplace ideologies and consumption ideologies

Market-driven Consumerism

Mass-mediated marketplace ideologies serve the interests of market-driven consumerism. As per the definition of mass-mediated marketplace ideologies, these interests, and actors, such as global corporations (Kasser and Kanner 2004), offer the origin that initiates the construction of mass-mediated marketplace ideologies. They form an underlying capitalist structure that perpetuates and benefits from preserving the status quo of consumerism.

The Construction of Mass-Mediated Marketplace Ideologies

This study identifies various topics from the systematic review, which collectively explain the dimensions that form widespread marketplace beliefs and values disseminated through mass media. These impact consumption ideologies as described below and illustrated in Figure 3.

Global Consumer Culture

Mass media's role in globalizing consumer culture is evident in its ability to transmit dominant ideologies that transcend local and national boundaries. This process is facilitated through the widespread promotion of global brands and lifestyles that embody a certain cosmopolitan consumer identity and consumer practices, spreading shared set of consumption practices and values (Jack 2020; Kelly, Lawlor, and O'donohoe 2005; Lysonski and Durvasula 2013). However, this globalized culture is not passively absorbed; instead, it interacts with local cultures in ways that are deeply influenced by the socio-cultural conditions of each region. The adaptation and resistance to consumerist norms reflect the negotiation between global and local identities, where local traditions and values can both integrate with and push back against global influences (Jung, Polyorat, and Kellaris 2009; Lysonski and Durvasula 2013; Nijssen and Douglas 2011). Media's impact is hence intricately filtered through a prism of local traditions, values, and desires (Nijssen and Douglas 2011). This underscores that cultural contexts have considerable sway on the ideological and political aspects of consumption, triggering tensions and acting both as a threat and source of information for market actors such as global brands (Yazicioğlu and Borak 2012).

The absorption of countercultural movements into consumerist narratives further illustrates the complex relationship between mass media and consumer culture (Rokka 2021; Schmitt, Brakus, and Biraglia 2022). Countercultures emerge as responses to dominant societal norms. They leverage media to disseminate alternative values, practices, and lifestyles (Arvidsson 2001; Russell, Russell, and Neijens 2011). Paradoxically, the same mass media channels that facilitate the visibility and spread of countercultural movements can also lead to their commodification. The incorporation of countercultural values into mainstream marketing and advertising strategies exemplifies how media can simultaneously amplify and neutralize the disruptive potential of these movements. Arvidsson (2001) explains how countercultural values, such as the meaning

of 'anti-authoritarianism' and 'self-realization', were transformed into buzzwords such as 'flexibility' or 'lifestyle choice'. The shift of counterculture trends into marketing strategies that promote a 'postmaterialistic' consumer society demonstrates the ongoing commodification of these ideologies. This trend highlights how the media increasingly merges activism with consumerism, repurposing the essence of counterculture as part of a wider narrative driven by consumerist ideologies.

Cultural Mythmaking and Hyperreality

By combining cultural mythmaking with the concept of hyperreality, this dimension acknowledges the role of mass media in setting unrealistic standards that shape consumer desires and aspirations. While advertising is often justified as providing information, it unarguably plays a significant role in appealing to and shaping consumers' values, needs and desires by embedding products and brands within symbolic meanings that go beyond their functional use (Botterill 2007; Parvatiyar and Sheth 2023; Pineda, Sanz-Marcos, and Gordillo-Rodríguez 2022). It furthermore exaggerates expectations by portraying the hyperreal as real, such as the hyperreal portrayals of homeownership that normalize luxury living beyond most people's reach (Choi, Chan, and Chan 2021)

Furthermore, in this context, language's semiotic system—images and symbols with understood meanings—gets recontextualized into myths, transforming into signifiers that connote ideological messages (Zhao and Belk 2008). For example, images of diligent workers in communist propaganda (denotative meaning) come to represent the ideals of socialist realism (connotative meaning), creating a myth sign that reinforces the communist ideology (Zhao and Belk 2008). This mechanism is mirrored in advertising, where products promise beauty and happiness subtly enforcing certain consumption-related ideologies. Mythmaking also attributes human-like traits to brands, holds certain products and brands in high regard as 'luxuries', and treats advertisements as forms of art (Schmitt, Brakus, and Biraglia 2022).

By embedding products and brands within mythological frameworks and hyperreal environments, media narratives not only mirror consumer desires but actively sculpt them, guiding consumption practices and reinforcing the ideological bedrock of consumer culture. Ingrained deeply enough these kinds of cultural myths can develop a naturalizing power that can make certain social processes seem natural and even excluded from public discourse (Humphreys and Thompson 2014).

Moral and Ethical Narratives

Media has the power to insert consumption within moral and ethical narratives, positioning certain consumption practices as morally superior or desirable (such as sustainability, and ethical consumption). This dimension explores how these narratives influence consumers' beliefs and behaviors, encouraging them to align their consumption choices with broader ethical and moral considerations, shaping consumption ideologies around notions of good and bad consumption. Luedicke et al. (2010) and Helm et al. (2015) examine how media narratives incorporate moral and ethical dimensions, influencing beliefs about consumption practices. This examination further underscores the complex interplay between identity, moral, and consumption.

Luedicke et al. (2010) provide a compelling analysis of how consumers utilize brand affiliations, in their study the ownership of a Hummer, to engage in moral identity work. By adopting the myth of the moral protagonist, consumers see themselves as protectors of cherished virtues and ideals. They manage the ethical conflict between self-discipline and indulgence that is common in societies shaped by the protestant legacy. This narrative allows consumers to express and reinforce their ideological convictions, portraying their consumption decisions as morally redemptive actions in subtle opposition to consumer groups with differing ideologies.

Ibroscheva (2013) conducts a historical analysis of how advertising from Western countries influenced Eastern European socialist ideologies to accept the “inevitable” new market logic. She contributes to both two first dimensions of the construction of mass-mediated marketplace ideologies by pointing out the ethical concerns that arise when ads create desire by presenting consumers with enticing but unrealistic scenarios. The conflict between ethical considerations and the appeal of Western consumption practices underscores the intricate interplay in the worldwide spread of consumer culture and the moral stories it creates.

Socio-political Contestation

Mass media serves as an arena for socio-political contestation, where different consumption ideologies such as sustainability, labour rights, and inequality are debated and negotiated. This dimension highlights especially the institutional influence in shaping cultural narratives that perpetuate market-driven consumerism. Choices such as buying a Prius or choosing organic foods reflect various consumer motivations—from environmental concerns to social status—which are supported by the market to align with corporate interests, thus promoting neoliberal values. Press et al. (2014) and

Humphreys & Thompson (2014) exemplify how these consumer choices, whether for chemical or organic products in agriculture, are part of larger socio-political discussions. These cases highlight how institutions mold consumer motivations to fit economic goals, embedding consumer behavior within an ideological framework that supports the prevailing market economy and uses cultural narratives to legitimize or challenge these choices.

Through the propagation of neoliberal values, the contestation between opposing consumer ideologies, the orientation of consumers toward certain political ideologies via pseudo-culture formation, and the monetization of socio-political conflicts, mass media emerges as a dominant force in mediating the complex interrelations between consumer practices and socio-political contestation.

Ideological Intermediation

This section refers to the actors, such as corporate brands, journalists and influencers, responsible for crafting and disseminating narratives across various mass media channels.

Mass Media Mediators

Kelly, Lawlor, & O'Donohoe (2005) study the role of advertising practitioners in shaping consumer perceptions, while Drenten et al. (2023) delve into the influence of social media influencers, and Humphreys (2010) investigates journalists' contributions as cultural intermediaries. These figures bridge the gap between the media and the public by lending a personal touch to the messages they convey, leveraging their perceived authenticity and trustworthiness to influence their audience. Their ability to humanize and personalize media content makes them powerful agents in mediating and framing cultural narratives, and their effectiveness in shaping consumer behavior underscores the profound impact of their roles as messengers. As they interpret, filter, and sometimes challenge mass-mediated messages, they also influence how these messages are received and acted upon by consumers. Their endorsements can lend credibility to media messages, but the relationship between endorsement and consumer reaction is complex and doesn't guarantee positive outcomes (Jung, Polyorat, and Kellaris 2009).

Furthermore, technological advancements have made the influence of media on consumption increasingly bidirectional. Digital platforms pose an interactive arena, enabling not just the consumption of content but also its co-creation by consumers

themselves. This amplifies the reach and effectiveness of countercultural movements, granting them unprecedented ability to mobilize global support and challenge established power dynamics. However, these platforms also foster polarization by curating content that aligns with users' existing beliefs, reinforcing echo chambers where people encounter more of what they already agree resulting in confirmation bias (Ulver 2022). Despite this, the democratization of content creation allows for louder and more diverse voices to be heard, facilitating a richer co-creation of meaning (Yazıcıoğlu and Borak 2012). Social media, for instance, has emerged as a critical space for articulating consumer resistance, as evidenced by the proliferation of cancel culture and other online activism phenomena (Costa and Azevedo 2023; Demsar et al. 2023). It empowers consumers to not only challenge but also reshape the meanings and values associated with consumerism, as they join online communities united by a common cause (Brandão and Popoli 2022). These kinds of movements leverage digital media to foster collective identities and action against perceived injustices within the consumer culture, underscoring the dual role of media as both a tool for cultural homogenization and contestation.

These observations of this dimension underscore the importance of media literacy in equipping consumers with the critical thinking skills needed to understand, analyze, and evaluate the messages conveyed in various media channels.

Social Representations of Consumption Ideologies

Social representations of consumption ideologies are the collective beliefs, values, and norms regarding consumption that are shared among members of a society and which influence and can be reflected in their purchasing behaviours and communicative actions within the marketplace (Sammut and Howarth 2014; Schmitt, Brakus, and Biraglia 2022). Social representations guide and give meaning to consumer actions, while consumer behaviour refers to the actual purchasing decisions and use of goods and services by consumers. Whereas social representations are about the collective understanding and communication of what consumption means, consumption behaviour is the practical manifestation of these ideas through individual consumer choices. Highlighting this distinction is crucial in grasping how cultural and social factors influence consumer actions and how consumer behaviour can, in turn, reshape these ideologies.

Interpretive Agency

One of the foundational principles of Consumer Culture Theory is the notion of consumer agency (Arnould & Thompson, 2005). In Figure 3, interpretive agency refers to the cognitive and interpretative processes consumers employ to make sense of mass-mediated messages. This dimension reflects how consumption is intertwined with the construction of personal and social identities, with mass media influencing how individuals see themselves and how they wish to be seen by others. Oyedele et al. (2019) and Patsiaouras (2022) contribute to the understanding of how media narratives shape consumer identities, focusing on self-realization and ideological resistance within new social movements. Consumers use their cultural, social, and personal lenses to decode and assign meaning to media content, indicating that the impact of mass-mediated marketplace ideologies on consumption beliefs is not unidirectional but subject to individual interpretation and contextual factors.

The shift towards a consumer culture heavily focused on services, experiences, and transformation furthermore signifies a deepening of media's role in shaping consumer subjectivities (Lai and Perminiene 2020). The transformation economy, where consumers are empowered to become who they wish to be, underscores the media's influence in constructing consumer identities through the promotion of experiential and transformative consumption practices.

Resistance

Consumers can critique, reinterpret, or outright reject the consumption patterns and values promoted by mass media (Kozinets and Handelman 2004; Schmitt, Brakus, and Biraglia 2022). This agency allows consumers to form subcultures or movements that stand in opposition to dominant marketplace ideologies. Studies such as those by Russell et al. (2010) and Helm et al. (2015) point to the rise of consumer resistance movements driven by ideological, cultural, and ethical motivations, and the emergence of cancel culture, as discussed by Costa & Azevedo (2023), further exemplifies consumers' ability to, on a theoretical level, resist dominant ideologies related to consumption.

Conformity

Most consumers appear to readily adopt and welcome consumerism (Schmitt, Brakus, and Biraglia 2022). Lai & Perminiene (2020) argue that an individual learns to conform to specific norms and rules, related to fashion in their study, and adapt to conspicuous consumption to behave in a manner that secures societal endorsement, sustains

relationships, and bolsters a favorable self-perception. Schmitt et al. (2022) frame conforming to marketplace dynamics automating the navigation of one's daily life as a consumer.

Marketplace Interactions

Finally, marketplace interactions of consumption ideologies refer to actual consumer behavior or the actions consumers take in the marketplace. As raised by Carrington et al. (2016), Hassan et al. (2016), Humphreys & Thompson (2014) and Moraes et al. (2012) there remains a notable attitude-behavior gap between consumers' intentions and their actual consumption behaviors.

The framework presented in Figure 3 aims to explain how the pressure mass-mediated marketplace ideologies place on the shaping of beliefs, values, and norms related to consumption. Through the dimensions explained earlier mass media normalizes certain consumption behaviors though it might clash with the intended social representations of said consumers.

Activism

This dimension denotes consumption behavior that does not conform to prevailing societal norms. Consumers manifesting such behavior will often take deliberate actions to punish marketplace actors such as by boycotting companies they view as damaging, making purchases that align with social values, directly confronting businesses they consider unethical, and actively educating their peers (Helm, Moulard, and Richins 2015; Kozinets and Handelman 2004).

When this kind of countercultural activism is manifested by the masses and becomes leverageable by global corporations in the pursuit of solidifying market-driven consumerism, they become absorbed into global consumer culture.

Engagement

Askegaard & Linnet (2011) and Humphreys & Thompson (2014) address the pressure of mass-mediated marketplace ideologies and argue that despite having the ability to navigate the world of meanings, consumers remain constrained by dominant cultural and ideological dimensions attached to consumer goods and consumption. This behavior reflects a conforming approach to mass mediated narratives, often observed when consumers opt for popular products and stay loyal to their favourite brands, progressively seek higher-end purchases to fulfill aspirations, or make choices influenced by group norms, consciously or unconsciously (Schmitt, Brakus, and Biraglia

2022). This type of behaviour underscores the idea that consumer choices are not entirely free but are heavily influenced by pre-existing social and cultural norms that are propagated through mass media as showcased in Figure 3.

Discussion

Within this paper, an analysis of the dimensions that contribute to the relationship between mass-mediated marketplace ideologies and consumption ideologies has been conducted. Mass-mediated marketplace ideologies, perpetuated through various channels of mass media, shape consumer expectations and norms about consumption. They do this by molding consumer culture, establishing cultural myths and presenting a hyperrealistic view of normalcy, steering narratives around morality and ethics, and igniting socio-political debates.

Mass-mediated marketplace ideologies often highlight consumerism and material success as key components of the good life. In marketing discourse, 'seduction' is described as the conversion of consumer resistance into compliance or conformity in a bigger picture steering consumers towards enjoying products or services they had not planned to enjoy (Deighton and Kent 1995). The same can be argued to happen when mass-mediated marketplace ideologies shape and reflect consumption ideologies. A dominant narrative can create a state of seduction that leads to cognitive dissonance in consumers who value sustainability or frugality but find themselves drawn to consumption patterns that are at odds with these values due to the pervasive influence of mass media. As a result, even when consumers have a positive attitude towards, for instance, environmentally friendly products, this does not always translate into their purchasing behavior, which is an example of the behavior-attitude gap.

Future research agendas

Recent decades have seen the fragmentation and proliferation of mass media, culminating in today's multiplatform, multidevice global digital networks (Thorson and Wells 2016). Consumers are more exposed to and influenced by a multitude of lifestyle choices than ever before. Influencers, viral trends, and digital narratives spread quickly and exert significant influence on consumers (Rokka 2021), while content co-creation has increasingly been placed in the hands of consumers themselves making the roles of the influencer and the influenced harder to decipher (Kaplan and Haenlein 2010; Koivisto and Mattila 2020).

Based on the literature review conducted for this study technological changes seem to have largely outpaced existing research, creating a gap in understanding what role ideological intermediaries play in contemporary society. Apart from Kelly et al. (2005) who study advertising creatives, Kelly (2010) who assesses journalists and Drenten et al. (2023) who investigates influencers, the role of journalists and influencers as mediators of meaning has largely been overlooked. The incentives and influences of intermediaries like influencers and journalists on consumption ideologies warrant closer examination. Future research should explore how these influential individuals shape consumption narratives and the extent to which they influence or disrupt consumer beliefs and behaviors regarding consumption.

The current digital revolution has furthermore unlocked new avenues for mass media narratives to be shaped and spread as new ways of consuming ideas, services, and goods have appeared. Algorithm-driven media platforms and the rise of authoritarian movements has intensified polarization and individuals' abilities to shape information to their liking (Miller-Idriss 2018; Thorson and Wells 2016; Ulver 2022), making the role of big data and AI in shaping consumption ideologies a critical future research area. Paradoxically consumers may become their own most impactful ideological influencers. Or are they already?

Future research avenues should explore how algorithmic processing of consumer data influences decision-making and the ethical considerations that arise from these practices. Scholars should examine the impact of these technologies on consumer autonomy and the broader consumer culture. A cross-disciplinary approach would be essential for achieving this kind of comprehensive understanding, integrating perspectives from media studies, sociology, psychology, data science, and consumer research. This kind of research would be vital for grasping the nuances of consumer culture in an increasingly digital world.

Finally, the literature review identified a lack of longitudinal research aiming at tracking the evolution of consumption ideologies over time. This makes it challenging to fully grasp how consumer values and beliefs shift in response to changing societal norms and media landscapes.

Addressing these gaps could significantly enhance our understanding of the complex ways in which mass media shapes and reflects consumer culture, aiding in the

development of more effective strategies for promoting sustainable and ethical consumption practices.

Contributions and Implications

This paper answers the call by Carrington et al. (2016) and Earley (2014) by directing attention to the underlying capitalist structures (mass media) that can be leveraged to suppress dissent and perpetuate and benefit from preserving the status quo of consumerism. This research presents a conceptual framework that contextualizes the dynamic interplay between media and consumption ideologies. This contribution is pivotal, as it allows for a clearer understanding of the capitalistic forces at play and their restricting of true consumer agency.

This review furthermore advances Consumer Culture Theory (CCT) by exploring the influence of mass-mediated marketplace ideologies on consumption ideologies. It unveils how mass media narratives not only shape but mirror societal norms and ideologies related to consumption.

On a societal level, the findings underscore the pervasive impact of mass media on shaping consumer perceptions, intentions and behaviors. This research brings to light the importance of media literacy in enabling consumers to critically navigate mass media's influence. It suggests that an increased awareness of media's role in disseminating marketplace ideologies can empower consumers to make more informed choices, potentially leading to a shift towards more sustainable and ethical consumption practices.

Additionally, the study's insights into the manipulative potential of media underscore the need for a societal dialogue on the ethical dimensions of media production and consumption, encouraging a more conscientious media landscape.

For managers, this research illuminates the complexities of leveraging mass media in marketing strategies. It suggests that marketers and advertisers must consider the broader societal and ethical implications of their campaigns. Understanding the framework developed in this study can aid businesses in crafting messages that resonate with consumers' values and ethical standards, fostering brand loyalty and consumer trust. Moreover, the findings advocate for transparency and authenticity in marketing practices, highlighting the potential backlash against manipulative or misleading media content. Managers are thus encouraged to engage in ethical marketing

that not only respects consumer intelligence but also contributes positively to the societal discourse on consumption.

Limitations

This study is subject to some limitations. While the sample size is an appropriate number of articles included for a systematic review (Linnenluecke, Marrone, and Singh 2020; Paul and Criado 2020), a larger sample size could contribute to reaching theoretical saturation. The sample could have been widened by lowering the selection criteria that was limited to journal articles that were either ranked 2 or above in the Academic Journal Guide of the Association of Business Schools (ABS) or in the first two quartiles (Q1/Q2) of the Scimago Journal Rank (SJR). Although this criterion ensures a high standard of scholarly contributions, it may overlook valuable insights from lower-ranked or unranked journals. Finally, the relevance of the articles was determined by the presence of an existing link between mass media and consumption or a focus on consumption as the main topic. This may have led to the exclusion of studies that explore the interrelations between these areas and other societal domains such as politics or religion, which could nonetheless influence or be influenced by the mass-mediated marketplace ideologies and consumption ideologies .

Additionally, the framework developed in this paper provides a conceptual foundation for further research and would benefit from empirical validation in future studies. Its application and robustness in practical settings have not been tested. Future research could strengthen the framework's validity by applying it to diverse empirical contexts, which may include qualitative data from interviews, ethnographic studies, or participatory action research to capture the nuances of consumer culture. A broader methodological approach would allow for the exploration of the framework's relevance across different cultural and social settings, potentially enriching the understanding of consumption ideologies and their manifestation in consumer behavior. Inclusivity of non-English literature and interdisciplinary research could also broaden the perspective, offering a more global and multifaceted understanding of the subject.

[i] Consumer culture: “Consumer culture denotes a social arrangement in which the relations between lived culture and social resources, and between meaningful ways of life and the symbolic and material resources on which they depend, are mediated through markets.”(Arnould and Thompson 2005. pp. 869)

[ii] Consumerism: The primary cultural and social ideology of global capitalism where acquiring goods and services for status symbols or simply beyond basic survival needs is a primary goal (Stearns 2006)

[iii] Capitalism: An economic system in which the factors of production are privately owned and individual owners of capital are free to make use of it as they see fit; in particular, for their own profit (Law 2009)

[iv] Good life: A state where possessions extend and express one's identity (Belk and Pollay 1985) and where the *extrinsic* goals of a good life “become prominent when people “buy into” the messages of consumer culture and organize their lives around the pursuit of money, possessions, image, and status.” (Kasser, 2015. pp. 84)

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A Consumer Vulnerability Perspective on State-Sponsored Propaganda

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Extended Abstract

At the dawn of the Age of Artificial Intelligence in January 2024, global leaders convening in Davos, Switzerland, for the World Economic Forum (WEF) voted the top global risk in the next two years to be "misinformation and disinformation" (World Economic Forum 2024). The sudden concern about misinformation and disinformation among business, NGO, and government leaders attending the WEF results from the realization that bad actors could flood global information systems with false narratives—particularly during election years (Three billion persons in the world will cast votes in 2024 and 2025 in countries such as the US, India, and the UK.) Ominously, civil unrest resulting from electorates agitated by misinformation and disinformation could trigger government responses through government censorship, controls on the free flow of information, and propaganda targeted at a country's citizens, potentially leading to a breakdown of trust and social cohesion.

The costs of armed conflict to further the interests of a competing nation can be high in terms of 'blood and treasure' for both the invaded country and the aggressor. Compare this with the low-cost alternative of using propaganda through the Internet in asymmetrical warfare. This cost differential has led autocratic governments to employ state-sponsored propaganda to achieve an advantage over rivals.

Some Western analysts suggest that the Primakov doctrine has guided the Russian Federation since 2014. The Primakov doctrine suggests engaging with Western democracies using proxies, disinformation, and measures short of war as a substitute for military power (Rumer 2019). Multiple disinformation campaigns (propaganda) aim to reduce the power of Western democracies. "Russia may not have hacked American voting machines, but by selectively amplifying targeted disinformation and misinformation... it arguably won a significant battle without most Americans realizing it ever took place... Now, thanks to Russian actions—we are locked in a national argument over its [the US electoral system] legitimacy." (McKew 2017).

The research question at the heart of this study is of paramount importance: How does state-sponsored propaganda manipulate citizens' beliefs and trigger

unproductive coping strategies? Equally crucial is the exploration of potentially effective mitigation treatments that the model suggests.

This conceptual research aims to create a framework for explaining the effects of state-sponsored propaganda on citizens. Consumer vulnerability theory suggests limited access to and control over government-provided resources leads to vulnerability and specified coping strategies.

Consumer vulnerability theory broadly considers the relative disadvantages among subpopulations and varied marketer manipulations that affect consumer decision-making (Baker, Gentry, and Rittenburg 2005). Applying consumer vulnerability theory (Hill and Sharma 2020), we propose a framework to help explain how propaganda manipulates citizens' beliefs of the control and restricted availability of government-provided resources. We make a case that a belief, not actual resource restriction, is sufficient to create consumer vulnerability. These beliefs produce a state of vulnerability in citizens, eliciting specific coping strategies that further the goals of the propagandist.

Our analysis considers citizens of Western democracies as the primary unit of study. Whether they vote or not, citizens hold the power to influence their government's decisions. By being part of their country, citizens can either perpetuate and amplify propaganda or react in ways that harm the nation. This underscores the importance of understanding how state-sponsored propaganda affects citizens and how they respond to it.

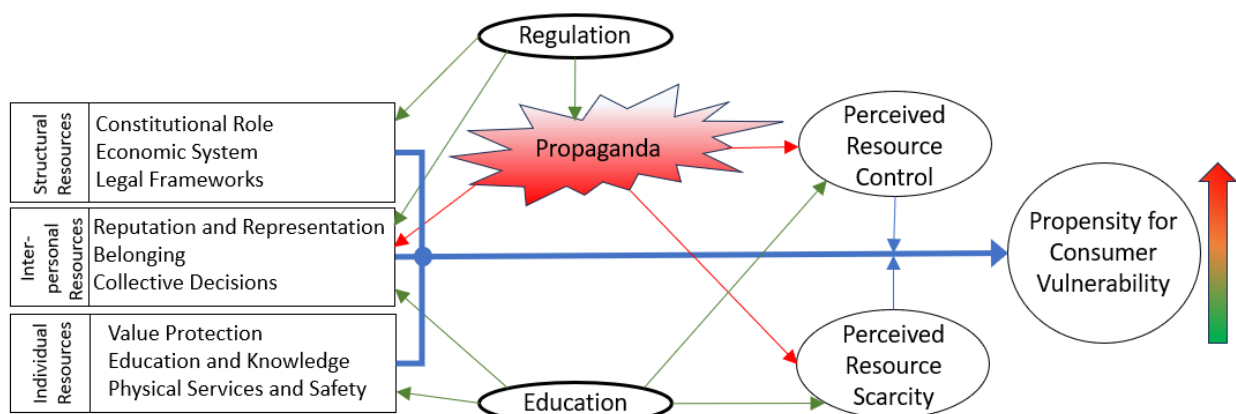


Figure 1: Pathways to Reduce the Impact of Propaganda on Consumer Vulnerability

The model focuses on the relationship between government-provided resources and the propensity for consumers (citizens) to be vulnerable. Consumer vulnerability

theory (Hill and Sharma 2020) identifies three resource categories: individual, interpersonal, and structural resources. We map government-provided services or resources discussed in *What Governments Must Do Well* (Kirlin 1996) onto these resource categories.

State-sponsored propaganda is the most common method of covert and sometimes overt influence operations used by state actors in conflict-other-than-war operations today. "Propaganda, misinformation, and fake news have the potential to polarize public opinion, to promote violent extremism and hate speech and, ultimately, to undermine democracies and reduce trust in the democratic process." (Council of Europe 2018).

The delivery channels for propaganda have changed dramatically this century. The Internet provides access to millions of individuals to send messages for good. It also allows propagandists two-way communication, subscriptions, feeds, and the ability to tailor their messaging to their target audience and modify and reinforce their messages by layering additional informational sources to support their position.

This framework proposes that propaganda (depicted in the model as an explosion shape) directly reduces the availability of interpersonal resources and negatively affects citizens' beliefs regarding scarcity and the control of government-provided resources. The more government resources the citizens have under her control, the less likely they will be vulnerable consumers.

Two primary moderators of the relationship between government-provided resources and consumer vulnerability exist. These are the citizens' beliefs about resource scarcity and lack of control. Increases in these beliefs increase the propensity for consumer vulnerability. State-sponsored propaganda influences these moderators.

Additionally, the framework highlights two interventions to reduce the effects of propaganda: regulation and education. While censoring propaganda may be the most effective mitigation, Western democracies tend to avoid it. However, this model suggests that there are effective pathways for regulation to mitigate propaganda's adverse effects. Regulation can directly decrease the quantity and visibility of propaganda messages and potentially increase structural and interpersonal resources. Another effective mitigation is education. Public education campaigns can improve interpersonal and individual resources available to citizens and mediate the

relationship between propaganda, perceived resource control, and resource availability, offering a promising solution to the issue of state-sponsored propaganda.

Consumers who experience vulnerability tend to employ one of five coping strategies from two classifications (Hill and Sharma 2020). Nondefensive coping mechanisms are typified by giving up or accepting the restrictions on their consumption and not attempting to alter the situation. Defensive coping mechanisms include transcending, rebelling, or creating new structures. Defensive coping strategies require the affected individual to act rather than accept the situation.

Each of the five coping strategies has a continuum of potential detrimental effects and benefits to the citizen and their nation. Similarly, defensive and nondefensive coping strategies each have merits and issues. Therefore, if consumer vulnerability from propaganda is unavoidable, the next-best policy option may be to nudge (Loewenstein and Chater 2017) citizens' actions into more constructive coping mechanisms.

Edgar Welch selected the worst-case coping strategy and fired three shots into a restaurant during operating hours because he believed widespread Internet and social media information perpetuated just before the election that Hillary Clinton led a child sex-slave ring operating out of a popular Washington DC restaurant termed Pizzagate (Haag and Salam 2017). In the same year, James Hodgkinson fired more than 50 rounds from a 9 mm pistol, wounding Republican Whip Steve Scalice and three others at a Congressional softball practice. Investigators attributed Hodgkinson's violent outburst to his mental instability and his left-wing political views that became agitated by anti-Trump rhetoric in cable news media outlets he watched often (Wall Street Journal, 2017). These examples illustrate how misinformation and malinformation can affect consumer vulnerability and that neither side is immune.

The use of marketing knowledge to further controversial ends is well established (Blanchet and Depeyre 2016). This research extends this knowledge stream regarding state-sponsored propaganda in terms of consumer vulnerability theory. The most important takeaway for marketers is a reminder that our research is not always used for good. Also, when reducing or mitigating the effectiveness of propaganda messages is the goal, earlier research that has been unpublishable because it identified a negative effect on influence is relevant and critical to this conversation.

By acknowledging that propaganda is equivalent to marketing malevolent products in the context of the citizen-government dyad, consumer protection statutes and regulations might be applied or used as an exemplar for future regulation to minimize the adverse effects of propaganda and misinformation on citizens.

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The Redneck Society Strikes Back! Macromarketing to the Rescue

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Notions of jingoism, nativism, tribalism and otherness have long been the purview of sociological and anthropological studies. While these ideas and their practice have been part of the human experience for millennia, the information age, technology, social media and globalization have enabled bringing them to the forefront of consciousness among disparate and geographically distant consumers the world over - in real time. Studies have developed multiple streams of research to refine proliferation of such ideas into constructs that can be examined by scholars. For example, the concept of nativism has often been used to encompass all such tendencies; however, epistemologically in the academic literature, nativism is too specific to explain these concurrent tendencies (Guia, 2016). What is “taboo” in society is often somewhat fluid (Douglas, 1966). The key phenomenon this paper addresses is anti-otherness, and its proliferation and blatant exercise for all to experience/sense worldwide (through our enormous advances in technology and attendant audio/visual/textual transmission of information). How can we, as marketing academics, address or mitigate this phenomenon? Is it worthy of our efforts? Is it within our purview as macromarketers? In search of the “common good in contemporary society”, the underlying theme of this conference, it simply must be.

In fact, we already have several established streams of research that have developed for decades in order to address related issues/societal tendencies and marketing’s interface. Schwartz’ (1994) work on human values included the key component of “universalism”. A classic work by Thompson & Tambyah (1999) analyzed “cosmopolitanism” as an ideological system, paying particular attention to ideological tensions within expatriates. Anti-other tendencies stand at the opposite end from cosmopolitanism. Other familiar constructs like nativism, tribalism and ethnocentrism, when taken in isolation, do not adequately address the phenomenon that is the subject of this study and topic de jour of much of the popular press. Nor do they adequately compartmentalize web-based social media replete with hundreds of millions of individuals sharing and recording their own resolute opinions and positions on a daily basis. Nor do they extend or reinforce a value judgement (often due to well-meaning

scholarly detachment) that may, despite misgivings, be helpful in shaping the tactical output of firm marketing communications (FMCs) in society.

Utilizing the concept of Redneck Society (RS) Syndrome, we aim to comprehensively tie these missing attributes together (intentionally utilizing the term provocative term “redneck” – a commonly known term that began life as a pejorative in the U.S. South but has popularly taken on an “anti-other” and “anti-establishment” meaning on both sides of the Atlantic and in much of the world thanks primarily to the widespread consumption of American media and popular culture). It is an identity. It is similar (though not the same) to the “Hillbilly” identity made recently well-known in academic literature by Vance (2016). The Redneck identity proudly (often) exhibits racial (or an explicit – visual - cultural cue) along with class consciousness, making that the foundation upon which a multitude of anti-other attributes are built. It describes well the basis for a powerful wave of narrow-minded cultural, legal-political and economic protectionism (and other types of more primitive state-sponsored actions) that has seen a worrying resurgence in the present era – a wave that only seems to be getting ever-stronger over the past decade. This research takes an academic activist attitude to promote societal well-being. It offers recognition of and resistance against this wave that manifests as a devolution to ideas of societal fairness – often manifesting as social conflict.

The present research is a conceptual, theoretical piece positing that the RS syndrome concept captures multiple such (constituent) constructs simultaneously and is able to holistically describe the phenomenon. To begin with, RS is directly informed by our self-reference criterion (SRC), which is the “unconscious reference to one’s own cultural values, experiences and knowledge as a basis for decisions” (Cateora, et al., 2011, p. 16). This is self-reinforcing through stereotyping. People’s propensity to create stereotypes (defining them as “comparative judgments that people experience as absolute”) was further developed in the literature by delineating between normative vs. personal stereotypes (Triandis, 1994). That is, the more opportunity we have to notice a difference, the more likely we are to “learn” and see ourselves as different – thus, accentuating otherness in the “other”. The use of the term “syndrome” is prescient in Triandis’ work, and RS should be considered in this vein, as well. It is this syndrome that has the power to devolve society away from global or cosmopolitan understanding.

A corollary condition that needs to be considered in parallel to SRC is psychopathology of populism (e.g. anti-establishment ethos) – which could be originated from either extreme ends of the political spectrum (left-wing or right-wing, but in the past decade has been almost exclusively birthed from the right-wing across the globe). As crowd or herd mentality begins to develop around a populist psychopathology, it results in the *exaggeration* of what is a perceived “normal” theme in a culture (Draguns & Tanaka-Matsumi, 2003). Much research already has indicated that judgments made on such quick surface and superficial cues have staying power and real-world implications (Holtz, 2014). The themes could be personally experienced or learnt normatively as differentiators from “other” cultures, e.g., gun culture, self-reliance, kosher, jihad, conservative, liberal, sharia, socialism, “chosen people”, Hindu (or insert any religion) nationalism amongst many others. Conservative nationalism is now a major worldwide force. We see this vividly across present-day Europe, where populist movements have seized upon exaggerated themes as greater percentage influx of immigrants and refugees has occurred. “Culture-bound syndromes” can then inflict society where sociocultural variation is widely perceived (Brown, et al. 2013), and we see this all across the world today. Democratic societies like India and Israel have seen right wing populism ascendant and society/government becoming illiberal and anti-free press. We’ve watched through social media, transfixed in absolute horror across six months (and ongoing, as of this writing) of 2023-24, the sustained bombing, annihilation and forced starvation of Gaza (killing tens of thousands of civilian Palestinian children, women and men) by Israel in response to a heinous terrorist attack by Hamas on October 7. 2023.

The psychopathology of right-wing populism with anti-other basis has been catalyzed. Such societal psychopathology results in the epistemological realization of the *RS syndrome*. As an etic construct, it allows relative comparison of societies based on the respective *level* of RS in each. It can then allow marketers in all industry and sectors to better inform their decision making regarding FMCs. The reciprocal effects of RS on FMC are constructed into this conceptual framework, thus yielding a macromarketing model to understand and manage our relationship with this significant societal phenomenon. The model is flexible enough so as to be utilized in major tactical and strategic considerations of marketing. It must be understood that the RS conceptualization proposed here is only of real value as a comparative instrument

between groups (or societies) and not *within* groups. RS syndrome, it is argued, will also have a direct relationship with the firms' marketing communications (FMC), reflecting the descriptive approach of stakeholder theory (Donaldson and Preston, 1995) and self-reference criterion. In a society where RS level is high, reaction to FMCs that may be perceived to address a sociopolitical issue is also high – whether negative or positive. This is further magnified because in developed country societies with high RS levels, there also exist reactionary movements of groups opposed to what is perceived as dislikable or “ignorant” tendencies (in fact, such reactionary movements against RS may, and often do, even constitute a majority of the population). Consequently, consumer reactions both negative and positive are well exhibited, in large numbers, to inform FMC's tactical management of hot button sociopolitical issues. FMCs may help moderate identity group polarization or marginalization, in particular (as Venkatesh, 1999 indicated) through the accelerator effect existing over electronic social media.

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Revisiting the Realities of *Market* at the Conflict Zone: Explaining the Contest of Pro-Market and Anti-Market Sentiments in the Maoist Conflict Zones of India

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—If you are to suffer, you should suffer in the interest of the country

-Jawaharlal Nehru

(To displaced villagers, while laying the foundation stone for the Hirakud project,

April 12, 1948)

Once a Red Bastion, Malkangiri ready to Soar with Own Airport- Times of India 9th

January 2023

Introduction

The vignettes quoted above depict contrasting ideologies (or perhaps more): one of governmental neglect and the other of market-oriented developmental endeavors. The literature widely recognizes the significance of markets in promoting economic growth. Moreover, there is now indisputable acknowledgment of the crucial role that market-based activities play in fostering social progress, economic empowerment, and human development (Seelos & Mair, 2007; Stiglitz, 1989; UNDP, 2008). Discussions on market ideology, such as macro-marketing and institutional economics, argue that markets may function as the catalyst for economic progress and social interaction. In addition, markets are comprised of intricate institutions (Geertz, 1978; Fiske, 1980; Porta, Lopez-de-Silanes, Shleifer, & Vishny, McMillan and Woodruff, 2003). Most modern market-oriented policies are thought to facilitate the ability of the poor to enter and engage in market activities. Recently, experts in the field of macromarketing have been giving significant attention to this issue. Pioneering and influential contributions have emerged from nations and regions affected by violence, such as Colombia (Barrios et al., 2016; Fajardo et al., 2019). Nevertheless, it is crucial to recognize the significance of re-examining this distinct setting, encounter, and societal concepts, as the need for the broader field of marketing has consistently prioritized human-centeredness and progress-oriented approaches (Schultz 2007).

The Naxalite Movement in the Tribal Areas of India

The indigenous aboriginals also referred to as *Adivasis*, have inhabited the forested regions of India from ancient times. Conflicts arose as the British colonial powers attempted to seize the abundant natural resources available to them (for more information, see Shah 2014). Despite the nation gaining independence in 1947, several sorts of vulnerability persisted, both in terms of institutional structures and perception. The introductory quotation (vignette) serves as evidence of the policymakers' attitude towards the Adivasis. The absence of focus and integration led to a critical moment of conflict, which was subsequently seized by subversive terrorist organizations influenced by Maoism. The Adivasis have been granted the ability to vote in a democratic society, but they have not yet achieved the basic rights of self-determination and the freedom to preserve their livelihood. Under the sway of the Maoists, the Adivasis initiated hostilities against the State. A condition of absence of market and governance prevailed, leading to the increasing empowerment of terrorist groups. Interestingly, the Maoist groups strongly reject the notion that markets can alleviate poverty and its associated vulnerabilities. The Maoist Revolution promoted the use of violent conflicts with the State, employing a "worker-peasant alliance" as a central strategy to overthrow governmental systems characterized as "imperialist, reactionary, feudal, bureaucratic capitalist" through an armed uprising (Chandra 2004). Their worldview is primarily rooted in the belief that the market serves as an extension of the capitalist goal, which involves exploitation. As of 2024, a) As per government reports, the regions demarcated by the government of India as 'disturbed' due to Maoists is continually shrinking, b) police action to capture prominent Maoist leaders continue, c) Maoist retaliation to government forces happens at regular intervals, d) infrastructural development like building of roads and airports continues in Maoist regions and e) the Indian government seems confident about eliminating Maoist 'terrorists' in the near future.

Considering the above debate, we believe that an essential issue from a Macromarketing standpoint has to be addressed: Can market mechanisms effectively reconcile the conflicts between policies that prioritize human welfare and the execution of self-determination, especially when people are actively pursuing subversive resistance?

Method Adopted

Given the emergent nature of the phenomenon being studied, we adopted a qualitative, case based approach in line with Yin (2009) as well as other scholars working on similar topics (Fajardo et al., 2019). We conducted in-depth interviews with policy leaders, law enforcement agencies, businesses involved in forest-based agricultural goods and tourist activities, and representatives from think tanks. Simultaneously, we conducted a thorough analysis of public and archival data, including the interview transcript. Both authors independently read the transcripts and then exchanged their notes to avoid interpretation bias. This was done to validate and cross-reference the replies from the informants, and to identify first and second-order themes in relation to identify the specific factors that influence market processes in the war zones.

Findings

Through our work and interpretation, we have seen the presence of friction that arises when market systems attempt to engage with Adivasis who have been opposing the influence of governments. The market processes are influenced by various intersectionalities that arise from contextual variations and the creation of different realities. In today's global market, individuals often adapt and reshape their identities in response to the market-oriented world. Typically, citizens permit themselves to engage with the larger world by intervening and integrating themselves into it. Nevertheless, in the current scenario, we see institutional, ideological, and cultural opposition to this integration resulting in feelings of alienation and separation.

The battle is fundamentally rooted in anti-capitalist ideology, yet it effectively exploits existential crises, weaknesses, and the perpetuation of poverty.

Maoist leaders are pro-poverty and they take full advantage of the status quo. They render their members incapable of making righteous decisions and create hindrances in government interventions or entrepreneurial ventures (Think tank expert)

It is noteworthy to highlight that Shah's (2006) research uncovered a remarkable example of cooperation between the revolutionaries the local rural elite and members of the local government, even though they were meant to be adversaries.

The ideology of marketplace appreciation is typically characterized by a convergence of discussions surrounding different ideologies related to market-based intervention and contrasting views on consumer subjectivity. This ideology often positions the beneficiaries with laissez-faire control over resources and opportunities, which is generally seen as unproblematic and efficient, particularly from a capitalist perspective. Another perspective may be used to the discussion of adopting interventions, in which it is assumed that many of the less influential individuals will be uplifted via the allocation of subsidies and benefits. [Place table 1 in this location]

It is often very difficult to make them work so that they can earn enough. They have low aspirations and lack the skill and the intention to work gainfully. Many of the entrepreneurial ventures are struggling. (Entrepreneur)

Most of them prefer to stay away from the mainstream. But they are quite possessive and conscious about their rights to the forest---they often raise slogans around ‘Jal, Jangal, Jamin’ [The Water, The Forest , The Land] (Ex police official).

TABLE: 1

Facets	Market-place Appreciation	Intervention Adoption
Ideological assumption	Market socio-technological systems essential for higher QoL (Luceralli and Giovanardi 2019; Lee and Sirgy 2004)	Aligned with the ideology of market failure and the market's inability to eliminate 'bias' in resource distribution (Sen 1982). Also draws from historical failure (Slavin 2014)
	Foregrounds moral interpretation of the existence of the market as 'kafkaesque',	Foreground intervention as devastating and harmful and creates an unsustainable ecosystem (Steenblik, 2007)

Moral interpretation and legitimacy apprehensions	especially for the marginalized citizens (Khare and Varman 2016)	
Who is the Ideal Consumer subject?	The individual is shaped as a responsabilized citizen who is agile and empowered. Hailed to embrace the opportunities offered by the market (Davies and Elliot 2006)	Individual consumer-citizen fashioned as untainted, naïve, exotic, and ‘inadept’ at handling market complexities- almost Rousseau’s noble savage (Guha 1982/2023). S/he is an ‘object of development’. Particularly relevant for the Indian Adivasi Samaj (Bara 2016)

The rhetoric of MA is mostly based on the ideology of neoliberal capitalism. Since its inception, marketing scholars, particularly those in the field of Macromarketing, have presented a strong argument for the significance of marketing as a socio-technological system that facilitates progress and expansion (Fisk 1981; Hunt 1981; Wilkie and Moore 2006; Shapiro 2006; Layton and Grossbart 2006; Wooliscroft 2021).-- This ideology simplifies the moral position of the citizen as a depoliticized identity who can benefit from and contribute to the market. Therefore, the individual's role as a consumer, producer, and citizen is extremely beneficial for the capitalist State as they fulfill their roles to maintain the market and promote deliberative democracy, which in turn reinforces neoliberal ideologies (for more information, refer to Kallhoff 2013) that are necessary for market expansion. By examining the artifacts, we gained a deep understanding of the lifestyles, historical context, and conditions of the Adivasi population.

The 1960s were solely a reaction to a long history of neglect, disgrace, and ignorance. The government's policy interventions began in the late 1990s with an emphasis on re-structuring emergent policies and integrating Adivasis into the mainstream. Government efforts have been directed towards establishing the right to self-determination via market integration (Think Tank Expert).

We offer a policy pathway [Insert table 2] as to how Adivasis can be brought to the mainstream after centuries of marginalization. This reflects the core anthropophilic,

market-oriented process that is not only important to the policy makers but also to the Macro scholarship.

Table 2

Citizen Pathways for Market based Self-Determination

Pathway Character	Repudiating	Resisting	Reforming	Relating
What is it?	Citizens problematize the consequences of hegemony and the harms thereof. Idealizes safety in seclusion	Citizens disillusion with policy inertness. Resist through violent revolution to assert self-determination	Citizens situate and foreground the arguments of fatigue in the face of ideological decadence and the futility of violence as a response from the state stiffens	Initiation of development, integration, and entitlement. The Citizens refute violence and appropriate market-based development ideology
How does it work?	By shielding the community from the mainstream.	Moralizing violence as the means of change –” power blooms from the barrel of the gun” [Maoist motto]	Contextualizing the reality and the costs of violence.	Responsibilizing the self
Subjective Position of the Consumer Citizen	Custodian	Fighter and a subversive ideologist	Cautious and sceptic	The connected identity

Discussion

The second opening vignette highlights a more contemporary market-appreciation-based development strategy, in contrast to the previous one. Our findings may provide a basic understanding of how governmental intervention and market processes might be made more humane. Another example is emphasizing contemporary agricultural

techniques and lifting individuals out of poverty. Millet, often hailed as the future staple crop, is gaining prominence in the states of Orissa and Chattisgarh, regions heavily affected by Maoist conflicts.

Moreover, our primary objective is to broaden the reach and diversity of conflict literature, transcending geographical constraints. We want to engage macro researchers in expanding both the theoretical framework and practical applications of market-based conflict management.

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Emergent Themes from Systemic Field Study of Cambodia's Evolving Development

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The authors update a longitudinal study of Cambodia's transition to a market-oriented, globally connected economy, and, ideally, a peaceful, prosperous and sustainable society. A macromarketing study initiated in the mid-1990s, this phase reports on emergent themes apparent during field study over the last 2 years, with some emphasis on observations and interviews in January 2024 that confirmed, expanded and sometimes contradicted previously observed patterns (cf. Shultz and Tith 1998; Shultz and Rahtz 2006). Key themes include:

- The transition of power, the rise of “young Turks” and implications for liberalization/repression;
- Belt and road or belt and banditry;
- Responsible FDI – who, how, where, why and why not;
- Neighbors and alliances, including ASEAN and the Indo-Pacific Economic Framework;
- Threats to and hopes for sustainability, particularly in the Mekong and Tonle Watersheds;
- Challenges, opportunities and obligations for education;
- Lingering effects of COVID-19;
- The long shadow of genocide – historical interpretations and moral obligations going forward;
- Optimizing human and natural resources for sustainable peace, prosperity and well-being.

The authors update and further expand diagnostic, explanatory and predictive models, which have been especially useful over the course of this longitudinal study (e.g., Shultz 1997; Shultz and Pecotich 1997; Shultz, Rahtz and Sirgy 2017; 2022; Shultz and Rahtz WIP). We assess the evolution and condition of Cambodia's marketing

system; particularly, factors affecting it, the well-being of its stakeholders, and the ongoing and long term obligations for constructive engagement over time, place and actors to ensure inclusion, ethical leadership among key actors and catalytic institutions, social justice, and sustainable peace and prosperity across – and for – all Cambodians and people/countries with vested interests in Cambodia.

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Systemic Integration of the Sacred and the Secular: Updates and Evolving Perspectives for Sustainable Peace, Prosperity, Humanity and Well-Being

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Dominic Chai S.J., Boston College, USA

Our planet is under various assaults that pose an existential threat to many life forms, including *Homo sapiens*. Human choices and behaviors are largely responsible for the degradation of our delicate biosphere and the well-being of billions of people struggling to survive on it. This reality and accelerating trends – e.g., climate change, pollution, extinctions, exploitation, exclusion, hunger, incivility, forced displacement and wars – are so alarming that Pope Francis has promulgated two seminal encyclicals over a 5-year timeframe, *Laudato Si'* (2015) and *Fratelli Tutti* (2020). The overarching goals of both these encyclicals are sustainable well-being for our planet, social justice, fraternity, and indeed security, safety, prosperity and well-being for all people.

Actualization of these sacred goals will require secular understanding, systemic integration and constructive engagement, particularly from/among marketing organizations and other catalytic institutions – in conjunction and coordination with the most vulnerable people suffering from various existential threats.

The purpose of this presentation is as follows. Firstly, to extend a conversation on collaborative field research that will explore the awareness and impact of Pope Francis' two encyclicals and the extent to which businesses, marketers/marketing and other catalytic institutions can contribute to their systemic actualization, locally and globally. Secondly, to expand the network of partner-institutions and scholars interested to administer studies – particularly in unrepresented or under-represented countries or regions – and in turn to assess (a) awareness of *Fratelli Tutti* and related secular values/measure, (b) the extent to which the ideas and values are embraced, and ways policies and practices might be shaped to affect desirable secular outcomes that could emerge from tenets articulated in *Fratelli Tutti*.

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An Exploration of Effectuation and Bricolage as Robust Decision-Making Processes to Cope with Unforeseen, Volatile and Unpredictable Events – The Case of Nigeria

Extended abstract

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Purpose – A leader's role regularly involves facing adversities that can threaten the organisation's business performance. Experience and data reveal that efficient leaders have a higher capacity to challenge the unforeseen via robust decision-making processes (Sutcliffe and Vogus 2003). This observation has prompted researchers to study managers and leaders' reactions to external shocks and dangers, thereby enhancing decision-making processes as a theoretical and practical lens for understanding and potentially coping with such disruptive, sometimes deadly events (Williams et al. 2017). While behavioural and organizational studies have been widely covered by researchers, the decision-making process in specific, complex and highly volatile African contexts, such as the Nigerian business environment, still remains to be explored in order to enrich and fill a gap in the better understanding of crisis management and control.

In our opinion, current research gaps can be attributed to three main factors: a dominant approach on macro-analysis of external dynamics, a priority focus on developed economic contexts, and research designs based on one-dimensional behavioural constructs.

Our contribution here aims to explore how managers and leaders can effectively navigate change and adversity through a better decision-making process in complex, less predictable and deleterious environments.

Still ongoing, our empirical study attempts to examine these decision-making processes by integrating the use of different, more appropriate cognitive approaches (namely *effectuation* and *bricolage*) to address ongoing crises in particularly turbulent geopolitical contexts such as Nigeria (see appendix).

Through the interaction of bricolage and effectuation, as enriched and adapted alternatives to a causal process (where planning and control are at the heart of decisions

and actions undertaken), leaders appear to increase their ability to identify and manage unpredictable adverse events in a highly turbulent working environment.

Our exploration of another type of behavioural leadership architecture can help researchers and policymakers better understand the role of a specific and effective decision-making process in its ability to identify, assess, and potentially respond to geopolitical risks and uncertainties in their multiple dimensions.

Usually, the leader's decision-making literature tends to describe approaches to the leader elaboration process of any decision in the face of uncertainty with two dynamics. One is based on planning and control called by researchers causality logic (Brinckmann, Grichnik and Kapsa 2010; Delmar and Shane 2003; Miller and Cardinal 1994), and the other divergent from the prior, emphasises more human-integrated, flexible, adaptive, and collaborative decision making, typical in what academics define bricolage (Baker and Nelson 2005), or effectuation logics (Sarasvathy 2001). However, we are trying to highlight that in African scenarios, particularly in Nigeria – where the ecosystem is characterised by environmental uncertainty or business risk - just adopting planning or control-based approaches (i.e., causality logic) appear to have limited efficacy of a company. Such approaches elaborated on accurate past predictions or quantitative plans, often based on incorrect or unreliable local data, no longer are efficient to confront the course of events and may frustrate the leaders' aspiration in such contexts (Alvarez and Parker 2009; Brinckmann et al. 2010; Chwolka and Raith 2012; Dencker et al. 2009; Gruber 2007).

Indeed, leaders who apply more flexible and adaptive tactics perform better in identifying, reacting and mitigating risk under complex or volatile decision-making contexts. The data shows that versatile, collaborative and flexible decision-making methodologies are crucial for responding to geo-political risks (Han 2018; Sarasvathy 2001). In African environments, any decision-making process appears to be fast, precise, consistent, and flexible to respond to multiple business risks. Without these features, leaders' actions and decisions negatively impact firms' performance and corporate ability to cope with unexpected events (Dealladio, Caputo and Pellegrini, 2023; Zollo et al. 2021). The use of effectuation and bricolage in this research are not exclusive and competing approaches. However, the paper wants to clarify that an elastic approach may facilitate the way leaders prepare and make decisions, increasing the understanding of the relationship between decision-making logic and situations of risks

or uncertainty. The research identifies that the decision-making process, via the interaction of bricolage and effectuation logic, assists better a leader's ability to face the multiple dynamics of unpredictable events. In addition, the paper adds to the body of research on decision-making and political risk a new lens for improving decisions that may help stakeholders manage and respond to potentially disruptive events to their businesses.

Theoretical background - Leaders play a crucial role in preparing organizations for change and helping them navigate uncertainty. This aspect requires stakeholders aspiring to become leaders to acquire and refine different skills (Kotter 2011). Leadership of commercial entities in uncertain times represents not only a management task but also involves setting clear direction, aligning people, and providing constant motivation (Kouzes and Posner 2023) because most significant business decision-making processes are often developed under conditions of risk or uncertainty (Johnson and Busemeyer 2010). However, risk and uncertainty, especially in a business context, are frequently used interchangeably, causing confusion. Indeed, there is a difference among them. Risk refers to decision-making when outcomes and probabilities are known, while uncertainty occurs when decision-makers have limited knowledge and cannot predict outcomes (Knight 1921). Uncertainty creates a volatile and unpredictable context where decision-making processes cannot estimate or foresee outcomes (McKelvie et al. 2011).

Table 1: Effectuation vs. Causation

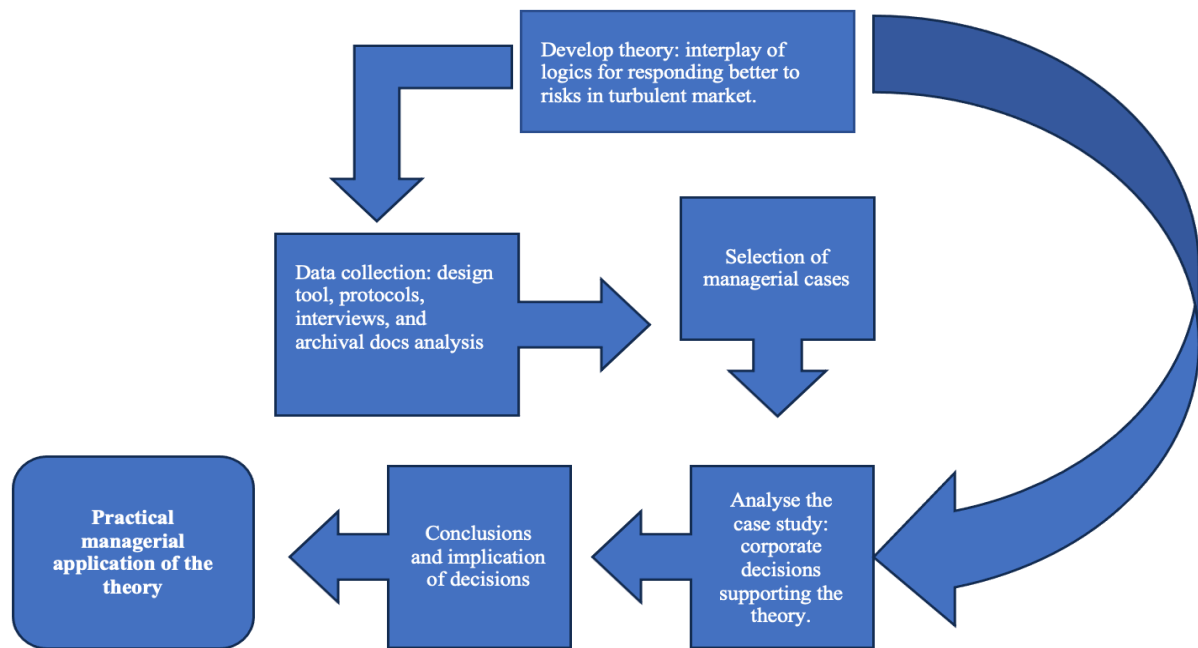
Five ways to differentiate effectuation from causation	
EFFECTUATION	CAUSATION
1/ Bird-in-Hand Principle	Pre-Set Goals
Start with who you are, what you know, and who can be of potential help among the people you know.	Start with organising and planning your business.
2/ Affordable Loss Principle	Expected Return Maximisation
Invest only what you can afford to lose.	Maximise returns to compensate the risks you take.
3/ Crazy Quilt Principle	Competitive and Market Analyses
Build a network of self-selected stakeholders.	Draw a detailed, informed assessment of your business landscape.
4/ Lemonade Principle	Avoid Uncertainty
Embrace and leverage surprises, unforeseen events, failures.	Minimise your associated risks as much as possible.
5/ Pilot-in-the-Plane Principle	Follow Market Trends
The future comes from what people do and the people you know.	Market conditions determine the future.

Entrepreneurial decision-making differs from non-entrepreneurial decision-making in that the former occurs under uncertainty (Alvarez and Busenitz 2001; Alvarez and Busenitz 2005). In highly uncertain settings, as the one under scrutiny, traditional management approaches such as analysis and planning may be limited by the lack of reliable data and information (Alvarez and Barney 2005). Alternatively, flexible and collaborative decision-making approaches, such as effectuation or bricolage, can be beneficial (Sarasvathy 2001). Effectuation involves embracing uncertainty and using existing means to create favorable outcomes, while bricolage emphasizes quick adaptation and creativity (Sarasvathy and Dew 2005).

Some researchers argue that organizations that quickly adapt their decision-making processes in changing environments are more effective than those trying to predict all scenarios. Bricolage logic minimizes the use of predictive models and prioritizes experimentation and resource utilization (Baker and Nelson 2005). These approaches support innovative thinking and capturing new opportunities for organizations (Senyard et al. 2014). The study tries to explore the differentiation between causality, effectuation, and bricolage as decision-making logics strengthening stakeholder participation and refusal to enact limits. In particular, we highlight the value of implementation and bricolage in turbulent management contexts, where the presence of means and resources may be scarce, and their relevance for recognising geopolitical risks by adopting a making do with "what is at hand" for exploring new opportunities. The research aims to understand how these decision-making logics can be applied in empirical research when a turbulent environment requires flexibility. In a nutshell, the paper has the ambition to sustain that in uncertain times and contexts it is necessary that leaders should cultivate skills, navigate risk and uncertainty with creativity by considering flexible

and adaptable decision-making approaches. Effectuation and bricolage provide effective alternative strategies to the ones supported by radical planning and punctual forecasting for organizations to adapt and thrive across multiple unforeseen uncertainties.

Design/Methodology – The research is a qualitative case study, designed as an essential tool in analysing leadership and management interactions. This design supports the interpretation of complex contexts and facilitates the understanding of social, behavioural, cultural or external environmental elements that may influence leaders' decisions during the operational life of a company in specific unusual settings such as West Africa. In particular, it is believed that when the investigator has modest control over phenomenological events, and when the focus is on an existing experience within some real-life context, case studies are useful elements of understanding related dynamics (Yin 2014). In particular, the examination uses multiple case study methodology, analysing several local companies with positive financial records, located in different geographic areas and with a clear internal hierarchy. It employs field interviews as primary data and numerous sources of documents as secondary data to assess how the interplay, especially of effectuation and bricolage, decision-making logics impacts the leader's decision process when reacting to unexpected geopolitical events. It also includes interviews/responses of several political leaders operating in Nigeria. This opportunity has been a valuable option for giving a macroeconomic picture of the operative environment highlighting possible threats for companies from a government point of view.

Table 2: The adopted multi-case study design

Personal source adapted from R. Yin book, 2017.

The multi-round interviews help to understand the evolution of effectual and bricolage decision-making logic in specific unpredictable contexts as well as what drives or triggers the use of either logic at a given time, deepening the practical and theoretical boundaries. When leaders decide to use an effectual or bricolage decision-making logic, it means that they choose to adopt a way to actively engage uncertainty by using flexible and case-to-case adjustable responses to local volatile occurrences and “by leveraging existing, available means and stakeholder contacts that may have different roles or change over time” (Sarasvathy 2001). This paper found this method useful to interpret corporate leaders’ stories and understand their action perspective by cross-referencing the historical archival data, with particular orientation to the inner and subtle forces that have contributed to describing the organisation operating in a volatile economic and social business environment. Using effectual and bricolage decision-making logics and the appraisal of the involved prerequisites assisted our research with the application of multiple case study designs in evaluating “both within-case variation over time and cross-case variation” (Gerring 2007). The approach also of comparing the business cases has raised the possibility to compare and contrasts the findings deriving from each of the cases, encouraging the author to consider what is unique and what is common among

the cases and thus promoting a theoretical personal reflection on the perspectives and outcomes received. At the same time, archival documents such as academic articles, papers, journals, magazines and books have been collected to enable the triangulation of all the information (Yin 2009). This methodology has included a longitudinal element where the aim is to produce extensive, holistic and specified clarifications (Piekkari et al 2009; Pettigrew 1990; Burawoy 1979).

Findings – The initial findings (the research is under elaboration yet) show how leaders can support strategic decisions and how a flexible decision-making process can predict, assess and respond to a geo-political risk. Bricolage and effectuation mental approaches in decision-making processes are found to be irreplaceable elements of preparedness, agility, and resilience of effective and prepositive leaders for managing their entities. The collected data express three main contributions to the leadership decision process and geo-political risk. First, it enriches the current literature and our understanding of effectuation and bricolage relationships with leaderships by combining the different streams of information available and assessing how good decisions can be achieved during a disruptive or unexpected event. Second, the analysis empirically highlights the factors shaping the role of leadership decision-making in West Africa during a political risk emergency or sudden internal switch. Finally, we believe that some of the findings can equip leaders with practical managerial implications that are easy replicable not only in that country, suggesting that it is possible to develop structured decision processes to recover better and survive even in highly uncertain conditions. The case-by-case practical, systematic assessment of leaders' decisions interpreted as mitigation actions of the unpredictable can assist managers with concrete solutions to mitigate the effects of crises and explain why some leaders can respond better to uncertainty, illustrating the elements that foster better decisions in a critical environment. The research paper generates insights into why and how some leaders respond more effectively to uncertainty than others, giving replicable managerial examples. It also provides strategies that managers can employ to enhance their ability to survive and promptly react to management crises in turbulent contexts. The ability of an organisation to survive the Nigerian instability does not necessarily consist of creating financial equilibrium but of learning quickly from the unexpected, adapting and responding to changes and uncertainties, and trying to add value to operational day-to-

day business. Successful enterprises have developed thinking processes that are more proactive than reactive, building a culture of agility and creativity as perfect elements to organisational survival. In the same way, successful leaders like the ones interviewed have understood the nature and effects of a lack of flexibility or adaptability when their (public or private) organisations have been confronted with unexpected contexts. They have elaborated methodologies to oversee agile management approaches, offering solutions that allow the same organisations to consider turbulence or risk as an opportunity rather than a threat (Martinez 2019; Meyer 2017).

Originality/Value – The study's originality and novelty lie in its empirical investigation of the roles of bricolage and effectuation logics in leaders' decision-making and, consequently, their influence on leaders' decision-making approach to geopolitical risks. It provides new insights into decision strategies under volatile, unstable real-world conditions, contributing to the theoretical development of the political risk phenomenon and its practical applications in crisis or unexpected change during commercial entity management. In addition, the study focuses its attention on a very turbulent area with several challenges produced by the intricate Nigerian social and economic structure that always generates novel elements of concern for companies operating within it. The paper tries to shed light for academic and practitioner audiences on how, in recent decades, the Nigerian environment has become increasingly constrained and unforeseeable, especially after the COVID-19 pandemic, threatening to suffocate business expectations that are willing to exploit the opportunities of a wealthy developing country. Aside from clarifying chronic dissatisfied internal (unions, suppliers, civil servants, etc.) and historical external (political-legal uncertainty, financial and monetary fluctuation, religious competitiveness, etc.) forces, the study highlights why the issue of country instability, which increases the handicap of a firm's operability within the economy that is still significantly oil-dependent, stimulate creative and efficient decision-making processes. The audience can understand with empirical evidence that companies must be able to integrate creative mindsets and adaptive strategies into their process, positioning their organisations for sustained growth in today's dynamic and competitive market like the Nigerian one. Academic literature underscores the importance of building resilient business models (McChrystal and Butrico 2021; Kaplan 2020) and leveraging local partnerships to enhance market understanding and navigate regulatory

complexities (Meyer 2014). Successful firms in this context demonstrate an inner process capacity ready for strategic foresight, cultural intelligence, and a proactive approach to risk management (Fergnani 2022). As the executives expressed during the interviews, this decision-making process frequently leads to illogical or unusual actions that the nature, character, and specific constraints of the Nigerian business environment pose to enterprises operating in it, forcing them to discover new logical and practical solutions on how to survive the environmental turbulence of a highly volatile economy.

Appendix: Nigeria business landscape at a glance

Country Features		Individual Features		Business context	
Population	Large with over 200 million	Price effect	Very low average purchasing power: High price sensitivity of products and services	Legal and political systems	Unstable and volatile: combination of Sharia and Common Law
GDP	Relatively modest with fluctuations (2-4% yearly)	Brand importance	High: Considered a major vehicle of personal affirmation and social status	Infrastructure	Poor and inadequate: collapse of roads and no effective railways
Income	Large and diversified disparity: unequal income distribution	Age	Very young: 70% is under 30 and 42% is under the age	B2B	Informal and structured around personal and professional relationships
Inflation	High (26%)	Social norms	High tribal and religious impact	B2G	Strong presence (high political influence on business)
Unemployment rate	High (40%): The North is the part most affected	Urbanization	High (Lagos is projected to have 32 million)	Expertise	Relatively Low: staff with little technical knowledge

			citizens by 2050)		
Social tensions and Political Unrest	Very High: poverty and banditry contribute to a turbulent context	Security	High rates of violent crimes	Terrorism	Strong presence of Boko Haram and Islamic terrorist groups in the North

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Pandemic measures and social conflict in Germany: Linking (re-)vaccination-hesitancy, social cohesion, and loss of trust in society

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Extended Abstract

During the pandemic, mass-vaccination against the corona virus has long been viewed as the fastest way out of the crisis – this view may have persisted in larger parts of German politics longer than in other western countries. However, in May 2023, the German government reported that 83-million doses of COVID-19 vaccines had reached their expiration date and therefore had been destroyed (Grill and Ott 2023). Unlike Austria, Germany had not implemented mandatory vaccination, still intense public debate around the topic seems to have contributed to social conflict. The German president has continuously been calling for trust in governmental politics while right-wing shifts in elections and opinion polls signal dissatisfaction with crisis-regulating institutions and an increasing polarization of the German society. The World Economic Forum (2023) identified “erosion of social cohesion and societal polarization” as one of the top five global risks. This research focuses on the question how the pandemic and crisis-regulating measures respectively, may have contributed to this risk. We therefore analyze the interrelationships among (re-)vaccination hesitancy, social polarization, and trust in German politics and society during the pandemic. In line with Scott et al. (2020), our aim is to contribute to consumer and societal well-being outcomes in addressing the following research questions (RQs) at the interface of consumer health, social conflict, and crisis management:

- RQ1: Which factors have driven or hindered COVID-19 (re-)vaccination hesitancy in vaccinated versus unvaccinated consumers?
- RQ2: How have benefits and barriers of (re-)vaccination developed over time?
- RQ3: How did vaccination measures and strategies contribute to social polarization and potential loss of trust in politics and society?

Contribution

To answer these research questions, we combine insights from quantitative and qualitative analyses, and from replication survey data in Germany to monitor shifts in beliefs and behavioral intentions over time. In doing so, we contribute to extant research by providing three insights. First, we extend the Health Belief Model (HBM) in **health-care marketing**. We explain how drivers and moderators (e.g., knowledge, age) of vaccination behavior differ in various consumer health segments, a pronounced void in PPM and health-care research (Wood 2022). We further introduce a mediation effect that may also apply to other vaccination and health contexts. To our knowledge, no research has scrutinized differences in the drivers and moderators of vaccination hesitancy between subgroups and monitored changes over a longer period of time (> 1 year).

Second, we apply the **minimal group paradigm** (social identity theory [SIT]) to outcomes of crisis-mitigating measures. Specifically, we show how perceptions of **social categorization** and **polarization** can arise from group-specific protection strategies and measures. We thereby support the transfer of marketing perspectives to the consumer-institution relationship (Davvetas, Ulqinaku, and Abi 2022). We show how ignoring motivations, concerns, and beliefs of essential consumer groups by crisis-regulating institutions and the media, can contribute to social conflict and loss of social cohesion and eventually trust.

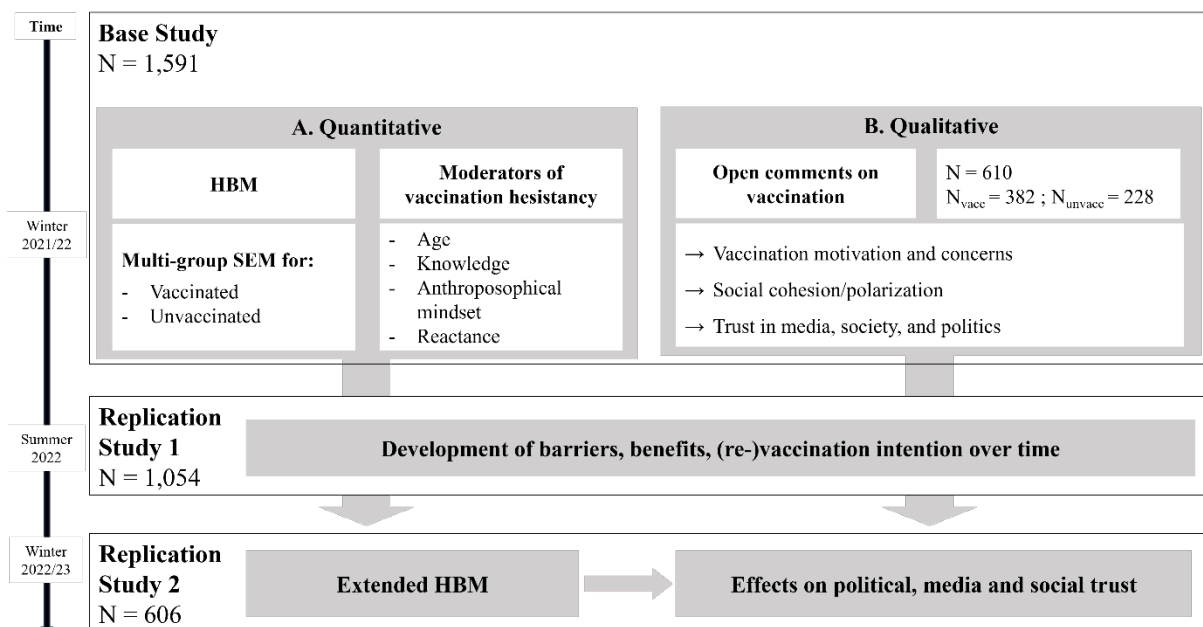
Third, we inform future crisis-management by integrating a longer-term marketing perspective to **adapt** the frame of the **HBM to the dynamics of a pandemic**. We specifically monitor changes in beliefs and behavioral intentions in sub-groups over time. Vaccination can be viewed as a **social contract** based on moral obligation. However, as a crisis-mitigating measure, high social and political cost can arise if benefits and expectations connected with vaccination (i.e., preventing infection and virus spread, and thereby ceasing the pandemic quickly) are not fulfilled. Ignoring or failing to address such dynamics in a pandemic may lead to trust erosion, which may pose a major obstacle to future acceptance of institutional decision-making in general and adherence to crisis-regulating measures in particular.

Method

We employ an adapted HBM based on more than 1,500 survey respondents from the Southwest of Germany. In a **multi-group model**, we analyze similarities and differences

in drivers and moderators between **vaccinated** and **unvaccinated subsamples**. A **qualitative analysis** of more than 600 open comments reveals that perceptions of and concerns about vaccination are connected with perceived fear of ostracism and distrust in both subsamples. **Replication Surveys** ($N_1 = 1,054$; $N_2 = 606$) show decreasing benefits for booster vaccinations. Replication Study 2 empirically reveals the link between (re-)vaccination hesitancy and loss of trust in society. Fig. 1 provides an overview of the studies.

Figure 1: Overview of studies.



Results & Discussion

Results of our base study support the majority of HBM-hypotheses with similar results for the vaccinated and unvaccinated subsamples, except for the effect sizes of barriers and for the partial **mediation effect** of severity on benefits. Moderation analysis showed that **knowledge** and **anthroposophical mindsets** increase (re-)vaccination hesitancy in both subsamples, while **reactance** was surprisingly not significant. One moderator (age) was significant in both groups but differed in its direction between the groups. While **age** reduces the effect of **barriers on booster intention** of the already fully vaccinated respondents, it increases the same effect and therefore vaccination hesitancy in unvaccinated respondents. We conclude that increasing age seems to reinforce the belief–intention path between barriers and intended health behavior. Future research might find that with increasing age, beliefs and corresponding health behaviors

manifest, rendering it difficult to motivate older subgroups to adopt healthier behaviors or life-styles if they had not done so in younger life stages.

Content analysis of open statements that respondents had added within the bases study show distinct differences but also similarities between vaccinated and unvaccinated respondents consistently visible throughout the five main categories: health-related (vaccination) considerations, motivations for vaccination, societal cohesion, media and communication, and loss of trust. Complying with crisis-mitigating strategies such as vaccination entails adhering to a social contract, which renders vaccination a moral obligation (Korn et al. 2020) that the unvaccinated did not fulfill. In response to RQ3, our findings show that vaccination status developed to a salient attribute with high distinctiveness, antipathy (Bor, Jørgensen, and Petersen 2023), and discriminatory tendencies (Henkel et al. 2023) toward the unvaccinated during the pandemic. Increasingly, researchers and societies become aware of the social cost incurred by such social contracts (Bor, Jørgensen, and Petersen 2023) or crisis-mitigating strategies. This cost may manifest in longer-term social polarization and seems especially high in countries with lower COVID-19 death rates and greater social trust (Henkel et al. 2023). However, the social contract based on moral obligation had relied on newly developed and rapidly tested vaccines. With the increasing public awareness that the vaccines might hinder severe courses but not infection or spread of the virus, the social contract seems to have ceased, whereas the social polarization caused by it remains, at least for the unvaccinated who had experienced ostracism and hatred.

Results of the replication studies show continuously decreasing benefits of booster vaccination in the vaccinated samples with increasing concerns about vaccination side-effects. The significant decrease of perceived benefits in summer 2022 might partially be attributed to public disillusionment in light of the highest infection rates since the start of the pandemic in Germany despite vaccination rates above 70%. The further decrease of perceived benefits in winter 2022–2023 indicates an ongoing shift away from continuous booster vaccination intention or even “vaccination fatigue”. Concerns about side effects had been increasing over time, and scientific studies indicate potential side effects (e.g., Oster et al., 2022) and the existence of a long-term post-vaccine syndrome (Finter and Scorza 2022). The declining benefit-vs.-barrier-ratios of continuous booster vaccination might also be due to the perception of increasingly milder virus variants and basic

immunization considerations. An essential result of replication study 2 (R2) is the empirical support of the postulated positive link between vaccination hesitancy and trust in society in the subgroup of the vaccinated. In winter 2021–2022, primarily the unvaccinated subgroup seems to have been aware of the polarization in German society the vaccination debate was causing. The results of R2 in winter 2022–2023 indicate that skepticism and decreasing trust were spreading through the vaccinated majority in the German population as well. Crisis-mitigating measures might be evaluated less favorably, as people become more aware of the detrimental long-term effects on society. Politics may have ignored those tendencies and continued their vaccination strategy - a rather costly and inefficient way of crisis-management in the later phases of the Pandemic, as the disposal of the large number of vaccines documents.

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SUSTAINABILITY AND CLIMATE CHANGE

TRACK CHAIRS: Sabrina Helm
Joya Kemper
Vicki Little

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Consumer Adaptation and Resilience in the Context of Climate Change: A Macromarketing Agenda

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Extended Abstract

Production and consumption systems optimized for efficiency continually contend with global challenges such as the impact of COVID-19, climate change, and disruptions in the supply chain due to social conflicts; they sometimes fail to provision consumers with goods and services causing hardship and decreased consumer wellbeing. An important factor in promoting consumer adaptation and consumer resilience considering persistent global challenges is increased preparedness for the failure of consumption systems (Deo and Prasad, 2022). Businesses need to respond with appropriate marketing strategies to promote sustained development to the most extreme adverse impacts of climate change through adaptation and mitigation (Deo and Prasad, 2022). Businesses in the supply-chain can stay ahead by offering market-driven solutions to climate change to enhance consumer wellbeing and maintain financial stability despite these global challenges (Sheth and Parvatiyar, 2021).

In the context of climate change, the term climate change adaptation means to reduce human vulnerability to the impacts of a changing climate, whereas climate change mitigation implies reduction of, and stabilizing the levels of, the emissions of heat-trapping greenhouse gases in the atmosphere (European Environmental Agency, 2023). Responding to climate change requires both strategies because change is already upon us and will continue to affect us in the foreseeable future. Climate resilience is usually interpreted as the adaptive capacity for a socio-ecological system to absorb external stresses imposed by climate change while maintaining function and evolving into more desirable configurations that prepare for future climate change impacts (Folke, 2006; Nelson, Adger, and Brown, 2007). According to the Intergovernmental Panel on Climate Change (IPCC), the adaptive capacity of natural and human systems to cope with the critical rates of change is one of the future key uncertainties (IPCC, 2014), and human resilience studies have been identified as

imperative (Luthar et al., 2000; Bonanno, 2004; Bhattacharyya and Belk, 2019), but are largely absent from (macro)marketing research agendas.

In a consumption systems context, we can identify two perspectives on consumer adaptation and consumer resilience. Consumption is one of the main drivers of climate change and needs to decrease; consumers can *choose* to adapt their consumptive patterns, including a shift from materialist consumer values to more sustainable (less resource-intensive) lifestyles, globally, but particularly in high-income/high consumption countries (Brown and Cameron, 2000; York, Rose, and Dietz, 2003). Addressing consumer choices in a way that is market-driving, not market-driven, has been suggested to more rapidly advance sustainable marketing practices (Sheth and Parvatiyar, 2021). If established in a timely fashion, such pro-active changes could still help mitigate the worst effects of climate change. However, in light of the difficulties involved with enacting collective and rapid behavior change, a second, reactive perspective on consumer adaptation and resilience emerges: as climate change progresses, we will be *forced* to live (and consume) differently. Unlike consumers in subsistence marketplaces, current generations of consumers in high-income/high-consumption societies are not commonly used to the shortages or lack of access to products and services resulting from climate change (Venugopal and Chakrabarti, 2022). As illustrated by initial consumer reactions to a global crisis during the COVID-19 pandemic, many consumers are ill-prepared to cope with reduced access to products and services, including provision of food, water, and energy (Guthrie, Fosso-Wamba, and Arnaud, 2021). How resilient consumers are individually or collectively when rapid or slow onset crises occur which are related to climate change (e.g. natural disasters such as hurricanes or wildfires, food shortages), is understudied. Even from this reactive perspective, consumption systems and consumers need to radically and rapidly adapt, and to develop resilience if we are to survive (and thrive) in changed environmental conditions. To initiate research discourse in this important field, the current study has two goals: First, we examine consumer adaptation and consumer resilience as terms in a global crises context; second, we identify areas of research inquiry to increase understanding of mechanisms available to consumers in response to disruptions within provisioning systems.

Consumer Adaptation and Consumer Resilience

Overall, studies linking climate change adaptation and consumer behavior are sparse. A review of extant research reveals that the concept of “consumer adaptation” has been previously studied as a response to product shortages. For example, Curtin (1976) explored how consumers adapt to changing price and supply conditions for energy, including propensity for energy conservation. Similarly, Pitts, Willenborg, and Sherrel (1981) investigated consumer adaptive behavior to gasoline price increases, noting that consumption reduction can have far-reaching effects on enduring consumer lifestyles. In case of slight but steady stress (i.e., price increases), consumers engage in compensatory behavior (e.g., decrease in mileage driven) whereas faced with rapid and substantial stress, consumers’ compensatory capability is diminished and may require more drastic adjustments (e.g., giving up car use). In summary, Pitts, Willenborg, and Sherrel (1981, p. 329) suggested that “consumers seem to want to ‘preserve their lifestyles,’ and will do so until the attendant costs become prohibitive.”

Other studies look at consumer adaptation in terms of consumer reactions to new technologies. For example, Zolfagharian and Yazdanparast (2019, p. 1061) interpreted consumer adaptation strategies as “an inevitable consumer coping reaction to groundbreaking shifts in consumption, and in the marketplace” and studied such reactions to the availability of mobile and virtual technology. Relatedly, Marakhimov and Joo (2017) applied coping theory to understand how consumers react to perceived negative consequences of information technology and developed a coping model of user adaptation. Consumer adaptation has been discussed in tourism, for example as changing attitudes and behaviors by tourists due to the impacts of travel and the increased impact on tourist areas related to climate change (Kaján and Saarinen, 2013). Drawing parallels to the COVID-19 crisis and climate change scenarios, an implication might be that the slow-onset crisis of climate change inspires compensatory behaviors rather than lifestyle changes, potentially extending the time until notable consumption and resource use reductions occur, counteracting the need for rapid and radical response.

Literature does not use the term “mitigation” when investigating consumer reactions to climate change, rather, a prolific number of studies refer to concepts such as sustainable consumption or pro-environmental behaviors (Duarte et al., 2016) which have the potential to reduce carbon emissions. Such studies usually do not focus on

how resource conservation might increase consumer resilience and well-being in a global crisis context.

Consumer resilience has mostly been discussed against the backdrop of resilience interpretations as commonly used in psychology. For example, the American Psychological Association defines individual resilience as “the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress” (APA, 2021). However, in consumer behavior-related literature, little research has been conducted with a focus on resilience. One of the few studies of resilience in a consumptive context has been conducted by Bhattacharyya and Belk (2019) who examined the effects of class-based societal domination on consumption by the oppressed, using the example of technology consumption by the poor in India. They identified methods of resilience such as acceptance (instead of resistance), choosing less efficient goods, and engaging in growth responses (e.g., persevering through internal strengths, using flexibility gracefully, accepting the way things are, adapting non-negatively in sacrificing desired things, and using whatever little is available). These methods could also be explored as possible responses to resource shortages due to climate change.

Rew and Minor (2018) investigated how terrorist attacks affect consumer choices and resilience responses. The authors interpreted consumer resilience as a key aspect of individual wellbeing, including psychological wellbeing (see also Bajayo 2012; Scoloveno, 2015). In line with the APA definition, consumer resilience could be defined as individual consumers’ ability to bounce back from stress and trauma (see also Southwick and Charney, 2012). However, consumer resilience in the context of climate change requires ability to “bounce forward” to a better, more adaptive state that enhances quality of life in changed circumstances.

On a collective, macro-level, an understanding of consumer resilience would encompass the resilience of the consumption system which requires an improved preparedness of provisioning systems for counterbalancing the detrimental effects of climate change to ensure consumer access to essential goods and services. Macromarketers, as “intellectual, political, and practical vanguards for sustainability” are in a unique position to address the interlinkages between markets, marketing and climate change (Little and Helm, 2019) which remains a very pressing, however understudied issue (Helm and Little, 2022).

A Research Agenda for Macromarketers

Consumer adaptation and resilience in the face of global challenges such as climate change are novel research areas; the following list intends to generate interest among macromarketing researchers to conduct studies aimed at improving our understanding of, and development of actions for, increased consumer resilience.

1. Climate change and other global crises increase risks of insufficient consumer provision with goods and services due to manifold effects which should be analyzed individually or in conjunction in future studies: supply chain disruptions; food shortages; electric grid outages; water shortages; extreme heat; serious illness outbreaks in local communities; disruptions to transportation systems and losses to home and workplaces associated with major storms, floods, drought, wildfire, and others. Many of these will materialize simultaneously, compounding negative effects on consumer wellbeing and quality of life. Research is needed on how to increase consumer preparedness for effects of global crises.
2. Overall, mitigation of these risks results in increased insurance cost, and price increases may be expected for services and goods across the board (inflation). As financial markets are affected by the same and additional risks (OECD, 2021), consumer investments (savings, retirement, real estate) lose in value. Studies could analyze how to increase consumer preparedness and resilience in terms of financial market destabilization due to climate change (OECD, 2021).
3. From a market and marketing systems perspective, studies exploring adaptation and resilience of consumption systems faced with global crises could examine response mechanisms suited to buffer negative effects on consumer wellbeing and quality of life. Early marketing responses to COVID-19 included adaptations in product distribution (rationing, prioritization of product and service access for vulnerable populations) that might be applicable/transferable to the climate crises (Mende and Misra, 2021). As Cooper and Nagel (2022) note, some features of the pandemic may hold relevant implications for addressing climate change: the elasticity of public responses to crises; the recognition of environmental, health, racial, and social injustice; the demand for effective (supranational) governance; and the resilience of the natural world.

4. (Macro)marketing education is also an underexplored mechanism that could be an effective way to promote adaptation and resilience towards failure of consumptive systems or moving away from unsustainable consumer goods and marketing practices that exacerbate overconsumption and climate change (Helm, Little, and Frethey-Bentham, 2023).
5. As the dominant social paradigm for marketing in high income/high consumption countries favors demand growth at the expense of natural resource overuse and human wellbeing (IRP, 2019), pathways for an adaptation and evolution of consumer culture require exploration. This could include consumer response to radical consumption limitations imposed by intergovernmental treaties which some authors see as the most promising route in warding off the most detrimental consequences of climate change (e.g., Corning, 2022).

In conclusion, this paper emphasizes the importance of addressing knowledge gaps in consumer adaptation and resilience as precursors to maintained or increased wellbeing and quality of life despite negative consequences of the climate crisis on provisioning systems. Exploring and conceptualizing consumer adaptation and resilience are the first steps in developing a framework that can organize existing knowledge, identify hypotheses requiring empirical assessment, and promote the development of interventions and policies for curbing consumer fragility while maintaining consumer well-being and quality of life.

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BETTER MARKETING FOR THE COMMON GOOD: LEADING TEXTBOOK AUTHORS' VIEW OF MARKETING'S ROLE IN THE CLIMATE CRISIS

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Background to the study

This is our sixth year of thinking and writing about the relationship of marketing theory and practice to climate change. In another six years, global carbon emissions must be at least halved to avoid the catastrophic consequences of global warming (IPCC 2023). This abstract describes the next stage in our continuing efforts to identify how marketing is responding to this grand challenge for humanity, and the extent to which we as (macro)marketers are contributing (or not) to the common good and positive change. The classroom is a good place to start. In general, marketing educators offer uneven support for Principles for Responsible Management (PRME) and the UN Sustainable Development Goals (Helm, Little, and Frethey-Bentham 2023). While efforts are being made to infuse sustainability into marketing curricula (e.g., Shapiro et al. 2021; Watson et al. 2021) and academic discourse reflects change (e.g., recent special issues such as Helm and Little 2022; Kemper et al. 2022; the AMA's *Better Marketing for a Better World* initiative), the rate of change does not match humanity's urgent need. Influential mainstream marketing discourse is lagging, not leading.

To address that issue, this study focuses on textbooks, the 'shop window' of our discipline. For over 100 years, marketing textbooks have shaped the learning experiences of university students in an increasingly globalized and digitized world (Bartels 1976; Shaw and Tamlia 2001). Textbooks are big business. Students spend USD 500 on average, creating an industry worth USD 6-7 billion in sales annually (Education Data Initiative 2023; Nicholls 2003). Textbooks are also an important cultural artifact, communicating both core content and the ideological positions of knowledge producers (Bezemer and Kress 2010; Cabrera and Williams 2014; Fuchs and Bock 2018). Our contention is that in recent years, the external environment has changed while marketing textbooks have not (Helm and Little 2022). In the climate emergency,

marketing textbooks continue to emphasize 20th century logics of growth, competition, and individual choice (Cabrera and Williams 2014). These logics in turn drive curriculum content (Demoss and Nicholson 2005), hence act to both reflect and co-constitute dominant marketing disciplinary logics. In management theory, dominant logics underlie uncritical adherence to non-reflexive, formulaic practices and, hence, repeated mistakes (Cavanagh et al. 2023). Have we fallen into that trap? The evidence would seem to suggest so, as in the past two decades, with some exceptions (e.g., Ardley 2008; Cabrera and Williams 2014; Demoss and Nicholson 2005; Helm and Little 2021, 2022), systematic critical evaluation of marketing textbooks is scarce. It is therefore important and timely that we subject marketing textbooks to closer analysis.

Research approach

This study aims to gain insight into the dynamics of our discipline in order to identify opportunities for intervention. Thus, we interrogate marketing textbooks by examining both the artifact, and the perspectives of its designers. With respect to the artifact, we frame the current form of marketing textbooks (whether physical or digital) as a *dominant design*; i.e., a set of artifacts with a standard array of features or elements that demonstrate convergence in technological and design choices, and that defines and shapes market expectations about future product generations in the category (Abernathy and Utterback 1978; Utterback et al. 2006). Dominant designs result in a valuable “architectural franchise” for brand owners, impeding competitive challenge (Srinivasan, Lillian, and Rangaswamy 2006). We argue that marketing fundamentals texts fit this description in that 1) they have not materially changed in the last two decades, 2) the top ten titles are essentially interchangeable in terms of content and structure, and 3) the same publishers offer multiple titles by the same authors in numerous editions. The result is supernormal sales, declining fixed costs and market dominance in the global education market.

Table 1: List of authors – top 10 selling textbooks

Rank 2022	Author(s)	Title	Newest Edn	Year	Publisher
1*	Charles Lamb, Joe Hair, & Carl McDaniel**	MKTG: Principles of Marketing	13th	2020	Cengage
2	Roger Kerin & Steven Hartley	Marketing: The Core	16th	2022	McGrawHill
3*	Philip Kotler, Gary Armstrong, Sridhar	Principles of Marketing	19 th	2023	Pearson

	Balasubramanian, Prafulla Agnihotry				
4*	Kotler & Armstrong	Marketing: An Introduction	13 th	2017	Pearson
5*	Roger Kerin & Steven Hartley	Marketing	16 th	2022	McGrawHill
6*	Dhruv Grewal & Michael Levy	Marketing	8 th	2021	McGrawHill
7	William Pride & O.C. Ferrell	Marketing 2020	20 th	2020	Cengage
8	Louis Boone** & David Kurtz**	Contemporary Marketing	19 th	2021	Cengage
9*	William Perreault, Joseph Cannon & E. Jerome McCarthy**	Basic Marketing. A Marketing Strategy Planning Approach	19 th	2014	McGrawHill
10*	Michael Solomon, Greg Marshall & Elnora Stuart	Marketing: Real People Real Choices	11 th	2021	Pearson

Note: * Recommended by Benzinger (Jacobi 2022); Source of sales data: EduDataHub, LLC; **author deceased

We support this argument by drawing on the design principles of fast prototyping and iteration (Liedtka 2015). We asked ChatGPT to recommend a standard table of contents (ToC) for a marketing fundamentals textbook for undergraduate students. The result was V1.0, a generic table of contents that most readers will recognize (see Appendix 1). To address the problem of hallucination, we next will compare the AI-generated prototype with ToCs of the top ten selling marketing textbooks (Table 1) to catalog overlap and discrepancies - V1.1; a representation of the current architectural franchise, embodied in the dominant design. To take the exercise in a positive direction we aim to present a new improved design (V2.0). V2.0 will be designed to support the common good, i.e., the six-year goal of halving carbon emissions, informed by previous efforts (e.g. Belz et al. 2009; Charter et al 2002; Peterson 2020). We will share V2.0 with colleagues responsible for coordinating marketing fundamentals classes and with macromarketers as a collective of lead users (von Hippel 2005). Drawing on their feedback, we will develop V2.1 as a state-of-the-art, crowdsourced, inclusive, climate-conscious marketing textbook (and/or curriculum structure).

In a second step, we want to contribute insight into the path dependencies that brought us here so that we might address those in the future (Layton 2011; Layton and Duffy 2018). We want to know how mainstream marketing thought leaders, i.e. textbook authors, view our discipline's role in working toward the common good. These individuals are household names in marketing, e.g., Philip Kotler. Over many years and many millions of copies, this small cadre of mostly American, mostly men have been

key opinion leaders (KOLs), shaping the thoughts of generations of marketing students and faculty. However, unlike other high-profile individuals, our KOL's views are mostly unknown. What are their perspectives on textbook dominant design? How do they perceive marketing's responsibility in overconsumption and climate change? Drawing on innovation theory, we argue marketing KOLs are unicorns. Like their high-tech startup equivalents, they are rare, special, and have the ability to disrupt our discipline, should they choose to do so (Urbinati et al. 2019). We therefore seek insight into a current dominant design and the views of its designers, mindful that we have a six-year window of opportunity to implant necessary change.

We will use composite narratives methods. We created a list of 17 authors, drawn from the top 10 selling marketing textbooks (Table 1). We will seek to gain introductions via email, and through our networks. Depth interviews will elicit stories about their text production practices; reflections on their professional lives, views about social and environmental issues, and their thoughts about how marketing textbooks could and should tackle climate change. Confidentiality is key, as the authors are well-known and climate change can be a divisive topic. Composite narrative technique addresses that issue, as it combines multiple accounts into a single story or stories that impart vivid individual experiences, whilst maintaining participant confidentiality (McElhinney and Kennedy 2022; Willis 2019). Each composite will draw on quotations from (unattributed) transcripts, allowing us to convey a range of views, and to represent complexities and nuances, without disclosing informant identities. It is an interpretive exercise, and judgment is required in order to compose meaningful composites. As highly trained professionals (Holbrook 2005) we have 50+ years of experience in the discipline. To support trustworthiness, we will provide a transparent account of the research process, ensuring a chain of evidence between the composites and the accounts. We will also engage in constant comparison between multiple accounts (Dye et al. 2000). While there will be as many truths as there are tellers, to produce each single truth (i.e., composite), care will be taken to provide a non-misleading picture of the whole, avoiding the trap of assuming emotions or motivations, or of writing fictions or caricatures (Willis 2019). Finally, as the audience for the composites is marketing experts, readers will be able to calibrate trustworthiness based on their own insights and experiences.

Conclusions

The need to respond to climate change is becoming more urgent. If we are to reduce carbon emissions by half in six short years, we must radically transform as a discipline, and as a society. We must move away from logics of overconsumption and growth and adjust expectations of our provisioning systems. Marketers are at an inflexion point, and in a position of influence and responsibility. We are well placed to challenge those logics, and to support necessary change by deploying the powerful tools that we have developed, refined, and promulgated over many generations. However, first, we must understand ourselves.

Towards that end, the contribution of this study is threefold. First, building on previous studies (Cabrera and Williams 2014; Demoss and Nicholson 2005; Helm and Little 2021, 2022), we characterize and critique the dominant design of marketing textbooks. Second, we theorize the role of KOLs in dominant design, drawing on radical innovation theory. As Langley (2023) points out: “...*it is impossible to think change if we are unable to specify the 'as is' that represents the present continuity (of past and present) ... and this sensemaking in turn enables us to imagine and enact multiple possible futures.*” (p. 221). This study characterizes the ‘as is’, it and makes sense of the past through recourse to our resident sages. Third and finally, with respect to the enactment of a less frightening future than our current rapid trajectory into +1.5C suggests, we propose how we might reinvent fundamental marketing principles to support the common good.

Appendix 1: V1.0: Standard table of contents (ChatGPT 2024)

Author: “Please suggest a table of contents for a standard fundamentals of marketing textbook for first year marketing students at a western university”

ChatGPT: “Certainly! A standard table of contents for a fundamentals of marketing textbook for first-year marketing students at a Western university might include the following chapters:

Introduction to Marketing 1.1 Definition and Scope of Marketing 1.2 Evolution of Marketing 1.3 Importance of Marketing in Business Marketing Environment 2.1 Microenvironment 2.1.1 Customers 2.1.2 Competitors 2.1.3 Intermediaries 2.2 Macroenvironment 2.2.1 Economic Factors 2.2.2 Socio-cultural Factors 2.2.3 Technological Factors 2.2.4 Political and Legal Factors Market Research and Analysis 3.1 Importance of Market Research 3.2 Types of Market Research 3.3 Data Collection and Analysis 3.4 Consumer Behavior Segmentation, Targeting, and Positioning 4.1 Market Segmentation 4.2 Target Market Selection 4.3 Positioning Strategies Product and Service Management 5.1 Product Development and Innovation 5.2 Product Life Cycle 5.3 Branding and Packaging Pricing Strategies 6.1 Pricing Objectives 6.2 Pricing Methods 6.3 Pricing Strategies in Different Markets	Distribution Channels and Retailing 7.1 Role of Distribution Channels 7.2 Types of Channels 7.3 Retailing and Omni-channel Marketing Promotion and Integrated Marketing Communications 8.1 Advertising 8.2 Sales Promotion 8.3 Personal Selling 8.4 Public Relations 8.5 Digital Marketing Social Responsibility and Ethics in Marketing 9.1 Corporate Social Responsibility 9.2 Ethical Issues in Marketing 9.3 Sustainable Marketing Global Marketing 10.1 Globalization and Its Impact 10.2 International Marketing Strategies 10.3 Cultural Considerations in Global Marketing Marketing Metrics and Analytics 11.1 Key Performance Indicators (KPIs) 11.2 Marketing Analytics 11.3 ROI in Marketing Emerging Trends in Marketing 12.1 Artificial Intelligence and Marketing 12.2 Influencer Marketing 12.3 Augmented Reality in Marketing

Each chapter should include relevant case studies, examples, and practical exercises to engage students in applying theoretical concepts to real-world scenarios.

Additionally, a glossary of key terms, a bibliography, and an index can be included at the end of the textbook for reference.

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THE ROLE OF ETHNIC INSPIRED CONSUMPTION ON SUSTAINABLE APPAREL CONSUMPTION PRACTICES

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Any industry based on planned obsolescence, as is the fashion industry, is susceptible to criticism of its ethical conduct. The accelerated speed with which apparel consumption occurs is not sustainable in the long run as it creates problems like over consumption and waste that are negatively affecting our environment (Cohen 2010; de Coverly et al. 2008; Ekström and Salomonson 2014; Ertekin and Atik 2015). For example, an average consumer throws away 30 kg of clothing and textiles as waste products every year which is a serious environmental problem. Thus, rather than disposing of clothes as waste, reusing, and recycling them would be considered as a more pro-environmental behavior. Clothing has always been known for its symbolic consumption and a reflection of self-concept. Self-concept is also related to sustainable behaviors as consumers see their possessions as an extension of their identity (Assadourian 2010; Belk 1988). Literature suggests that consumers that relate their possessions as extension of their identity are less likely to trash them as waste products and are more likely to reuse, recycle, or resell (White, Habib, and Hardisty 2019). In this paper, we thus examine the role of ethnic inspired apparel in enhancing sustainable apparel consumption practices among the consumers. Specifically, we examine how one's ethnic identity leads to ethnic inspired apparel consumption which further leads to sustainable behaviors like resell and reuse.

Ethnic inspired consumption finds its roots in the concept of ethnic identity. Literature defines ethnic identity as an identity shared by a group of people that is based on a common historical background, ancestry, and knowledge of identifying symbolic elements such as nationality, religious affiliation, and language (Chattaraman and Lennon 2008). Prior studies suggest that ethnic identity influences consumer behavior thus further strengthening ethnic identification for an individual (Donthu and Cherian 1994; Phinney 1992). Consumer research further suggests that ethnic identification significantly impacts the consumption of varied products such as: ethnic and ethnic-inspired apparel (Kim and Arthur 2003), traditional foods (Xu et al. 2004), ethnic soft

drinks (Chung and Fischer 1999), and ethnic entertainment such as movies, music, and cultural performances (Xu et al. 2004). Ethnic-inspired consumption forms a medium of differentiation among groups and is adopted by group members to visually separate themselves from members of other groups. Given, ethnic-inspired apparel displays cultural heritage they can be used to express oneself and define self. It can thus be used as a medium to communicate ethnic identity, particularly amongst other groups, by visually signaling the ethnicity of the wearer. By consuming ethnic inspired apparels consumers can wear the clothing for a longer period thus increasing longevity, thus slowing the speed of consumption. Further, ethnic inspired apparel can lead to 'style orientation' that resonates to more personal meanings and reflects one's attitudes and lifestyle (Gupta et al. 2019).

In this research we further suggest that ethnic inspired consumption leads to sustainable behaviors like reusing or reselling. Prior research suggests that identity causes consumers to treat products differently during disposal (Trudel, Argo, and Meng 2016). Consumers are more likely to adopt sustainable disposable behaviors to products that are linked to self as thrashing such a product may create an identity threat. Based on the above arguments, we develop a conceptual framework that suggests the role of ethnic inspired clothing in enhancing sustainable apparel consumption practices and thus can act as a solution to reduce textile waste. Data were collected from students at a large fashion university in India. Some of the key constructs that were measured included ethnic identity, ethnic apparel consumption practices, resell, and reuse behaviors. The participants were asked to complete an online Qualtrics survey. Three hundred and forty-six usable surveys were collected (response rate = 66%). The age of the participants varied from 19 to 29 ($M = 21.55$, $SD = 2.20$) with 294 female respondents and 52 male respondents. The hypothesized associations were analyzed by using correlation and PROCESS (Hayes 2013) procedure to assess mediation effect. The results suggest that one's ethnic identity does lead to ethnic apparel consumption which further mediates the relationship between ethnic identity and sustainable behaviors like resell and reuse.

Waste is an important issue within the macromarketing domain (de Coverly et al. 2008), especially in the fashion industry that is witnessing an accelerated pace of clothing consumption and an increased amount of textile waste. The findings of this study suggest that by encouraging ethnic consumption, fashion industry can facilitate

reusing and reselling rather than throwing clothes as waste products. The research also provides various macro level implications that require collective effort of different actors involved in the fashion industry. Though active involvement of consumers is vital in consumption of ethnic inspired clothing, the critical role of government, designers, local artisans, and businesses specialized in manufacturing ethnic inspired clothing cannot be neglected. For example, by providing support to local artisans and manufacturers of ethnic inspired clothing, governments can help with adoption of ethnic inspired clothing in consumer markets.

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Macro and Micro Perspectives to Online Discourses on Climate-Wise Housing

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Extended abstract

Climate change is one of the biggest challenges of contemporary societies. In particular, housing and construction stand for 30-40 % of greenhouse gas emissions and energy use (Nielsen and Farrelly 2019), which is why there is an urgent need to promote sustainable housing. However, housing is a complex issue consisting of multifaceted material, technological and human aspects pervading throughout the levels of society. This paper focuses on *climate-wise housing* which is understood as individuals', communities' and societies' ability to take environmental and climate change aspects into account in the complex practices and solutions they make concerning housing and living, energy use, and construction (Lovell 2004; Koskela et al. 2023).

In this sense, climate-wise housing is, on the one hand, entangled with macro-level concerns, such as political decision-making, but it also influences at the micro-level of consumer's daily lives, for instance how to live both comfortably and sustainably. Together the cultural levels (macro, mezzo, micro) tend to have an impact on consumer experiences and the evolution of consumption trends (Algesheimer and Gurău 2008). As the cultural levels are interconnected (Syrjälä and Leipämaa-Leskinen 2018), the research question of the study is to explore how the macro and micro level discourses interconnect in the online discussions on climate-wise housing. To this end, the paper contributes to previous literature on online discussions of sustainable housing, by connecting the micro and macro levels.

The previous literature appears indeed divided so that papers tend to focus on either macro or micro perspective, although climate change is discussed widely across the Internet, in newspapers, social media, discussion boards, and blogs (Matthews

2015, p. 155). On the one hand, much of the research of climate change discussion has focused on macro level discourses in traditional sources such as news outlets and mainstream social media, analyzing for example media representations of climate change (e.g. Anshelm & Hultman 2014; Corsi 2021; Horta et al. 2017). The media creates and maintains discourses on climate change, as according to Waters and Wilkins (2009) “The role of communications media is felt to be increasingly important in the process of constructing public discourse around issues of global concern”, and thus media actors are introducing different types of voices to create newsworthy, trustworthy and timely texts about the topic (e.g. Laursen and Trapp 2021). Therefore, the journalistic media is regarded as the initiator of the macro-level discourses.

On the other hand, the research on micro-level perspective, focusing on the ways consumers are discussing climate change across various platforms on the Internet, is more scarce. Only the climate change denialist discourses have gained more interest in the prior research (e.g. Horta et al. 2017; van Eck et al. 2020), and raised heated debates in relation to consumers’ daily lives. Still, much less attention has been paid to consumers’ personal accounts, in comparison to expert, professional, or organizational voices (Joosse and Brydges 2018: 689). In particular, when it comes to the effects of climate change in relation to housing, which is regarded as personally highly relevant issue (Ballantyne et al. 2018: 649), it is surprising how little attention has been paid to understanding consumers’ personal online accounts and online interactions dealing with sustainability of everyday life (Joosse and Brydges 2018: 689)

To fill these gaps, we delve into a massive amount of online data sourced in Finland between years 2010-2022. All the data used are publicly available and either anonymous or anonymized before moving to the analysis. The sourcing of data was guided by combinations of search words such as housing, climate change, energy, carbon footprint, carbon neutral, climate friendly, and environment. The macro-level discourses are retrieved from journalistic media texts in generalist and national-level newspapers (Yle [Finnish national broadcasting company], Helsingin Sanomat [widest newspaper in Finland]) and magazines specialized on construction (Kiinteistöposti [Property post], Rakennuslehti [Construction magazine]), as well as on housing and living (Meidän Talo [Our House] -magazine and Meillä Kotona [At Home] -webportal consisting of several lifestyle magazines). The data for micro-level discourses are

captured from different kinds of online discussion boards (Vauva.fi, Ylilauta, Lämpöpumput.info), and postings and comments on lifestyle-blogs. In addition, our data includes hybrid media spaces (Chadwick 2017), such as consumer comments on the newspaper articles published online and comments on social media accounts of newspapers (Yle and Helsingin Sanomat). In this study, we focus on 733 media texts, and on 46 individual blog posts with 552 comments, 222 discussion board threads with 9510 comments, as well as on 8000 newspaper reader comments. The analysis was guided firstly by quantitative content analysis (Eriksson & Kovalainen 2015) to initially structure the general idea of the texts. After the texts were categorized thematically, we used Carvalho's (2000) model for conducting discourse analysis on media texts. In this, we focused on the ontological level of analysis, referring to the thematic contents that construct discourses. This enabled us to deepen the analysis so that in addition to the content of texts, we are able to discuss how these specific contents are represented in the texts.

The preliminary findings of our research highlight that in the journalistic media, the macro-level discourses focus on economics, politics, development of construction, and energy renovations and efficiency. These topics are shown for instance in the headlines from Yle: "Minister Kiuru: Energy efficiency requirements will also apply to renovation construction" and from Rakennuslehti: "The carbon footprint of a wooden multi-storey building is slightly smaller than that of a concrete element building". In media discussions, the macro-level seemed to push forward topics, but they were often shown in relation to consumers' daily lives, such as in these headlines "Resource-wise living saves energy and euros" (Kiinteistöposti) and "A Helsinki housing cooperative considered energy renovation for ten years - now expecting tens of thousands in savings" (HS). The micro-perspective was sometimes even more visible, as the media texts were structured as tips, recommendations or experiences provided for or by consumers; for instance "Geothermal heating: 20 questions and answers" (Meillä kotona) and "Lower indoor temperature, perform energy renovations, sort waste, grow your own vegetables - HS readers share how to save in a detached house." (HS) As these headlines illustrate, the tone of the discourses is most often educational, official, and instructive.

In consumers' online discussions, the emergent topics include, energy and heating, water and energy consumption, indoor heating, technical questions, climate actions and carbon footprint, and living choices. The starting points of the discussions are consumers' own life-worlds, and the daily experiences and practices are highlighted in the topics of discussion boards and blog postings, such as "We bought a house with geothermal heating, and now we don't know how to use it." (Vauva.fi), "District heating experts!! Hey! I have a question for you." (Vauva.fi), "High energy consumption of the freezer" (Lampopumput.info), "What increases electricity consumption? We live in a two-room apartment,..." (Ylilauta), and "My carbon footprint" (a lifestyle blog). As these examples show, the tone of the discussion was often inquiring; the initiators of the discussions were looking for help for a practical problem. These discourses highlight how the macro-level initiatives, such as changes in energy regulations, materialize very tangibly in consumers' daily lives. To illustrate, these discourses consist of pondering on how to choose a suitable energy solution, how to deal with lower temperature indoor air, and how to cut down on water consumption. While the media discussion was more future-oriented, the consumer discourses emerged in relation to what is topical right now. For instance, the online discussions followed the annual cycle, such as problems related to heating during the winter-time: "In Helsinki it's insanely cold, the heating in apartments should already be on." (Vauva.fi).

As a whole, our analysis shows that climate-wise living becomes a part of citizens' everyday life both through the system, for example as a result of political decisions, and through grassroot level choices, such as how to use the chosen heating system or how to cut down water usage. Thus, the topics of the discourses are interconnected so that the macro-level discussions bring forward the presence of the market economy and system-level changes and initiatives, whereas micro-level discourses deal with consumers' everyday problems and ways of living. This highlights the interconnectedness of various marketplace actors.

Our paper brings forward why it is important to investigate these (possible) connections to understand whether the general-level discussions are - and if, how - connected to the debates taking place in the consumer discussions across the Internet. In this way, it is possible to create public policy recommendations based on whether the institutional knowledge reaches its intended audiences and how it is received, what

kind of challenges it may face, and whether and how it may induce action in the consumer's mundane practices. As our preliminary findings reinforce, efforts can be made towards more climate-wise living from both macro- and micro -level starting points, although the perspectives are different. Our paper contributes to extant understanding on public discussions on climate change and sustainability, highlighting especially the overlapping connections and contradictions between levels of society. Thereby, we invite future research to make similar examinations on other contexts, such as traffic and food consumption, to uncover how the system-level initiatives are received and moved into the practices in consumers' daily lives.

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EPIPHANIES FOR THE COMMON GOOD: RESPONSES TO CLIMATE CHANGE IN FOOD SYSTEMS

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Background to the study

Our all-important food provisioning systems are under increasing strain from growing populations, biophysical limitations, natural capital degeneration, fossil fuel dependency, erosion of resilience to disruptive shocks and climate change (Bendell 2023, IPCC 2023). As we write, conflict in the Middle East is reducing traffic through the Suez canal, and drought conditions have reduced the Panama canal's capacity by nearly 40% (Sobel Inc 2023). Global food supply chains and eroded local food sovereignty are a risky combination in an era of geopolitical and climate disruptions. As Layton and Domegan (2021) point out, fragile marketing systems put quality of life (QoL) at risk. We agree, and further contend that our globalized food system is no longer fit for function.

Where to next? In a recent paper Bendell (2023) points out that *“Rather than asking too much of science, we have been asking too little of it, by not interrogating sufficiently the way cultural and institutional factors, derived from systems of capital and power, are [reducing] the impetus for radical change.”* (p. 1). In other words, civil society, science, media, governments and industry i.e., the quintuple helix (5H) stakeholders in the wider societal innovation system (Carayannis, Barth, and Campbell 2012, van Bueren et al. 2023) are falling short of the urgent need to acknowledge structural inequities and cooperate. In the case of food systems, we need to deploy transdisciplinary expertise to rethink and redo. Rather than ‘big agriculture’ and ‘take-make-waste’ we need less inputs (land, water, chemicals), less damaging outputs (pollution, greenhouse gas emissions); and more equitable outcomes for human and non-human stakeholders (Clapp and Fuchs 2009, Little et al. 2023, Searchinger et al. 2019). However, transition to sustainable, regenerative, food systems will require new

mindsets. Macromarketing is well placed in this regard, offering marketing systems theory (Layton 2020, Layton, Domegan, and Duffy 2022), and macrosocial marketing principles (Flaherty and Domegan 2023, Kennedy 2016, Kennedy and Smith 2022). Therefore, drawing on macromarketing ideas, the purpose of this paper is to explore how we can do more to support necessary food systems transition.

With respect to necessary innovation, Western thought tends towards radical innovation – for example the pursuit of ‘technology epiphany’ (Verganti 2011 p.384), whereby we collectively innovate artefacts and meanings. The emerging multi-disciplinary field of sustainability-oriented innovation (SOI) reflects this approach (e.g., Adams et al. 2016, Hojnik and Ruzzier 2016). However, Einstein’s aphorism about using the same thinking that created the problem to solve the problem comes to mind. Conventional thinking is dominated by Western, educated, industrialized, rich and democratic (WEIRD) perspectives. WEIRD thinking however ignores much of humanity (Henrich, Heine, and Norenzayan 2010, Little, Ho, and Eti-Tofinga 2023, Wooliscroft and Ko 2023), and perpetuates inequitable global and gender power relationships (Prothero and Tadjewski 2021, Santos 2018, Steinfield and Holt 2020). A toxic sludge of neoliberalism, patriarchy, technological hubris, and violence is preventing us from moving on (e.g., see Cabrera and Williams 2014, Cunliffe 2022, Dholakia, Ozgun, and Atik 2020, Gurrieri et al. 2022). ‘Prepping’ would be the neoliberal response i.e., buying into the emerging market of preparedness for disasters through our individual consumption preferences (Campbell, Sinclair, and Browne 2019). However, a more constructive response is mobilizing our considerable collective resources in service of a pan-human (vs WEIRD-centric) sociotechnical epiphany.

While resistance to pro-social change is inevitable, there are hopeful signs. First, we are questioning damaging epistemological hegemonies (e.g., Steinfield and Holt 2020, Wooliscroft and Ko 2023). Second, we are slowly accepting participatory, non-extractive methods (Kemmis and McTaggart 2005, Saatcioglu and Corus 2019), and the importance of non-human actors and indigenous perspectives (Santos 2018, Watson-Singleton, Lewis, and Dworkin 2021). Third, a multi-disciplinary turn is taking hold. For example, the sustainability transitions research group (Feola 2020, Köhler et al. 2019, Loorbach, Frantzeskaki, and Avelino 2017), albeit WEIRD, has the potential to integrate with critical, CCT and macromarketing perspectives to produce the kinds of epiphanies we require. These trends support production of “... *broadly trustworthy*

expertise ... [a] shift from the modern conception of knowers as atomistic, generic and disinterested, to a conception of knowers as embedded in multiple communities, irreducibly and unpredictably diverse ...” (Scheman 2006). Finally, there are signs of change on the ground. In Italy, young people are returning to family smallholdings, and using their education and innovative capacity to rethink regenerative land stewardship (Milone and Ventura 2019). In New Zealand, aspirational and sustainable rural lifestyles are depicted in high rating programs such as *Country Calendar* (Fountaine and Bulmer 2022) and *Nadia’s Farm* (Croot 2022). Overall, we notice a turn towards rethinking dominant materialist logics and QoL, particularly among young people.

Building on those trends, we locate the current study in the Mekong Delta (MKD), the ‘rice bowl’ of Vietnam; producing 90% of rice and 65% of aquaculture food exports (Giao, Cong, and Nhien 2021). The MKD is a particularly dynamic farming environment, reliant on water distribution through natural and constructed canals, vulnerable to rainfall patterns, tidal flows, and upstream dam construction (Yoshida et al. 2020). While improved water management has supported increased production, climate change scenarios predict rising sea levels and changing rainfall patterns (Nguyen et al. 2020, Tran, Nguyen, and Kervyn 2018). Increased salinity intrusion requires MKD farmers to rapidly and collectively adapt. As a group, farmers are known for innovation, being motivated, and having the autonomy, resources and skills to execute their ideas (Downs and Dickinson 2018, Leitgeb et al. 2011, Reij and Waters-Bayer 2014). We wondered how farming practices in a post-socialist society respond to the government’s vision. MKD farmers must collaborate with local cooperatives, which must in turn comply with government directives. In this uniquely challenging farming environment, we ask *How might food systems be reconfigured to support sustainable livelihoods for farmers and sustainably produced surpluses for markets?* What can we learn from this non-WEIRD context?

Research approach

Food systems embrace multiple stakeholders, who are institutionally and socially embedded in a dynamic, situated and complex context. Therefore, we used case study methodology (Goffin et al. 2019, Ritala, Schneider, and Michailova 2020, Yin 2018). The team is multi-disciplinary and multi-cultural; a hydrologist (Vietnamese), an agricultural economist (Vietnamese), and macromarketers (Western). We drew on embedded units of analysis (Yin 2018): Three MKD provinces grappling with severe, average and low

levels of salinity intrusion. We conducted depth interviews with local government agricultural officers, cooperative managers, and farmers; and observed through on-farm 'walk-arounds'. We drew on secondary data to inform our understanding of wider effects over time including political, productivity related, and climate change. The fieldwork is currently underway; two field trips have been completed, a third is planned.

Preliminary findings^[1]

The situation is complicated, as government (national and local), local cooperatives and communes are deeply involved in farming. Notionally Vietnamese farmers have limited freedom of action, a point we wanted to check. Modern, intensive farming methods have reshaped the MKD with dikes and sluice gates. However, sand mining, sea level rise and upstream damming are challenging the control and exploitation model. In response, the government imposed a 2017 reform bill (Resolution 120) aimed at transitioning farming towards more sustainable approaches (Minkman et al. 2022). MKD farmers supply local cooperatives with crops including rice, shrimps, dragon fruit, and salad greens. The farmers are acutely aware of their vulnerability to climate change, and are simultaneously conservative and entrepreneurial. Their priority was family and livelihood. While wishing to honor their parents and grandparents (many of whom were still working on the land and living in the same multi-generational households), traditional approaches were failing. Some adopted digital technologies, partnering with local universities (Gupta 2024b). Others switched from rice to aquaculture and diversifying into multiple crops and ecotourism (Gupta 2024a). While they rely on the cooperative for advice and feel an obligation to their communities, they are conflicted, as directives can contradict their lived experience. We emerged with many more questions – about relationships between farmers, government, cooperatives and communes; about tensions between bottom-up experience and agricultural extension services; about tensions in multi-generational households; and about how those tensions might be resolved.

Discussion and conclusions

The argument that a heavy hand is required to force change is compatible with the socialist approach of centralized planning. However, our preliminary findings suggest that an 'and-and' approach will be more effective, i.e., 5H stakeholder collaboration. Pending deeper analysis and the next field trip, we tentatively conclude that we need to embrace all aspects of food production, and ask 'how can we help?' That help needs to

embrace diverse perspectives (including non-WEIRD, women, indigenous and non-human), and adopt a social sufficiency mindset. We look forward to sharing our methods and findings in more detail.

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^[1] Data is drawn from fieldnotes unless otherwise indicated.

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CO-CREATED COMMUNITY INNOVATION: REDUCING WASTE AND SUPPORTING FAMILY LIVELIHOODS

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Background to the study

Plastic pollution is damaging human health, ecosystems, and livelihoods (Andrady 2011, Laskar and Kumar 2019). In Vietnam, the site of this study, rapid economic growth has led to a significant increase in plastic pollution, presenting a severe threat to the environment and human health (Chau et al. 2020). Every year, over 2 million tons of plastic waste is produced, much of which enters the marine environment (World Bank 2021). Without the policies, technologies and infrastructure commensurate with a fully circular economy, refuse, reuse and recycle initiatives will not be sufficient to solve this problem (Gonzalez-Arcos et al. 2021, Little, Lee, and Nair 2019). In the long run, we need to replace fossil fuel-derived plastics with biodegradable alternatives that can be broken down by microorganisms, thereby reducing the negative impacts on the ecosystem. Furthermore, people must be an integral part of the solution, as environment and society are inextricably linked. As Jane Goodall points out, “... *when you’re really poor, you just do what you have to do to live.*” (Goodall 2021). To contribute to both pro-social and pro-environmental change, we embark on a long term, co-creative community project aimed at reducing plastic and food waste and generating sustainable livelihoods: The Material Futures Project.

The Material Futures Project explores pathways toward sustainability through community-driven biobased materials research. It explores how producing kombucha-based bacterial cellulose (BC) might create biodegradable alternatives to plastic. Preliminary research indicates that BC can be grown using local food sources with less water and energy than traditional materials; offering an alternative to plastic that reduces waste and could potentially provide new income-generating opportunities for communities (Cleveland et al. forthcoming). To achieve these outcomes, collaboration

will be required among diverse stakeholders including researchers, entrepreneurs and communities, in order to identify suitable feedstocks; to develop and optimize practical production processes (Aeschelmann and Carus 2015, Nayak et al. forthcoming); and to ideate and concept test new products. To support community co-creation, the project draws on the principles of participatory action research (PAR), aiming to both create new knowledge and support improved practice (Kemmis and McTaggart 2005, Saatcioglu and Corus 2019). Our practical objectives are threefold: (1) To identify new ways to upcycle food waste; (2) To identify new ways to reduce plastic use; (3) To support communities by identifying new sources of livelihood. Our theoretical objective is to extend knowledge about how both social and environmental outcomes might be generated through sustainability-oriented innovation (SOI), contributing to knowledge in an under-researched area (Adams et al. 2016, Klewitz and Hansen 2014).

Our research team is diverse, comprised of designer-makers and academics from several disciplines (marketing, fashion, management) and cultures (Vietnamese, Australasian, South Asian). We are aware of the potential of ‘making with’ for connecting communities and the biosphere (Haraway 2016, Smitheram and Joseph 2022). Taking a bottom-up, ‘grass roots’ approach rather than top-down, policy perspective, we ran four community workshops over a three-month period, engaging individual makers and local community members. While we are currently reflecting on the outcomes (we have only recently completed the final workshop), this abstract serves to share preliminary thoughts.

Research approach

The research is driven by collaborative and participatory logics, with a philosophy of democratic codesign and community knowledge sharing; emphasizing emergence rather than extraction. Such an approach enables collective reflection, challenging traditional power structures, notions of expertise and knowledge orthodoxies (Bádéjő et al. 2022, Santos 2018). PAR supports emergence, being an iterative process of problem-solving and learning based on collaboration among researchers and local communities (Greenwood, Whyte, and Harkavy 1993, Kemmis, McTaggart, and Nixon 2014, Wadsworth 1998). Drawing on PAR principles, we established a community of practice (Li et al. 2009, Wenger 1998), and supported social learning through inclusive dialogue and reflection (Pardee et al. 2017, Ripamonti et al. 2016). We wanted to build on Ardoin

et al.'s (2022) approach of 'community listening', using interview, focus group and learning circle techniques both face-to-face and on-line.

Our first step was to understand context, culture and practices. We therefore undertook a pilot study in a rural Vietnamese community of artisanal rice wrap producers. With the support of local makers, we identified local food sources, and produced proof of concept for biomaterials production. We established a materials library of over 150 samples, and confirmed that traditional drying solutions applied to rice wraps could be applied to our biomaterials production process. In addition to proof of concept, the pilot study confirmed that Vietnamese entrepreneurialism would support co-exploration of materials production at scale with modest capital outlay; and would further support identification of commercialization opportunities. However, the pilot also highlighted some challenging logistical and language issues. We therefore decided to conduct the main study in an urban rather than rural setting, and recruited a dedicated Vietnamese research assistant experienced in design and making to support the process.

For the main study, we chose a maker community in Hoi An, an acknowledged Vietnamese craft and culture center (UNESCO 2023), building on existing relationships established by members of the research team. We designed four community workshops, based on a proven design (Smitheram and Joseph 2020): An initial information session (W1), two production sessions (W2 and W3), and a reflective session focusing on commercialization opportunities (W4). We recruited participants through local community networks and social media (Facebook and LinkedIn). Participation criteria were an interest in sustainable lifestyles and making. Each workshop was presented in a supportive, informal atmosphere in a co-working space. Both Vietnamese and English language materials were used to ensure that both local Vietnamese and international expatriates felt included. A translator supported Vietnamese speakers. Ultimately, our community of practice comprised 12 self-selected local maker-entrepreneurs (Table 1).

Table 1: Summary of participants

Pseudonym	Nationality	Participation
Phuong	Vietnamese	Low

Gai	Vietnamese	Low
Anh	Vietnamese	Low
Mai	Vietnamese	Med
Max	Western	High
Doug	Western	High
Val	Western	High
Julie	Western	Low
Alexia	Western	Low
Stephen	Western	High
Trinh	Vietnamese	Low
Vuong	Vietnamese	Med

Key: High – (3-4 workshops, active online presence); Medium – (2-3 workshops, some online activity); Low – (1 workshop, no online activity).

Participants were local entrepreneur-makers, aware of the ‘agency of making’ (Von Busch 2022). In total, 32 participants attended across the four workshops, comprised of both locals and expats. As the workshops progressed, overall attendance and in particular Vietnamese attendance declined owing to pressures of work and family; and W3 was compromised by a major weather event. Despite those challenges, 16, eight, five and three participants attended W1, W2, W3 and W4 respectively; a total of 32 individuals. The expats were primarily from Western Europe, living lifestyles of health and sustainability (LOHAS), and conscious of ethical consumption and production principles. Some were digital nomads, others were embedded in the community through business ventures. In W1 we provided takeaway kits so that participants could experiment with different feedstocks at home using locally available food waste and materials and a recipe book (Cleveland 2023). Between workshops, participants shared their processes, problems and hacks through a dedicated Zalo group comprised of nearly 50 members, where participants posted videos, images and texts about their practices. In the final sharing session (W4), participants shared prototypes and ideas. During the workshops, we recorded detailed fieldnotes of conversations, events and observations (Hammersley and Atkinson 2007, Van Maanen 2011). Professional videographers recorded still images and video, which we posted in Youtube, Facebook,

and LinkedIn to maintain engagement and support the process. A substantial project database includes approximately 10 hours of video, 45 hours of audio, and nearly 400 still images; plus transcripts of interviews, multiple pages of fieldnotes, and screenshots of Zalo interactions.

Discussion and conclusions

Overall, the project was an intense experience, which challenged us all both practically and emotionally. Prior to each workshop we worried whether sufficient participants would attend and engage. At the same time, we were dealing with disruptions caused by floods, and grappling with logistical issues around bulky equipment. Despite our fears, the workshops were a success. We received very positive feedback from highly engaged participants, and gained rich insight into community biomaterials production practice. With the help of our participants we learned about the effects of a tropical climate. Higher temperatures and greater humidity are both helpful and problematic; both BC and mold growth rates are high. We also learned about the pros and cons of different types of BC feedstock, and about troubleshooting problems, ranging from hungry insects to bubbling material.

At the same time, we found innovation in unexpected places and for unexpected reasons. For example, two participants produced prototypes in W4. Stephen (who did not see himself as a maker) produced an attractive wallet made from creative combinations of biomaterials. Doug and Val formed a new relationship, and created a new cafe and maker space. Finally, when we checked in with our technology transfer office, we were reminded of the goal conflicts in the modern university. On the one hand, the entrepreneurial university wishes to monetize intellectual property, and on the other, to collaborate in support of a sustainable future. We continue to process our data and to reflect, and look forward to sharing more insights.

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Emotions in Climate Activism and the Construction of Climate Narratives

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Extended Abstract

Climate protests have gained global importance in recent years and have become a significant social movement of our time. These protests, including global climate strikes, "Fridays for Future" school strikes, and more recent acts of civil disobedience like spraying paint on art and historical artifacts, aim to raise awareness among politicians, and corporations, but also to influence the behaviors and perceptions of individual consumers. The various forms of protest have received considerable attention and are widely discussed in public debates. Activists are often driven by strong emotions such as anger or enthusiasm (Rodgers 2010; Kleres and Wettergren 2017). According to emotional contagion theory (Hartfield, Carpenter, and Rapson 2014), the high emotional actions of deeply engaged individuals have the potential to be emotionally contagious, leading consumers to experience the same strong emotions as the activists and thus feel inclined to empathize and support the activists' cause. However, consumers' evaluations of climate actions by movements like "Last Generation" or "Extinction Rebellion" show polarization. While research has shown that activists passionately protest for a higher cause and perceive their actions as legitimate, consumers' opinions range from supporting the climate protests to outright rejection (Bugden 2020). We argue that consumers' opinion formation about such protests and whether the emotions of activists are contagious depend on their perception of the protests, either through indirect exposure via the media or as direct witnesses. Moreover, it remains unclear how this affects their climate-friendly consumption behaviors. We explore the following research questions: Does emotional contagion occur among activists and different spectator groups? If so, how do the circumstances surrounding climate protests shape consumers' perceptions of these protests and their consumption behaviors? Through contrasting the perspectives of activists and protest observers, we aim to uncover the complex relationships between climate activism, perceptions of responsibility for climate action, emotional reactions, and reasoning within climate activist movements.

Extent research examines various forms of consumer activism and resistance, including boycotts of products or brands (Lee, Cherrier, Belk 2013; Sen, Gürhan-Canli, Morwitz 2001), anti-consumerism (Iyer and Muncy 2009), the formation of consumer-resistant identities (Cherrier 2009), and the analysis of responsible consumption (Giesler and Veresiu 2014). In a neo-liberal market environment that promotes responsible consumer behavior, the belief is that social issues like global warming are best addressed by citizens themselves through their everyday consumption choices (Veresiu and Giesler 2018). However, as consumers realize that their individual choices may not be enough to contribute to market evolution, social movements emerge that seek to have a greater impact through collective climate action that seeks to transform market systems (Layton 2015). Nevertheless, the complex interplay of the protestors' emotional messages, bystander perceptions, media reporting, and the overall political climate and how they shape different dominant narratives among spectator groups is an area that requires further research.

To address our research questions, we utilize a qualitative approach involving observational data and in-depth interviews. Initial observations of climate activist actions outside our university building highlighted the professional approach of activists, the well-prepared flow of protests, and the roles played by different actor groups. To gain a better understanding of the perceptions of various actors involved in climate activism and the movements they belong to, we conducted in-depth qualitative interviews with activists, bystanders of climate protests, and individuals interested in climate protests. The interviews followed semi-structured questionnaires and commenced in December 2023, conducted face-to-face in Germany in either German or English. Currently, we have 23 interview transcripts available for qualitative content analysis, with respondent names anonymized. We apply the qualitative content analysis approach (Mayring 2021)

The analysis of our data is still in its preliminary stages, with a primary focus on how differently involved actors describe the professionalism of climate activist movements, their ability to effect change, and the emotional layers involved. Especially the power of emotions among the differently involved actors and the uncontrollable results of emotional contagion among spectator groups are the first insights that we gained. A protest observer describes his enchantment by the protests and the various emotional vibration he sensed when he passed by a climate protest: *During the last big*

international climate protest in September, at the Brandenburg Gate, I was riding by on my bike after work, just by chance I got caught up in it and watched the scene, because I always find it exciting how the police somehow go along completely relaxed and nonchalant and those protesters completely freewheeling in their block. So, I found this contrast very exciting. Also, watching other passengers, how some of them get upset about the climate protesters as if they were [...] Nazis or something like that marching there. And others, like me, who cannot believe that the youth are doing this. So, the mix of different emotions and vibrations that are all in the air is fascinating. [...] The ones shouting their left-wing slogans like "Climate!" "Justice!" "Now!" and stuff like that, in the sense of freedom, and then these cops walking around as if it has nothing to do with them. The ones are fighting for their lives, the others are chilling for their lives. I think that's also quite telling about society in the climate crisis (Kilian, protest observer)

The description of Kilian's observations highlights the dynamics at play between activists, police, and bystanders, which are fueled by intense emotions. Kilian was struck by the stark contrast between the calm and unimpressed authorities and the rage and anger displayed by the activists, creating an emotionally charged atmosphere. However, he also expresses his confusion regarding the protest observers who perceive the protest as a threat or attempt to discredit the protesters' cause when they voice their discontent. Despite this, the protest captivated Kilian, and he sensed a multitude of emotions from those involved. Rather than being influenced by the emotional states of the activists, Kilian found himself fascinated by the overall scenery.

Our study aims to contribute nuanced insights into the emotional facets of activism among different groups of spectators and how these contribute to the construction of dominant narratives that translate into climate-friendly consumption behaviors.

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The environmental impact of digital media: a complex future problem?

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Extended abstract

Macromarketing scholarship has been noted to be uniquely positioned to explore sustainability as a megatrend (Mittelstaedt et al. 2014). In this study, we examine two sustainability-related phenomena that are addressed as major megatrends transforming media production and consumption and mediatized lives: digitization and climate change.

Megatrends are understood to originate from “complex combinations of economic, political, cultural, philosophic, and technological factors” that tend to shape all aspects of society and to be “seismic in their effect, both in time and space” (Mittelstaedt et al. 2014, p. 254). At the same time, organizations tend to address complex social responsibility issues as future problems (Tuan, Corciolani and Giuliani 2024).

In this study, we adopt a critical perspective to the future-oriented corporate social responsibility communication: following the communication as constitutive of organization (CCO) research tradition, such communication has been argued to be performative and guide action toward aspired goals (Christensen, Morsing and Thyssen 2013, 2021; Schoeneborn, Morsing and Crane 2020; Schoeneborn and Trittin 2013) but can also be examined as a way to postpone dealing with complex issues to an unknown future (Tuan, Corciolani and Giuliani 2024) and avoid responsibility. Future-oriented communication can be utilized for ideological persuasion and greenwashing (Mason and Mason 2012) or can be regarded as greenhushing: deliberately withholding or underreporting information (Font, Elgammal and Lamond 2017). Future-oriented communication is also used more broadly to garner societal acceptance for the companies, and discursively construct desired realities and societal roles (Suchman 1995; Berger and Luckmann 1966).

The environmental consequences of digital media consumption are frequently regarded as such future problems (Kannengießer and McCurdy, 2021). As noted by the Critical School in the *Journal of Macromarketing*, ideas of limitless consumption (Prothero and McDonagh 2020; Schaefer and Crane 2005) and technological solutionism (Mittelstaedt et al. 2014) are at the core of sustainability problems. While the limits of material consumption are widely recognized, the digital world is largely depicted as a world of excess with non-existing limits (Olsson et al., 2023). The significant and constantly growing carbon footprint of increasing digital media consumption and the increasingly multimodal content have been overlooked (Kuntsman 2020; Lucivero 2020; Ministry of Transport and Communications Finland 2020).

In this paper, we examine in a Nordic context how media companies understand and frame the environmental responsibility of their digital services and what kinds of futures they imagine. The companies disseminate journalistic content as well as entertainment on their digital platforms. Nordic countries have been referred to as "media welfare states" (Syvertsen et al., 2014) that aspire to become the most sustainable and integrated region in the world by 2030, as envisioned by the Nordic Council of Ministers (2019). The Nordic cultural policy (Nordic Council of Ministers, 2021) identifies the media sector as a driving force for sustainable development and countries in this region are known to invest in sustainable journalism (Berglez, Olausson and Ots 2017).

Our dataset consists of public documents, interviews with top-level media executives, and workshops held in two Nordic media organizations. Our data consist of annual reports (N=5), strategy reports (N=2) and corporate website sections related to sustainability issues (N=11), four interviews, and two workshops held in media organizations. In total, we have 17 informants, representing sustainability professionals, IT staff, corporate communication, and journalistic content production. In our analysis, we first focused on the ways in which the media companies articulate sustainability issues in connection to the increasingly digital production and consumption of media in the document data. Second, a similar analysis of the interview data and the data gathered in workshops enabled us to gain a more in-depth and nuanced understanding of how media companies address and understand the environmental impact of digital media.

Initial findings show that media companies recognize this as a major concern but find it difficult to have control over, both within and outside organizations. Media organizations expect an increase in demand and expectations for high-quality news, video and audio content and inspirational entertainment, leading to *hyperintensification* of media consumption. While they acknowledge this is problematic in terms of resource consumption, they articulate powerlessness in tackling it. Thus, technology-related scenarios and imaginaries function in very different ways than the sustainability scenarios; despite the acknowledged urgency, the content- and technology-related scenarios override the importance of the sustainable scenarios. We argue that they represent more actionable futures compared to the aspirational futures propagated in their corporate social responsibility communication. Organizations are typically silent about the environmental consequences of constantly and rapidly expanding digital consumption and the climate impact of digital consumption is not visible to media consumers. As a practical contribution, our study suggests scenarios and technological developments that would be useful for companies as well as consumers in their search for responsible practices in the climate crisis era. By doing this, we aim to find ways to transform the carbon-neutral scenarios to be more actionable compared to the dominant scenario of technology-dominated and resource-intensive digital society.

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Patchwork understanding of sustainable fashion – a longitudinal study of the Swedish market

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Extended abstract

Introduction

The apparel industry is being notably highlighted as a large contributor to climate change. Although numbers differ depending on the disseminator and/or measurement tools, the industry is a significant source of environmental degradation and greenhouse gas emissions, as well as a contributor to unsustainable land use and exploitation of human labor (Niinimäki et al., 2020; Peters et al., 2021; Sohn et al., 2021). In alignment with The UN Sustainable Development Goal 12, there has been a resounding call for action, urging the industry to pursue more sustainable practices. Hence, the question of how to achieve sustainable production and consumption practices is increasingly prioritized among stakeholders who are part of or affiliated with the apparel industry, including policymakers, media, consumers, companies, and researchers (Dabas & Whang, 2022; Li & Leonas, 2022; Mukendi et al., 2020; Ozdamar-Ertekin et al., 2020). As a response to the heightened prevalence of this subject, a multitude of efforts are seeing the light of day, collectively referred to as *sustainable fashion* (Henninger et al., 2016).

The concept of *sustainable fashion* (SF) is immensely broad and ambiguous. Sustainability issues in the apparel sector encompass an extensive spectrum ranging from e.g., social sustainability in terms of diversity and representation (Scaraboto & Fischer, 2013), ethical considerations of labor and craft (Bastos Rudolph et al., 2023; Clark, 2008; Crane, 2016) to issues regarding inefficient utilization of resources in the supply chain leading to environmental degradation (Holmquist et al., 2021; Peters et al., 2021; Roos et al., 2016). A broad spectrum of issues yields a diverse array of potential solutions put forth by different stakeholders. Examples of this can be seen in companies introducing collections promoted as more sustainable, responsible, or 'green' fashion; political actions such as the revised European Ecodesign Directive (Directive 2009/125/EC); or a fashion magazine choosing to put climate activist Greta

Thunberg on the cover. These practices and pledges put forward by actors constitute a complex and dynamic market system wherein stakeholders both influence and are influenced by one another through ongoing dialogue (Giesler & Fischer, 2017; Nøjgaard & Bajde, 2020). Together, they collaboratively (re)construct a market discourse that defines what SF entails at different points in time. Smaller pieces, seen here as stakeholder engagement in the market, form a larger patchwork understanding of SF as a whole.

Aiming at a sustainability transformation, insight on how we understand sustainable fashion as a market, and how these understandings in a longer timeframe inform our practices, is of high relevance. In this paper, I take a long-term approach to examining the ongoing discourse changes of sustainable fashion in the Swedish market. Drawing on the theoretical frameworks of *Market System Dynamics*, coupled with the specific market logic of fashion, I delve into the central question of how a market evolves and is (re)negotiated through ongoing stakeholder dialogues. With this approach, I aim to broaden our understanding of sustainable fashion by approaching the phenomenon as a complex market system, in contributing to the ongoing market system dynamics debate and the field of Fashion Studies.

Market creating through stakeholder dialogue

A new market, or a change in existing markets, does not appear overnight. It is a lengthy process including multiple stakeholders jointly defining and re-defining the market via various iterations (Castilhos et al., 2017; Gonzalez-Arcos et al., 2021; Huff et al., 2021). Previously highlighted through the examples of gambling practices (Humphreys, 2010a), the rise of the cannabis market (Huff et al., 2021a), or the use of Botox (Giesler, 2012) a market, and specifically the legitimization of certain market practices, is a joint undertaking. In Giesler's (2008) work on the music downloading market, he reflects on the scarcity of this dynamic market understanding. He argues that there is a need for longitudinal research examining complex socioeconomic systems. Since this call, a prominent group of researchers has addressed the question from a market system dynamics (MSD) framework, taking a longitudinal perspective in theorizing market emergence and change. However, in recent years, a growing recognition within MSD emphasizes that "a complete understanding of market dynamics requires attention to materiality", highlighting the notion that "...all [products] have distinct material

characters that are likely to reflect context and inflect process” ((Martin & Schouten, 2014, p 856) see also, Huff et al., 2021; Castilhos et al., 2017). A recognition of the specific market under scrutiny is needed. The call to incorporate and distinguish the conditions of a specific market is also highlighted in previous studies on understanding sustainable consumption as a practice, or rather, the lack thereof. In the context of apparel, sustainable consumption practices are suggested to be legitimized at the level of attitudes (Gupta et al., 2019; Gwozdz et al., 2017; Joanes et al., 2020). Yet, ample evidence shows that consumers are seldom guided by abstract ethical attitudes when consuming but rather by the specific market conditions in question (DeVinney et al., 2010; Holt, 2012).

Method and data

To illustrate how SF as a concept is constructed through ongoing stakeholder dialogue, the methodological framework of discourse analysis is employed (Elliott, 1996). Discourse analysis, as conceptualized by Elliott (1996), views discourse as a system of statements that not only shapes a concept but also reinforces institutional structures perpetuates power dynamics, and yields ideological consequences. It is through discourse that the construction and legitimization of a concept occur, influenced by factors such as who is speaking and who is excluded from the conversation (Berger et al., 2019; Huff et al., 2021a; Humphreys, 2014). To elucidate the evolution of SF discourse, text generated by mainstream media outlets and media outlets focusing on the fashion segment spanning from 1990 to 2023, is analyzed. This timeframe was selected based on findings indicating the emergence of SF in Swedish mainstream media around 1990. Answering a call to further recognize regulations and policies as market-shaping stakeholders (see, Mukendi et al., 2020; Ozdamar-Ertekin & Atik, 2015, 2020) governmental incentives, including agency-assigned mandates, regulations, and policies about the ongoing SF discourse, are being incorporated using publicly available state information. Complementary interviews, informed by the findings from the longitudinal discourse analysis, are undertaken with industry insiders, such as policy advisors and Vice Presidents of Sustainability at apparel companies. In certain cases, the respondents themselves have been featured in the media, resulting in interview questions that delve into meta-level discussions.

The preliminary results reveal a strong inclination towards technical and pragmatic solutions, while overlooking more radical behavioral changes or systemic-level inquiries. For instance, the issue of chemical usage in clothing and its potential impact on wearer health is a recurrently debated topic resurfacing in media discussions approximately every fifth year. Enhanced regulations are frequently proposed as the ultimate solution, exemplified by REACH (The Regulation on the Registration, Evaluation, Authorization, and Restriction of Chemicals) (EC 1907/2006), which came into effect in 2007. Improved or innovative fibers are often heralded as the answer to achieve SF. Organic cotton or recycled fibers are commonly advocated as avenues for consumers to adopt more environmentally friendly choices. However, what is seldom broached is the fundamental notion of perpetual renewal, often viewed as an inherent aspect of fashion. The very logic of fashion, and whether the current state of fashion should be sustained, is rarely featured in the ongoing dialogues. This may cultivate a deceiving sense of optimism among consumers, suggesting that there is no urgent requirement to alter current consumption practices, as they can be rectified solely through technical solutions.

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SUSTAINABLE DEVELOPMENT GOALS AND MACROMARKETING

TRACK CHAIRS: Mahabubur Rahman
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Empowering Ethnic Minorities: An Entrepreneurial Bricolage Perspective

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Extended Abstract

INTRODUCTION

The impetus provided by the Sustainable Development Goals on poverty eradication attracted research attention on regional development that uses economic growth as a driver for generational empowerment through social inclusion, cultural diversity, and environmental protection (Pike et al., 2007, 2016). High growth *responsible innovation* has been credited for the rapid development of poverty-stricken areas in Silicon valley (Lerner, 2009). However, the Silicon Valley Model has failed to be replicated across other regions with poverty related challenges, partly due to context-based constraints (Alvarez and Barney, 2014; Lee and Rodriguez-Pose, 2016).

Ethnic minorities pose unique challenges due to marginalization in entrepreneurial efforts for poverty eradication and empowerment for generational prosperity. We propose entrepreneurial bricolage as a mechanism to eradicate poverty and encourage generational prosperity (Baker and Nelson, 2005; Mair et al., 2012). We study how institutional entrepreneurs creatively navigate the poverty eradication dilemmas in minority communities by crafting nascent strategies driven by the context. We use a case study of a non-profit foundation called the Mae Fah Luang Foundation (MFLF), established by the Mother of the late King Rama IX of Thailand (late Princess Srinagarindra) to analyze institutional entrepreneurship strategies to eradicate poverty and ensure generational prosperity for the regional minorities. A unique aspect of our study is the role of an authoritative figure with associated soft power in providing direction for solving intractable problems such as poverty eradication. Our research provides important insights into institutional entrepreneurs' efforts to fulfill social and ecological goals that culminate in empowering the region's minorities.

BACKGROUND

Poverty eradication through entrepreneurial bricolage has attracted attention in the literature (Kim and Kim, 2022; Di Domenico et al., 2010; Baker and Nelson, 2005). Entrepreneurial bricolage involves utilizing local strengths and combination of resources at hand to new problems and opportunities (Baker and Nelson, 2005). Bricolage studies suggest that problem solution is achieved through bits and pieces of resources that are scattered throughout the local landscape (Mair et al., 2012). We build on this premise to document a gradual improvement in poverty reduction and empowerment of a minority community in Thailand. Extant research has not examined how influential figures or celebrities can modify the trajectory of poverty eradication.

METHODOLOGY

We utilize a practice approach that illuminates the MFLF strategy-in-action that is consistent with our research question which is to understand how institutional entrepreneurs creatively navigate the poverty eradication process using an authoritative figure creatively as a soft power. A practice approach, as advocated by Kraatz and Block (2008) and Jarzabkowski et al. (2009), focuses attention on the everyday actions of MFLF and Doi Tung Development Project (DTDP) personnel as they navigate the many challenges of eradicating poverty and empowering minorities.

Our research site is The Doi Tung Development Project (DTDP), initiated in 1988 by HRH late Princess Srinagarindra (referred here as Princess Mother), as the flagship project of MFLF. The main aim of DTDP is to uplift the local minority community which inhabited a desolate and parched mountain area called Doi Tung. Opium cultivation and sale was rampant even after opium production became illegal in Thailand. The minorities had no legal recognition as citizens of the country, lived in poverty, and were deprived of opportunities to lead a normal life.

Data collection consisted of archival data (such as DTDP publications and communications), newspaper reports (such as Bangkok Post, The New York Times, NationThailand.com), reports from authoritative sources such as the United Nations, observations over time, and interviews with MFLF personnel involved with DTDP and a journal log by the authors. Observations, interviews, and journal logs helped understand the market inclusion processes designed and developed by DTDP. Using a grounded theory approach, we reiterated between the data and relevant entrepreneurial bricolage

literature. With Latent Dirichlet Allocation (LDA) on newspaper articles, interview transcripts, website(s) related to the MFLF, we developed appropriate themes and codes that allowed us to categorize findings. Close to 80 different data sources were studied. Themes pertained towards sustainability, community development and social engagement, community empowerment, education and sustainable development. These themes supported our understanding on the research question.

RESULTS AND DISCUSSION

We found novel bricolage approaches that were used by the DTDP to harness resources that were locally available. Such locally grounded organic bricolage strategies coalesced around two dominant themes that we term as *leveraging authority to mobilize resources for capacity building* and *building trust to utilize the newfound capabilities to break away from marginalization*. We describe each one of these below.

Leveraging Authority to Mobilize Resources for Capacity Building

At the outset of the project, DTDP publications reveal that the Princess Mother decided to move to the impoverished area from her royal palace in the city to oversee the project work. Her authority helped to mobilize the necessary infrastructure to start the work of moving the ethnic minorities away from opium addiction. Our archival data further reveal that a Social Development Department was created within DTDP to help coordinate the activities around the needs of the local ethnic minorities. Under guidance of the Princess Mother, who had a profound understanding of the local people's identity with the land, the DTDP made the available natural and agricultural resources as harbinger of social change. As revealed in the archival data:

“The Royal Family’s soft power capital to put health, education and livelihoods as important priorities and fundamental blocks for the development process in Doi Tung also helped transform power relations in the Doi Tung area, displaced illegal activities and actors and opened possibilities for different social and economic dynamics to grow.”

Building Trust to Utilize the Newfound Capabilities to Break away from Marginalization

Princess Mother realized that the extreme power distance between her and the locals may hamper her aspirations to help the ethnic minorities to emerge out of marginalization. She made every effort to build trust between the locals and the royalty.

DTDP worked with the families by upskilling the adults and sending the kids to school. She insisted that education is the road to progress and elimination of poverty.

Through the trust earned by focused bricolage activities, DTDP made efforts to exploit the local connection with land by encouraging coffee plantations, agricultural tourism, handicrafts sales, and tourist centered local cultural experiences. The foundation helped locals to gain legal identity, transferred the ownership of land, and provided healthcare as a means to restore their quality of life.

“Through the project, we find solutions to the peoples’ pain, poverty and ignorance issues. Initially the Doi Tung Development Project volunteers were created. These volunteers are now respected community members, holding leadership positions such as village headmen and mayors of municipalities.”

“I’ve seen individuals in the community improve the quality of their lives. Kids who grow up with the project can go to school. Furthermore, there are scholarships. We award bursaries. We collaborate with several different universities. To enable kids to be eligible for scholarships.”

CONCLUSIONS AND IMPLICATIONS

It is observed that bricolage at the local level clearly helped DTDP to accomplish its goals of building much needed capabilities for the ethnic minorities. The MFLF foundation realized that growth cannot be accomplished by pouring money into high growth strategies but being local and capitalizing on local strengths are keys to success.

Our study contributes to recent efforts to return and exploit natural eco-systems and location-based identities (Pike et al., 2016; Kim and Kim, 2022) for community related change. Afterall, the local communities rather than external venture capitalists or policy makers, are better equipped with the entrepreneurial imagination to unleash the potential for generational prosperity. We hope future research may further elucidate this approach.

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Employees' Contribution to Sustainability Practices: An Analysis of Hospitality Industry in the UK

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Sustainability is a major macromarketing issue having cross disciplinary implications (McDonagh and Prothero 2014; Meng 2015; Prothero and McDonagh 2015). In accordance with the United Nations Sustainable Development Goals (SGDs), there is significant pressure from consumers and other stakeholders to implement green practices. The emphasis on green practices has trickled down across various industries including the hospitality industry (Nimri et al. 2021; van Riel et al. 2021). The concerns for sustainable food production and consumption have been acknowledged by hospitality managers (Okumus et al. 2019). Therefore, hospitality establishments are determined to minimize the negative environmental impacts caused through their operations and increase the level of awareness among employees (Chan et al. 2017; Kim, Lee, and Fairhurst 2017; Wood, Eid, and Agag 2021; Zientara and Zamojska 2018). Research has attempted to explore the employees' green attitudes and behaviors at workplaces (Okumus et al. 2019; Zientara and Zamojska 2018) through various theoretical lenses, such as Theory of Planned Behavior (Blok et al. 2015), Social Exchange Theory (Kang and Busser 2018; Paillé et al. 2016), Resource-based theory (Davis et al. 2020), and Value Belief Norm Theory (Ciocirlan et al. 2020; Scherbaum, Popovich, and Finlinson 2008).

Research that explores the employees' sustainable behavior through the underpinning of internal branding literature is scarce. Internal branding is defined as the process through which organizations aspire to provoke employee behaviors that are congruent with brand promises through 1) cognitive (brand knowledge) 2) affective (brand identification) and 3) conative (brand enactment) stimuli (Aurand, Gorchels, and Bishop 2005; Garas, Mahran, and Mohamed 2018; Oliver 1993; Punjaisri and Wilson 2011). This study aims to investigate the employees' brand-congruent sustainable behaviors (Brand enactment) while interacting with and serving customers in the hospitality industry.

According to Boukis, Gounaris, and Lings (2017), brand enactment encapsulates employees' behaviors congruent with brand values while dealing with the customers. So far, internal branding literature has emphasised on employees' cognition, affection, and behaviors as critical antecedents for a firm's ability to provide customer experience

synchronized with brand value propositions (Boukis and Gounaris 2014; Boukis et al. 2015; Helm, Renk, and Mishra 2016). Thus, the study aspires to determine the non-internal branding drivers of employees' brand-congruent sustainable behaviours (Barros-Arrieta and García-Cali 2021; Boukis, Gounaris, and Lings 2017), through the underpinning of psychological capital factors driven from positive psychology. Therefore, we propose psychological capital as a "non-internal branding" driver and develop a comprehensive framework to investigate the role of employees' psychological capital in determining their brand enacted sustainable behaviors in the context of hospitality industry.

The construct of psychological capital comes from positive psychology. Positive psychology, unlike conventional psychology, focuses on mental issues underpinning various attributes that develop individuals' strength comprising of traits and talents that make individuals more productive (Peterson 2006; Seligman and Csikszentmihalyi 2000). To capture the implications of positive psychology in an organizational context, researchers had developed a measurable multidimensional construct denoted as psychological capital (Lupşa et al. 2020; Luthans et al. 2007; Luthans et al. 2008; Luthans and Youssef 2004). Scholars had utilized psychological capital because of its ability to capture individuals' psychological capabilities that can be empirically measured, analyzed, and employed for performance improvements (Asbari et al. 2021; Wang, Chen, and Zhu 2021). Psychological capital is comprised of four factors: self-efficacy, hope, optimism, and resilience (Luthans et al. 2007; Luthans and Youssef-Morgan 2017). The four psychological capital resources are driven by distinct underpinnings i.e. self-efficacy (Confidence in the ability to activate motivation and cognitive resources to improve performance), optimism (anticipation of positive results), hope (individuals' motivation to succeed in a task) and resilience (ability to recover from uncertainty and setbacks). These factors have been considered fundamental in determining employees' attitudes and behaviours in the organisational context (Lupşa et al. 2020; Nolzen 2018; Rego et al. 2017). Psychological capital, reflecting the psychological mechanism behind employee behaviors, can provide a strong foundation to explore employees' brand-congruent sustainable behaviors.

Brand enactment depicts the extent to which employees deliver the services mimicking the values and promise of the brand (Punjaisri and Wilson 2011). Psychological capital as an antecedent to the brand enactment delineates the contribution of psychological

attributes during the enactment process for an employee in the services industry. We envisage that psychological capital with unique theoretical drivers can articulate empirical robustness towards sustainable brand-congruent behaviors (Brand enactment) among employees of the hospitality industry. To operationalize the proposition of study, deductive reasoning is utilized as the assumptions are developed from existing theory (Mason 2002; Saunders, Lewis, and Thornhill 2009). Quantitative methods employed require primary data to test the developed hypothesis (Bryman 2016). To refine the sample and maximize the impact of the study, the data is collected from the restaurants that are members of “The Sustainable Restaurant Association” in the UK. The initial step is to test the proposed model consisting of psychological capital and its dimensions as predictors of the Brand enactment. This configuration will be tested using IMB Amoss CB-SEM as established theory i.e., psychological capital is being tested on brand enactment process. Hence, the methodological objective is referring to testing of an existing theory and confirming its role towards a behavioral outcome, under this premise CB-SEM seems to be an appropriate choice (Dash and Paul 2021). To test the measurement model’s validity prior to hypothesis testing, confirmatory factor analysis will be performed (Hair et al. 2006). After witnessing an acceptable model fit statistics for the measurement model, the structural model will be tested to determine the path statistics.

Macromarketing literature thoroughly emphasizes that micro-actions of individual stakeholders create macro-implications within a marketing system (such as Dixon and Wilkinson 1989; Layton 2019; Layton 2007, 2011; Meade and Nason 1991; Padela, Wooliscroft, and Ganglmair-Wooliscroft 2022). This study involves investigating a system actor, employees within the hospitality sector, at the micro level, collective behaviours of whom influence sustainability at the macro-level. Despite the understanding of the interplay between micro and the macro levels, behavioural change remains daunting task (Domegan et al. 2020; Pham et al. 2023; Sheth and Parvatiyar 2021). In line with the SDG #12 (Responsible consumption and production) and #3 (Good health and wellbeing), the successful deployment of psychological capital leading to development of employee’s brand enactment provides groundworks for witnessing employees’ sustainable behaviours. Although the proposition in the study is based on linear causality, the study disseminates the interconnected impact of two literature streams 1) positive psychology 2) Internal branding. This study predominantly paves way for policymakers

and stakeholder in hospitality industry to cultivate the notion of their sustainable offerings primarily through the compliance of organisational sustainable values and beliefs among the employees.

At tactical level, the Hospitality industry intends to conform with UNSDG's and include sustainability in their marketing and communication campaigns. On the other hands, drawing attention based on material and symbolic appeals, is contradictory to sustainability milestones (Jones, Hillier, and Comfort 2016). However, the role of employees in advocating for sustainability has been termed significant (Casey and Sieber 2016). Therefore, the findings of this study would be imperative in shifting and repositioning the focus of policy makers towards the role of employees in crafting future landscape for sustainable hospitality practices. Moreover, this research also informs policymakers to focus on bolstering employee's psychological capital tendencies i.e., positive psychology cues to ensure there are enacted with the organisation/brand values of sustainability.

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Disclosing Corporate Social Responsibility: An Empirical Investigation

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Corporate Social Responsibility (CSR) has become a common practice globally and most companies are involved in some form of CSR practices. Due to the public awareness and social pressure, there is an upward trend in disclosure of CSR activities to the stakeholders. While there have been considerable number of studies on the impact of CSR on the financial performance and firm's reputation, there is a gap in the literature as per how firms decide to report their CSR-related activities to the public. In this study, we try to fill this gap by empirically investigating the dynamics of the CSR disclosure of the companies over time, both in terms of the level of involvement as well as the structure of CSR reports. The data used in this study is a panel of sustainability reports of 40 companies in the ASEAN region. A comprehensive scale was developed to quantify the reporting practices of the firms based on the Global Reporting Initiative (GRI) framework. The role of various institutional and regulatory factors have been investigated. The results of this study would be of interest to the managers as well as policy makers in the sustainability field.

Keywords: *CSR, Sustainability Reporting, Policy, Empirical Study*

1. Introduction

Corporate Social Responsibility (CSR) has become a common practice globally and most companies are involved in some form of CSR practices (Sweeney & Coughlan, 2008). Due to the public awareness and social pressure, this trend is increasing over time. On top of this, companies have opted for the voluntary disclosure of their CSR activities to the stakeholders AKA sustainability reporting. This non-financial information includes the CSR practices within the corporate governance, economic, environmental and social aspects of the company's business.

The practice of sustainability reporting offers numerous benefits for companies. The preparation of sustainability reports warrants a review of internal systems, which allows companies to identify inefficiencies and enact improvements in decision-making and operational processes. The assessment of non-financial performance also aids in the firm's compliance with legal and regulatory requirements, reducing the potential of hefty financial penalties and fines that result from non-compliance. Sustainability reporting also allows firms to gain an in-depth understanding of their exposure to social and environmental risks and opportunities (Dhar et al., 2022). Furthermore, the production of sustainability reports drives firms to formulate long-term strategic visions and in turn, resilient business models. The provision of disclosure on non-financial performance also demonstrates corporate transparency and accountability to stakeholders. Sustainability reports thus serve as tools for companies to strengthen relationships and generate trust with stakeholders.

There are many factors affecting the level and format of CSR disclosure. Using the stakeholder theory, it has been shown that the type of CSR reporting varies by the sector and industry (Sweeney & Coughlan, 2008). Based on the institutional theory, type of market, level of competition, and regulatory norms also have impacts on the level of CSR disclosure (Asbar et al., 2021).

Sustainability reports can be a source of competitive advantage for companies (Vishwanathan et al., 2019). Firms engaging in sustainability reporting may be regarded as leaders in their field, possessing a stronger bargaining position in the penetration of new markets as compared to competitors without. While there have been studies on the impact of CSR on financial performance (Zhao & Murrell, 2016) and firm's reputation (Rahman et al., 2021), there are some contradictory findings regarding the positive or negative impacts (Rao et al., 2023). Besides, there is a gap in the marketing literature as per how firms decide to report their CSR-related activities to their stakeholders and to the public and what type of disclosure is chosen (Raghubir et al. 2010). Moreover, the role of institutional and regulatory factors on the CSR disclosure practices needs further investigation (Asbar et al., 2021).

2. Data/Methodology

The data used in this study is a panel of sustainability reports of 40 companies in the ASEAN region (2012 to 2020). In the case of this study, a company must provide information at least in the environmental or social aspects of its business to constitute having communicated its sustainability efforts. The companies selected were all listed in Singapore Stock Exchange and they were major players in their sectors. For the sake of generalizability of this study, the companies were divided into three major sectoral groupings: Infrastructure, Manufacturing, and Services.

The Global Reporting Initiative (GRI) is a widely prevalent and established framework employed by leading global multinationals across various countries and continents. The GRI guidelines provide a holistic and comprehensive assessment of sustainability issues including those related to supply chain management and human rights. A quantitative scale based on the GRI standard to measure the quality of the sustainable activities reflected in the reports. We have utilized this scale to break down the sustainability reports into different areas of corporate governance, economic, environmental, and social initiatives. The depth of disclosure was analyzed through the assignment of scores ranging from 1 to 5 for each criterion. The percentage scores for each company were also aggregated to compute the sector average, in order to facilitate inter-sector comparisons. To augment the CSR disclosure data, a comprehensive set of firm-level characteristics and market-level indices were used. For each company, for data points (semi-annually) for the period between 2012 and 2020 were used to construct the panel data.

While other studies have attempted to quantify CSR disclosures (Asbar et al., 2021; Jizi et. al. 2014), their proposed measurement has been focused on a specific industry (e.g. Banking). The indices used to measure CSR disclosure were comprehensive and not based on established standards like GRI. Besides, the focus of the studies in the literature has been mostly on the stock price of the companies involved in CSR disclosure (Jizi et. al. 2014). To fill the gaps in the literature, we study the dynamics of the CSR disclosures of the companies in different industries using panel analysis. Moreover, a comprehensive list of financial performance measures

was used controlling for various institutional factors. Finally, apart from the level of disclosure, the nature and type of CSR disclosure is being investigated.

3. Findings

The results show that companies increase their CSR involvement as per their sustainability reports. This increase was primarily driven by a higher rate of reporting from companies in the Manufacturing and Services sectors. Moreover, the size of the companies, as a proxy for their resources, matter. Larger companies demonstrate higher level of CSR disclosure. The cost of engaging in sustainable practices may be more substantial to smaller-sized companies, than that to larger companies.

Based on the GRI, materiality of sustainable practices as compared to the core operations of the companies is important. Therefore, omission of disclosure of material information from its sustainability report could influence decisions that investors make on the basis of financial information. By looking at the CSR areas in which companies involve over time, there seems to be a relationship with the companies' core business practices (i.e. the material areas for the companies).

Finally, in line with the extant literature in the field, we have looked at the impact of CSR reporting on the financial performance of the companies in a dynamic fashion. To test this, we have looked at a comprehensive list of financial performance measures of the companies in our sample and tested if it is affected by the level of CSR disclosure to the shareholders. After controlling for different factors such as the industry, size of the firm, it was shown that there was a positive correlation between the level of CSR reporting and financial performance. While we could not establish the causality link (Vishwanathan et. Al. 2019), we tried to investigate the forces that explain such an effect. One explanation was the availability of more resources for the firms who systematically report their CSR initiatives. The other explanation was through the lens of competition and competitive advantages that CSR reporting can provide the firms with (at least in the short run before these practices become the norm in the market). In this line, the role of policy makers in incentivizing the transparent disclosure of sustainable practices on one hand and putting pressure on

the business through regulations is very important. Benefiting from the panel nature of our data, the impact of regulatory policies by the government as well as by the Stock Exchange requirements can be tested empirically. This has implications for the policy makers in the field as to how to incentive the diffusion of sustainable practices of the business and their transparent disclosure.

4. Contribution

While other studies have looked at the sustainability reporting of the firms and its impact on the financial performance (Du et. al. 2017), this study has looked deeper on the content of such a reports and have added the element of time using panel data. On the other hand, the diversity of the companies in our sample (cross-sectoral) as well as the dynamic nature of our analysis (as opposed to the conventional cross sectional studies) shed more light on the type of disclosure and the underlying financial and non-financial forces behind it. The results of this study would be of interest to the managers as well as policy makers in the sustainability field as per the drivers and regulations to adopt more sustainable practices (Iyer & Reczek 2017). This is in line with the line of research tackling the policy roadmaps for sustainability utilizing market forces (Miedzinski et al., 2022).

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TRANSITIONING TO A CIRCULAR ECONOMY FOR A BETTER SOCIETY

TRACK CHAIRS: Carmela Bosangit
Nicole Koenig-Lewis

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Renting clothing to complement a sustainable wardrobe: Exploring UK consumers perceived barriers to renting clothes and identifying an effective circular economy business model for renting everyday clothes

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Introduction

Traditionally the fashion business models adopted by most fast fashion companies use a linear take-make-waste framework, which results in a volume of apparel ending up in landfill. A current report reveals that 73% of apparel is sent to landfill or is incinerated, 95% of which could have been recycled or reused (ThredUp 2023). The significance of waste produced by the fashion industry is further emphasised by the Ellen MacArthur Foundation (2023a), showing that “every second a rubbish truck load of clothes is burnt or buried at landfill” which has led to the fashion industry becoming one of the main contributors of plastic microfibers arriving into the world’s oceans. Researchers evidence consumers growing awareness and changing attitudes and behaviours towards consuming in a sustainable manner (Jain et al. 2023), this is reflected in 55% of UK consumers strongly agree/agree that the fashion industry should become more environmentally friendly (Statista 2023a). However, there is a protracted uptake amongst UK consumers that are willing to pay more for a sustainable garment, as 34% of consumers strongly agree/agree to paying compared to 36% of consumers who are not sure, and 26% of consumers not agreeing (Statista 2023b). Thus, evidencing consumers’ desire for a sustainable alternative that is affordable.

This study’s theoretical lens of collaborative consumption is defined as being an affordable sustainable form of consumption, which allows consumers to share clothes at a cheaper expense compared to traditionally consuming clothes (Arrigo 2021). The latter embodies the circular economy business models that are integrated into the fashion industry as a more environmental and sustainable way of reducing consumption along with cutting resource use (e.g. emissions, pollution, greenhouse gas emissions,

and biodiversity impacts). The circular economy business models are a result of a call from academics and industry professionals that acknowledge the consequences of the fashion industry's carbon footprint and therefore wish to embrace circular economy approaches (Ferasso et al. 2019). However, the models and typologies of circular economy business models are still emerging and are developing (Lüdeke-Freund et al. 2019). Whilst undertaking this lens, a macromarketing perspective is adopted for the purpose of exploring this phenomenon, considering current macromarketing studies principal goal for “saving the world” and a uniting focus towards global societal development, which is a result of current development of globalisation (Peterson, 2006: 245; Fisk, 2006; Ekici et al., 2021).

This study aims to understand a UK consumer perspective towards renting clothing as an everyday item to complement a consumer's wardrobe and to slow consumption, compared to renting a garment for a special occasion or one-off piece. Considering the warrant to understand a UK consumer voice due to many past studies focussing on Asia and the USA (Jain et al. 2023), this study anticipates the role of culture in consumer awareness and perceived barriers as a differentiator to prior findings. There is a limited understanding regarding consumers awareness and barriers towards renting everyday clothing (Bodenheimer et al. 2022). The author is interested to understand the circular economy business models currently used for rental clothing and to identify the most effective model for consumer adoption of rental clothing. Scholars reveal that innovative circular business models have limited opportunity for scalability and lack social acceptance (Henninger et al. 2019). The study's findings would inform companies and small and medium-sized enterprises (SMEs) on effective models to use and be able contribute to the growing worldwide fashion rental market which is forecasted to hit \$7.45 billion by 2026 (Forbes 2022). This study proposes the following research questions to address the research aims. Firstly, what are the perceptions and awareness of UK consumers towards rental clothing? Secondly, what are UK consumers perceived barriers towards renting everyday clothing? Thirdly, how can an effective renting business model be employed for everyday clothing rental?

Conceptual Framework

Circular economy business model

There are four key circular economy business models used in the fashion sector that utilise the product and materials at every step, these are: rental, resale, repair and remake. The circular economy concept first evolved from a technical stance, with the aim to investigate efficient resource use, environmental impacts and waste generation (Ferasso et al. 2019). In the current day, the circular economy is defined as a system that holds an aim to reduce waste by converting goods at the end of their life cycle into new products. In turn, closing the loop in the industrial ecosystem to produce a continual use of resources and prolonging the life of the product (Ferasso et al. 2019). Other than a product-life extension, the circular economy is further facilitated via recycling, remanufacturing, redistribution and reuse (Urbaninati et al. 2017). As a result of embracing circular economy business models, this results in the reduction of manufacturing and consumption in the fashion industry and improves environmental performance.

Rental fashion boasts a variation of circular economy business models. Firstly, a company can mediate renting via a business to consumer (B2C) business model (Jain et al. 2022) and use third parties to clean and mend clothes, for instance, Rent the Runway. Secondly, renting can be a consumer to consumer (C2C) business model (Jain et al. 2022) and the company or third party for cleaning services would not mediate or facilitate, instead the company receives commission for enabling the transaction. For instance, HURR Collective based in the UK, the company does not hold inventory and facilitates rental transactions between consumers. Considering presence, some companies and SMEs are only found online via a website (e.g. Rent the Runway, Hire Street, HURR Collective) or via an app (e.g. By Rotate), whereas some are based on the high street which may be promoted via social media platforms. Companies use B2B and C2C business models differently, for instance via promotions, commissions, subscriptions, penalties, collaborations and how clothes are cleaned. Current studies reveal the issues related to scalability and lack of social acceptance impede on rental models' success, there is a warrant for rental fashion business models to design rental circular economy business models with sustainability at the centre that enable wide-scale adoption (Park and Armstrong 2017).

The author acknowledges misleading understanding of the circular economy, as present scholars argue that simplicity of theorizing the ‘myth of eternal return’ with perfect circulation of goods and services via the circular economy (Corvellec et al., 2021; Dzhengiz et al., 2023). The latter links to limitations related to rental clothing, for instance the unsustainability of overconsumption.

Rental Fashion: Priorities and Barriers

The shifting consumer mindset towards ending their ownership of products has advanced all four circular economy business models and has evolved the rental business model amongst consumers. To date examples of categories that have benefited from the rental model are music streaming service, film, TV, and documentary streaming services along with car rental schemes. This evolution in consumer behaviour is driven by a need for ‘newness’ and ‘increased unattainability’; the concept of ‘unattainability’ is due to rising costs and is forecasted by industry experts to penetrate the fashion industry.

Rental clothing is defined as an ‘access-based consumption model’ that enables temporary use and ownership of a product for a fee (Schaefers et al. 2016) and is a type of collaborative fashion consumption where consumers receive access to pre-worn/owned clothes. Past marketing studies that explore rental fashion demonstrate a breadth of exploration into American, Chinese and Indian cultures (Jain et al. 2023) to understand consumers perceived barriers and motivations to rent clothing. There is a warrant for marketing scholars to comprehend the UK voice, and their perceived barriers and motivations to rent clothing.

An array of consumer motivations to rent clothing are found in prior studies (Jain et al. 2022). These include hedonism involving consumers drive for experiential benefits which includes keeping up with fashion trends, an opportunity to try new styles at a lower cost and perceived enjoyment (Mishra et al. 2021). Variety, creativity, desire for change, self-identity, appropriateness for occasion, uniqueness, temporariness of item, personalisation and long-term subscriptions were further motives found by scholars (Jain et al. 2023). Alternatively, barriers include inertia in adopting alternative ways of consumption and new, difficulty with the rental model proposed by a company, along with, health and hygiene (Clube and Tennant 2020).

Collaborative consumption

The concept of collaborative consumption is gaining traction in marketing research when exploring a sustainable form of consumption and affordable consumption (Arrigo 2021).

Prior studies that have used collaborative consumption as a theoretical lens, have explored the following contexts, retail sector, transportation by exploring the brand Uber and hospitality via the brand Airbnb. Considering the growing popularity of marketing scholars understanding sustainable consumption via collaborative consumption, there is still a scarcity of studies that use the concept to explore consumers sustainable fashion consumption (Arrigo 2021). Advancing literature investigating sustainable fashion consumption have found that collaborative consumption does demonstrate a valuable pathway to reduce negative consequences of the sustainable fashion industry, for instance, the production and consumption (Becker-Leifold 2018). Practitioners demonstrate acknowledgment of the consumer shift in fashion consumption deemed as the 'end of ownership', as consumers call for affordable sustainable consumption and shift from permanent ownership of apparel to the following business models: repaired, pre-owned, refurbished and rented.

Current studies often link collaborative consumption to the sharing economy and interchangeably use the concept with terms under the sharing economy umbrella, these are: product-service systems and access-based consumption. It is argued that due to the lack of consensus about the collaborative consumption definition and core elements, this has given rise to misuse and misunderstanding of how to comprehend the notion. Arrigo (2021) provides a current review of past studies and exemplifies how collaborative consumption is different to the latter concepts. This study aligns with present studies (Park and Armstrong, 2019; Arrigo, 2021) that collaborative consumption differs from the term, access-based consumption, due to collaborative models, such as clothing rental, includes swapping and trading which encapsulates the transfer of ownership. Nevertheless, overlapping similarities between the terms entail, gaining benefits from materialisation without negative sustainable impacts as less consumption is enabled (Beverland et al., 2022), in the case of renting clothes consumers can keep up with the latest trends but without adding the consumption of 52 trends a year which can remain unworn or worn once in their wardrobe. It can be argued that product-service systems enable collaborative consumption models, which are distinguished by models such as 'result oriented' and 'use oriented' services which entails provides access to goods that remain owned by a company e.g. Hirestreet in the UK owning a dress and renting it to consumers (Arrigo, 2021). Alternatively, allowing privately owned goods to be accessible to other consumers in the community e.g. By Rotation in the UK which facilitates consumer

to consumer renting. This author acknowledges that there may be overlaps with product-service systems and access-based consumption but argues that all three concepts are distinct entities.

Proposed Methodology and Preliminary Insight

Context: Clothing Rental Business Models

The context of the study is the circular economy rental business model used for everyday clothing. There is little research in understanding consumers perceived awareness and barriers to renting everyday clothes to complement a sustainable wardrobe (Bodenheimer et al. 2022). Most prior studies use the following contexts of rental clothing business models, for instance, an all-encompassing renting activity (Westerberg and Martinez 2023), renting luxury clothing (Jham et al. 2023) and renting children's wear (Bodenheimer et al. 2022). The purpose of exploring consumers rental of everyday clothes will provide insights into how rental can complement the consumer wardrobe and aim to overcome an issue associated with rental, overconsumption, as the rental of everyday clothes including basics rather than for an occasion or one-off wear. Thus, addressing calls for scholars to undertake projects that address the most pressing challenge in macromarketing literature to overcome circular economy models, such as renting, that enable overconsumption (Helm et al., 2022).

Research design

The study proposes a multi qualitative method entailing three phases. The first phase entails four focus groups each with six participants with UK consumers. Focus groups will be held over Zoom, each focus group will be with consumers from each country in the UK (England, Wales, Scotland and Ireland). The second phase consists of 20 semi-structured interviews held via Zoom with UK consumers, a mixture of active and non-active renters. The third phase consists of a workshop via Zoom with up to 10 owners or CEOs of corporate or SME rental clothing businesses across the UK. The study aims to deliver an insight into the lack of UK awareness and perceived barriers towards renting, and how to integrate an appropriate every-day renting business model. The UK was chosen due to the country demonstrating a growing sustainable fashion awareness, which is apparent in initiatives and events, e.g. the Sustainable Fashion Week held annually in September/October across the UK. The UK boasts a growing rental fashion market with both a high street and online presence. Some of the online rental enterprises

include, By Rotation, My Wardrobe HQ, HireStreet and HURR Collective. High street presence of local rental enterprises are scattered around the UK.

Sampling

A non-probability snowball sampling technique will be used for all three phases. In total all 44 participants and interviewees in Phase 1 and 2 will receive a £20 incentive to use at a rental business of their choice, phase three owners and CEOs will be provided with the study's findings and prospective publications. Phase one entails four focus groups with UK consumers from England, Wales, Scotland and Ireland, participants will be collected via a 'call for participants' shared on the author's academic social media platforms and by flyers at local rental clothing shops in the UK. Phase 1 sampling criteria entails: 1. Hold sustainable and ethical values 2. Interested in sustainable fashion, 3. Interested in renting clothing and/or actively rent clothing, 4. You are X nationality (Welsh, English, Scottish or Irish - depending on the focus group), and 5. You have access to a computer and Zoom. Phase 1 aims to address research questions 1 and 3 considering that participants will be active renters and are interesting in renting.

Phase two entails 20 semi-structured interviews with consumers that rent and are interested in sustainable fashion, however not all need to actively rent clothing. The researcher will identify consumers that regularly rent from phase 1 focus groups alongside further calls for participants via the author's academic social media platforms and flyers in renting businesses in the UK. The sampling criteria comprises: 1. Hold sustainable and ethical values 2. Interested in sustainable fashion but have not heard of renting clothing, 3. Interested in renting clothing and/or actively rent clothing, 5. You are X nationality (Welsh, English, Scottish or Irish - depending on the focus group), and 6. You have access to a computer and Zoom. Phase 2 aims to address research questions 1, 2, and 3, considering the inclusion of consumers that are interested in sustainable fashion but are not aware/do not rent clothing, therefore providing insights into perceived barriers.

Phase three entail an online Zoom workshop with up to 10 owners and CEOs of rental clothing businesses across the UK (Wales, Scotland, Ireland and England). Phases 1 and 2 will inform what business to contact, and the researcher will undertake a secondary data exploration into UK businesses and owners/CEOs to contact; owners/CEOs will be contacted via their business direct contact or LinkedIn. The sampling criteria comprises: 1. A CEO and/or Owner of a rental clothing company based in the UK (Wales, Scotland,

Ireland and England), 2. Provide rental clothing for every or occasion wear for men and/or women and/or children, 3. You have access to a computer and Zoom. Prior phases findings will inform the interview guide and barriers/motivations raised by consumers, alongside current literature that argues the overconsumption of some circular economy rental models.

Forecasted Discussions and Conclusions

The study anticipates insights into the under researched area of UK awareness and perceived barriers towards renting and unearth novel understanding into everyday clothing to complement a consumer's sustainable wardrobe. The author aims to understand how current rental business models encourage and sustain consumers renting of everyday clothing, and endeavours to provide managerial implications for SMEs and companies with best practices to incorporate into their rental business model to advocate everyday renting.

The opportunity to present the extended abstract at the Macromarketing Conference 2024, track 'Transitioning to a circular economy for a better society' would be beneficial for this study's conceptual development and methodology.

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Circular consumption practices and sustainable well-being: An explorative framework

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Understanding the shift to circular modes of consumption is crucial for researching successful transformation to a circular economy (Camacho-Otero et al. 2018). Reducing consumption of material resources and changing everyday practices requires efforts from consumers, but circular economy research tends to reduce the consumer to a choice maker with differences, for example, in personality and available information (Hobson et al. 2021). However, some studies have already explored this consumer work and started to conceptualise circular consumption from the perspective of practice theory (Hobson et al. 2021, Närvänen, Fuentes, and Mesiranta 2023, Rabiou and Jaeger-Erben 2022).

Consumer work in everyday life can affect the well-being of consumers from multiple perspectives. At the household level, this can, for example, be time-consuming, cause stress, or lead to disputes over the division of household tasks. Circular consumption practices can alleviate anxiety related to climate change or biodiversity loss, save money in budgets or storage space at home, or increase perceived behavioural control related to consumer responsibilities. Despite these potential effects on well-being, the efforts to connect circular consumption and sustainable well-being are still in their infancy.

The development of sustainable well-being measurement has evolved on societal level as a pursuit of finding more holistic indicators to be used instead or together with gross domestic product. These indicators have been built on alternative approaches of the needs-based approach and capability approach (for a review, see O'Mahony 2022). Studies in different fields of consumption often use measures of subjective well-being (Sirgy 2020). These measures are based on a hedonic approach that defines well-being through life satisfaction, positive affect or happiness (Diener 1984) and tend to overlook

eudaimonic and social aspects of well-being. The eudaimonic approach emphasises self-realisation, meaning of life and functioning (Ryan and Deci 2000). Extending beyond individual preferences is argued to be crucial from the sustainable consumption and consumer well-being perspectives (Hirvilammi 2015, Sirgy 2020). In the contexts of sustainable food and clothing consumption, more holistic indicators of well-being have been called for (Masuch and Hefferon 2014) or just started to emerge (Issock, Mpinganjira, and Roberts-Lombard 2023). To study and facilitate the transformation to circular consumption, a more elaborate analysis of the interconnections between circular consumption and sustainable well-being is needed.

The aim of this study is to explore the link between circular economy and well-being research in the contexts of food waste and clothing. We analyse the interconnections of circular consumption practices and sustainable well-being of households through a literature review. To complement the analysis, we organised a researcher workshop that brought together Finnish sustainable well-being researchers. This study is part of a European-wide project that pilots interventions to transform households into circular model households. Our interest in sustainable well-being stems from a need to evaluate the impacts of these interventions on the participating households.

We will develop a framework that conceptualises the circular consumption of food waste and clothing from the perspective of their potential well-being effects. The framework describes circular consumption through practices in households and pays attention to eudaimonic elements of well-being. While many ideas in the workshop aligned with existing literature, it enriched our understanding of context-specificity of well-being effects and how, for example, income level can affect households' subjective evaluations of well-being.

We contribute to circular economy research by synthesising literature of sustainable well-being with research on circular consumption practices. The developed framework initiates discussion on how well-being aspects should be integrated into studies on circular consumption practices, especially in initiatives where a transformation in practices is called for. Despite the growing interest in sustainable well-being, the application in specific sustainability contexts has not yet been fully addressed. We

believe that a more refined understanding of consumer practices and their well-being effects at household level can help build policies for well-being on a more aggregate level, and vice versa.

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From Sharing to Circularity: Redefining Social Enterprises in the Digital Age

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Extended Abstract

This paper explores how the sharing economy, a form of collaborative consumption that promotes access over ownership, can align with the principles of circular economy, a system that aims to eliminate waste and regenerate natural resources. Drawing on macromarketing concepts, social entrepreneurship, and Socially Responsible Marketing, we examine the potential for sharing economy firms to operate as social enterprises that create value for multiple stakeholders, beyond owners and users. Using qualitative analyses of two small businesses, we illustrate how sharing economy models can embody social and environmental goals, while also enhancing operational efficiency and scalability. We also propose recommendations for sharing economy firms and social enterprises to integrate elements from each other's models, such as circular design, stakeholder engagement, and impact measurement. By applying a macromarketing lens, we contribute to the discourse on responsible business practices and the role of marketing in fostering social change.

Our study aims to bridge the perceived gap between sharing economies and social enterprises and proposes actionable recommendations for both sectors to integrate elements from each other's models. By infusing circular economy principles, such as resource efficiency, waste reduction, and regenerative practices, we envision enhancing overall prosperity, operational efficiency, and positive social impact for multiple stakeholders. Examining these concepts in the context of small businesses through a macromarketing lens, we further seek to contribute to the discourse on responsible business practices and Socially Responsible Marketing.

Social entrepreneurs are recognized as influential catalysts for social change within the private sector, while sharing economy firm founders have been predominantly viewed as

facilitators of convenience for users and owners with highly scalable business models. However, our research contends that sharing economies hold untapped potential for social impact and seeks to motivate entrepreneurs to reconsider preconceived notions, using key tenets of Socially Responsible Marketing from idea to inception stage. We encourage aspiring entrepreneurs to embark on ventures with a dual focus: firstly, to dispel the negative perceptions associated with prominent sharing businesses and secondly, to proactively address pressing societal challenges such as sustainability, waste mismanagement, poverty and other global issues that can be addressed by social entrepreneurs on a broad or a more local level. Recognizing the increasing attraction of the sharing economy model to entrepreneurs, we propose a paradigm shift in their approach. The paper underscores the importance of infusing social values into sharing economy ventures and advocates for a proactive stance in addressing broader societal issues. While acknowledging the positive strides made by social entrepreneurs, we posit that sharing economy entrepreneurs can amplify their impact by incorporating socially responsible practices as well as those that incorporate circular economy principles into their business models. The paper offers tangible illustrations of the application of the framework and theory by highlighting two urban enterprises situated in New Jersey that integrate aspects of social entrepreneurship and sharing and circular economy. Future research endeavors are warranted to facilitate the development of comprehensive business models that seamlessly integrate social impact and values into the fabric of the traditional sharing economy approach.

Literature Review:

While scholarly exploration of social entrepreneurship and the sharing economy has been extensive, a notable gap persists regarding the systematic examination of integrating social impact into the broader sharing economy business model. Notably, the *Journal of Macromarketing* has showcased numerous articles investigating social enterprises, often employing frameworks like the Integrative Justice Model (IJM) and Constructive Engagement. For instance, Jagadale's (2023) study contributes strategies to operationalize the ethical marketing model of the IJM, adapting Constructive Engagement as a macromarketing mindset. This research examines how Paryavaran Mitra (PM), a social enterprise in India, has successfully applied these principles to guide

its business practices, particularly in engaging in an authentic and constructive manner with rag-picking women. This research study demonstrates well how an SRM-mindset and ethical marketing principles can catalyze outcomes rooted in fairness and justice, underpinned by human dignity in distinct marketplaces.

Additionally, Rojanakit et al.'s (2022) study underscores the global rise of sharing economy businesses, often yielding disparate outcomes across geographic regions. Many of these enterprises, characterized by their modern nature, lack established business frameworks to navigate and advance their operations, especially in emerging economies. This deficit underscores the need for a comprehensive systematic review of existing sharing economy literature to identify influential factors shaping business performance.

In the circular economy, product design and business model strategies play a pivotal role. Bocken, de Pauw, Bakker, and van der Grinten (2016) delve into this intersection in their study emphasizing the need for innovative approaches that align product design with circular principles. By exploring strategies that extend product lifecycles, minimize waste, and promote resource efficiency, Bocken et al. contribute valuable insights to the discourse on circular economy adoption. Their work underscores the importance of integrating circular design thinking into business models, fostering sustainable practices that benefit both companies and society at large. There are many examples of collaborative consumption companies that incorporate circular economy elements and seek to provide social impact, but this confluence of research areas appears to be underrepresented in the literature.

Additionally, this paper incorporates the Integrative Justice Model for Impoverished Markets (Santos and Laczniak, 2009a), offering a normative framework for ethical marketing to the poor grounded in moral philosophy and management theory. It elucidates the rationale, elements, and implications of the IJM for marketers, consumers, and policymakers. Specifically, the elements of value co-creation, authentic engagement, and ecosystem reconciliation within the IJM align closely with the examination of sharing economy and circular economy business models with a social entrepreneurship approach. The analysis of these businesses in our paper is contextualized within the framework of the IJM and related ethical theories, illustrating

how they are practically applied by innovative entrepreneurs who infuse purpose into their business practices.

Expanding upon the literature review, it's important to acknowledge the major industry categories that have embraced the sharing economy model on a global scale. These industries represent diverse sectors where sharing economy principles have been successfully implemented, facilitating resource utilization, cost efficiency, and access to goods and services. The study will apply frameworks and scholarship from these industry sectors to the small business case examples.

Perhaps the most well-known sharing economy sector is transportation and mobility, including ridesharing services like Uber and Lyft, car-sharing platforms such as Zipcar, as well as bike-sharing and scooter-sharing programs. These platforms provide individuals with convenient and flexible transportation options, optimizing the utilization of vehicles, but as seen with Uber can elicit intense criticism by employee advocates and others for exploiting drivers and circumventing traditional labor regulations, sparking debates about the ethics and sustainability of the gig economy model.

Another well-known sharing economy category is accommodation-sharing platforms like Airbnb, Vrbo, and HomeAway, which have disrupted the hospitality industry by enabling individuals to rent out their homes or spare rooms to travelers. This model offers travelers unique and affordable lodging options while allowing hosts to monetize their unused space, but similar to the Uber effect has faced criticism for prioritizing profit over local housing and local economies, driving up rental prices, and contributing to gentrification and displacement of local residents.. There are a number of other broad sharing economy categories with significant activity and participation among entrepreneurs and larger companies from financial services and goods and freelance services sharing to food delivery and tourism experience.

Methodology

Building upon the conceptual foundations and insights from the literature review, this study adopts a qualitative case study approach to explore the infusion of socially responsible marketing practices within the business models of selected social

enterprises operating in the sharing and circular economies. Our primary objective is to deepen our understanding of how these small enterprises can transcend conventional profit-driven models, addressing a common critique faced by major sharing economy businesses. We purposefully select social enterprises that actively participate in the sharing economy and embrace circular economy principles, which may not be explicit but are identified in the vetting process. These enterprises represent diverse sectors, including peer-to-peer platforms, collaborative consumption, and resource-efficient services.

We will conduct interviews, focus groups, and document analysis to gather rich qualitative data. Interviews involve founders, managers, and key stakeholders from the selected enterprises. We explore their motivations, business practices, and strategies related to social and environmental impact. Our analysis framework integrates concepts from circular economy theory, social entrepreneurship, and socially responsible marketing. We examine how these enterprises incorporate circular design, resource efficiency, and waste reduction into their operations. Key survey prompts will investigate how these enterprises balance financial sustainability with societal impact, and details on innovative revenue models, cost structures, and investment strategies will also be gathered.

In addition to the prior framework elements, we also draw from the sharing economy's inherent benefits, seeking to identify opportunities for scalability, through leveraging excess capacity, network effects, and collaborative consumption. At the same time, we will assess how circular practices enhance scalability while maintaining social and environmental integrity.

By examining these concepts through a macromarketing lens, we contribute to responsible business practices and advocate for Socially Responsible Marketing. Our research encourages entrepreneurs to embrace circularity as a key element of market positioning and branding, recognizing its transformative potential for both business success and positive societal change.

Case Selection:

Two social enterprises operating with business model components that include sharing economy and circular economy elements were selected for exploration and analysis for this study. The firms were chosen based on their reputation as social enterprises and their alignment with these paradigms and their willingness to share their insights and responses with the research team.

Java's Compost, a local business in Orange, NJ, exemplifies a circular economy mindset by integrating principles of sustainability and resource efficiency into its operations. At its core, Java's Compost acts as a connector in the compost market, facilitating transactions between buyers and sellers in a way that promotes environmental stewardship and community engagement.

One of the key ways Java's Compost embraces the circular economy is through its approach to waste management. By diverting organic waste from landfills and instead transforming it into nutrient-rich compost, the business closes the loop on the food waste cycle. This not only reduces greenhouse gas emissions associated with landfill decomposition but also creates a valuable resource that can be used to enrich soil and support local agriculture.

Furthermore, Java's Compost incorporates sharing economy elements by fostering a network of individuals and businesses interested in composting. Through its platform, it connects those with excess organic waste, such as households, restaurants, and grocery stores, with those in need of compost, such as community gardens, urban farms, and individual gardeners. This sharing of resources not only minimizes waste but also builds community resilience and fosters collaboration among local stakeholders.

Overall, Java's Compost demonstrates how businesses can embrace the principles of the circular economy and sharing economy to create positive environmental and social impact while also generating economic value. By facilitating the exchange of organic waste for compost, Java's Compost not only reduces waste but also promotes sustainability, resource efficiency, and community empowerment in Orange, NJ, and beyond.

The second business selected for this study is “Sharing”, an innovative mobile-based platform, that is poised to revolutionize the college dorm furniture sharing and item reuse experience. Connecting students moving into dorm rooms with those moving out, Sharing offers a seamless solution for accessing essential items at a fraction of the cost. This business model seamlessly integrates elements of the circular economy and the sharing economy, offering a cost-effective solution for students while promoting sustainability and community collaboration. The idea for Sharing was born when exchange students studying in the U.S. were challenged by the need to fully furnish dorm rooms upon arriving at their U.S. host campus. While the app is impactful for international and exchange students as one particular market who may lack resources to purchase new items, the service extends its benefits to all students, both undergraduate and graduate, who may be in need of occasional items through its rental service.

At Sharing, the focus extends beyond providing affordable access to dorm essentials; the company is committed to promoting sustainability and fostering a sense of community. By facilitating the reuse and repurposing of items, Sharing minimizes waste and contributes to responsible resource management. Moreover, the platform encourages social interaction and collaboration among students, strengthening bonds and creating a culture of sharing on college campuses. In addition, the mission of Sharing extends to assisting universities in enhancing their sustainability efforts and reducing emissions. By promoting a culture of reuse and resource sharing, Sharing helps universities improve their environmental footprint and enhance their reputation among potential students and competing institutions. With Sharing, students and universities alike can embrace sustainability while enjoying the benefits of a more connected and resource-efficient campus community.

The use of semi-structured interviews will be employed with these business owners as well as key stakeholders such as employees and consumers of the selected social enterprises. The interviews will explore the motivations behind adopting socially responsible marketing practices, the challenges faced, and the perceived societal impact. In addition, the researchers will analyze each firm’s key communications, marketing materials, and sustainability initiatives to understand how each social enterprise communicates its commitment to socially responsible marketing and its

integration into the sharing economy model. We will also engage in participant observation through immersion in the operational environment of the selected social enterprises, including observing the user journey, stakeholder interactions, and identifying tangible manifestations of socially responsible marketing within the sharing economy context.

Data Analysis:

The analysis of the qualitative data will include thematic analysis and pattern recognition to analyze interview transcripts, observational notes, and document findings. The analysis will focus on identifying commonalities, differences, challenges, and success factors related to the infusion of socially responsible marketing into the sharing economy business models of the selected cases.

Expected Outcomes

The anticipated findings of this study, drawn from qualitative interviews with two small businesses that embrace a social impact mission while also adopting elements of a sharing economy business model, delve into the intricate interplay between these dual paradigms. Our aim is to not only unveil potential synergies but also shed light on the nuanced challenges faced by these businesses.

Based on our findings, we will propose actionable recommendations for social enterprises, sharing economy platforms, and policymakers. These recommendations will aim to emphasize circular design thinking, stakeholder collaboration, and impact measurement. Through this exploration, we aim to uncover whether small businesses can effectively navigate these challenges and leverage the sharing economy model to achieve scalability without compromising their core commitment to social impact. Additionally, we seek to identify key strategies and best practices that enable businesses to strike a balance between growth and social responsibility within the dynamic landscape of the increasingly global and digital business environment.

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TRACK 24: THE USE OF LITERATURE IN MACROMARKETING

TRACK CHAIRS: Raymond Benton, Jr.

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The Use of Literature in Macromarketing: An Introduction to the Session

49th Annual Conference of the Macromarketing Society, 17-20 June 2024, Helsinki, Finland.

Raymond Benton Jr., Session Chair, Professor Emeritus, Quinlan School of Business, Loyola University Chicago, U.S.A.

In proposing a session on the use of literature in macromarketing I intended the word “literature” to mean *imaginative* literature: novels, short stories, science fiction. I did not intend non-fiction books, essays, treatises, biographies, or autobiographies. I did not emphasize that enough in my description of the session. I received and am including two presentations that took a broader definition of the word “literature” than what I intended.

The first presentation by Ray Benton relates his own experience in drawing out and illuminating the issues and concerns of macromarketing by using novels, short stories, and science fiction in his classes.

The second paper, by Eve Geroulis, discusses her experience using ancient Greek literary history (plays, speeches, myths, or historical accounts of events) in her business classes to teach self-awareness, thoughtfulness, empathy, and meaning.

The third paper, by Pia Polsa, explains how specific biographies and personal experiences impacted her and influenced her academic direction as a macromarketing researcher.

The final paper, by Samuel Piha and Juhana Torkki, picks up on a theme developed by Eve Geroulis — the use of classical Greek and Roman texts to develop a synthesizing framework for consumer psychological empowerment — a macromarketing topic

connected to consumer wellbeing — based on the Roman philosopher Seneca the Younger (4 BCE–65 AD) and his treatise, *On the Shortness of Life*.

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Using Novels, Short Stories, and Science Fiction in Macromarketing Classes

Raymond Benton Jr., Professor Emeritus, Quinlan School of Business, Loyola University
Chicago, U.S.A.

Tolstoy wasn't an economist, but he can teach us a valuable
economic lesson.

– Nick Romeo (2024)

...few people seem to...understand the power of combining
the humanities and medicine.

– Mathieu (2024)

As a society, we have no firm basis of belief in any meta-
economic values, and when there is no such belief the
economic calculus takes over... The task of our generation, I
have no doubt, is one of metaphysical reconstruction...

E.F. Schumacher (1977)

I recall a class, during my undergraduate years, that was so boring and dry I
swore that if I ever saw “that man” on the streets I’d do unspeakable things to him. I
remember other classes, too, that were as dry as a piece of unbuttered toast. I’m
sure, as you look out on the students in your classes, you see faces that look
profoundly bored.

My objective in this paper is to share with you how, over the years, I used
imaginative literature—novels, short stories, science fiction—in my classes to

highlight macromarketing themes. By imaginative literature I intend works such as Jean M. Auel's *Clan of the Cave Bear*, Frederik Pohl's short story "The Midas Plague," Ernest Callenbach's *Ecotopia: The Notebooks and Reports of William Weston*, and Daniel Quinn's *Ishmael*. Moving forward, if I were still in the classroom, I might consider Jeffery Zavisla's *Mall World: ReBound* trilogy, or Kim Stanley Robinson's *The Ministry for the Future*.^[1]

I am not arguing that literature does or should play an important role in education versus training. I side with C.S. Lewis when he wrote, "If education is beaten by training, civilization dies." He continued, "the lesson of history [is that] civilization is a rarity, attained with difficulty and easily lost." I side with the position that it is the liberal arts, not vocational training, that preserves civilization by producing reasonable people and responsible citizens.

I suggest that imaginative literature can be thought of as an instructional *tool* in our classes, and that sometimes imaginative literature can better illustrate what we, as macromarketers, want to get across. There is little original about this insight and it is certainly not unique to me. Jostein Gaarder, a high school teacher in Norway, wrote *Sophie's World: A Novel about the History of Philosophy* (2007) as a means to teach his history of philosophy class. It became a worldwide best seller and I know it was used in university philosophy classes, too. (My son-in-law, now himself a professor, used it as a text in his undergraduate philosophy class.)

Lisa Genova is a neuroscientist researching brain diseases such as Alzheimer's, ALS/Lou Gehrig's, Parkinson's, and Huntington's. Concerned about the people *with* these diseases as well as those around them, she wrote a self-published novel in 2007, *Still Alice*. It was eventually picked up by Simon and Shuster (Genova 2009) and eventually made into a movie (same title). Her intent was to help the afflicted, including caregivers, understand how to relate to, and know what to expect from, the medical community and each other (Genova n.d., 2022). She reasoned that people are unlikely to read the *Journal of Neuroscience* and unlikely to read a non-fiction book (although she wrote one of those, too). But they might pick up a novel. She suspected, and has now found, that fiction and

narrative story is the way to reach, and help, most people. To get to my point, her novels are being used in medical schools, nursing schools, and OTPT programs to help the future medical professionals know how to better relate the human experience and treat not just the disease but the people with it.

This paper discusses several instances where I have used *literature* to draw out and illuminate the issues and concerns of macromarketing in classes that were not, strictly speaking, *macromarketing* classes. That is, how I have used fiction and narrative story to reach undergraduate and graduate students in marketing. I am not suggesting that we use literature for the classic reasons of teaching good literature. Marketing classes are, after all, vocational classes the purpose of which is to train students to do a job. I suggest literature can be used to illustrate key macromarketing concerns in those vocational classes.

Jean Auel's *The Clan of the Cave Bear*

This example has nothing to do with marketing, macro- or otherwise. I include it because it was my first attempt to use imaginative literature in an academic class. First, I need to explain that in a previous life I also taught introductory courses in physical anthropology and archaeology. I am not at all sure, at this point, what text book I used other than it was a fairly standard and popular textbook. As most of us know, textbooks are sometimes dry and boring. I recall being concerned that I sometimes lost the students. I was looking for something that would engage them.

I turned to Jean M. Auel's *The Clan of the Cave Bear* (1980), a work of prehistoric fiction, and the first book in Auel's Earth's Children series. At the time of her writing she was speculating on the possible interactions between Neanderthal and Cro-Magnon humans, including sexual interaction. In the process she vividly described the ways of life of those that lived 28,000 and 25,000 years before the current era.

The Clan of the Cave Bear put meat on the bones on the scientifically presented and described text I was using. *The Clan of the Cave Bear* breathed life, told a *story*, about a distant and remote past. It helped students better understand and relate to the archaeology and the physical anthropology of that distant and remote past. It was a story

students could understand and relate to because, in part, the protagonist was a young girl their own age.

Frederik Pohl's "The Midas Plague"

I'll now turn to marketing, or macromarketing. One of the issues that concerns macromarketers is *over-, excessive, hyper- or unsustainable consumption*. Current levels of consumption are either too low, for the truly impoverished, or too high, for most of the developed world. How do we communicate that current levels of hyper-consumption are not sustainable, and that they are not even satisfying. Here we get into the macromarketing theme of quality of life, too. How do we communicate a concept like *over consumption*, consuming *too much*? How do you get marketing majors to flip consumption on its head, to get them to consider the possibility, *just the possibility*, that high levels of personal consumption is not satisfying but is drudgerous?

I used, in my undergraduate introductory marketing classes, Frederik Pohl's short story, "The Midas Plague" (1957, first published in 1954). "The Midas Plague" takes place in a world where industrial production has been taken over by robots. These robots produce all that humankind can consume. And more! It takes a number of pages into the story before the reader understands that Morey Fry, the lead character, who lives with his wife in a mansion with 26 rooms, has nine automobiles and five servant-robots, is of the lower-class. He is from the poor side of town.

Lower-class people, *poor people*, spend their entire lives in acts of frantic consumption, going to the theatre and the opera not because they want to but because they have to and have to prove that they went. They also to wear out the plethora of cloths they have had to acquire, while trying to keep up with the robots' excessive production. Their frantic consumption is enforced by a government Ration Board, which exists for the sole purpose of enforcing consumption levels that keeps up with the level of production. Poor people, especially, are issued ration stamps which they must turn in along with evidence that they have consumed what the ration stamp says they have to consume. This ensures that everyone consumes their quotas of consumption—ration cards in reverse.

The upper-class *rich*, on the other hand, live in modest houses and have work to do (see, for reference, Benton 1987). Morey's wife, Cherry, unlike Morey, came from the upper classes, from a *rich* family. They lived in a house with only five rooms. They were able to live lives of *simplicity*. Cherry is not used to a life of forced consumption and, in the story, this causes conflict between Morey and Cherry.

Trained as an engineer, Morey finds a way out of this lived tragedy. He modifies his servant-robots, puts them in the basement, and sets them to consuming (using up, destroying—the meaning of the word *to consume*) much of the family's quotas of consumption. In this way Morey and Cherry are relieved of the relentless consumption required of them.

One student comment, or question, still stands out in my mind. She asked, "Why couldn't they see what was going on?" The question led to a reasonable discussion during which another student asked, "Why can't we see what is happening to us?" I couldn't have asked for more from "The Midas Plague" than that interaction; nor can I imagine that interaction having arisen from a standard textbook—marketing, consumer behavior, or otherwise—which almost universally celebrate the consumption of more and more.

I feel that using Pohl's "The Midas Plague" was, and would *still* be, more effective than having students read Easterlin's arguments (1974, 1995), and those of later commentaries (Easterlin and O'Connor 2022), that higher and higher incomes, and hence consumption, do not produce greater and greater happiness over time (see also Graham 2009).

Ernest Callenbach's *Ecotopia: The Notebooks and Reports of William Weston*

I also used Ernest Callenbach's *Ecotopia: The Notebooks and Reports of William Weston* (1975) in both MBA environmental management classes (before *sustainability* became the word *de jour*) and in MBA environmental ethics classes.

Set in 1999 (25 years after it was first self-published in 1974), *Ecotopia* is a fictional presentation of a small country in which the inhabitants, having tired of "bad air, chemicalized food, lunatic advertising," (to reuse words from Wikipedia) seized on an

opportunity to split from the United States and form their own country.[2] This new country consisted northern California and the states of Oregon and Washington.

After isolating itself for a period, the country finally let a journalist, William Weston, visit and report back to the old-country. The story line is a series of dispatches from Weston to his fictional newspaper, the *Times-Post*, reporting on his experiences. Hence the book's subtitle.

Though fictional, it was realistically presented, based as it was on actual social experimentation taking place at the time. It was not technophobic, it was not a back-to-the-land vision, but a society that accepted technology as long as it served the overall social objectives: the advancement of human health, human sanity, social and ecological wellbeing. Nothing in the story, technologically, was beyond the technical reach of American society at the time, and much of what was in the story has actually come to pass. For example, Callenbach anticipated the development and widespread usage of videoconferencing, print-on-demand publishing[3], renewable energy, extensive recycling and the use of recycling bins where people separated cans from paper from plastic (a novel idea in 1975 and certainly non-existent where I lived), local food production for local consumption, transportation systems, bicycles sitting in public places to be borrowed at will, green building construction, universal medical care, and economic enterprises that were generally employee owned *and* employee controlled. Indeed, Scott Timberg titled a *New York Times* piece, "The Novel that Predicted Portland" (2008).

The importance of *Ecotopia* lies in the way Callenbach wove together various elements and resulted in an imagined alternative and an ecologically sound lifestyle. Imagined alternatives are much needed today as too much of what goes as *sustainability* is simply couched in the comfort of business-as-usual.

What Callenbach himself said (as quoted in Timberg 2008) is as true today as when he said it:

It is so hard to imagine anything fundamentally different from what we have now.
But without these alternative visions, we get stuck on dead center. And we'd better get ready. We need to know where we'd like to go.

Hence, we need imaginative literature—novels, short stories, science fiction—in our classes.

Daniel Quinn's *Ishmael*

Another book I used, several times, is *Ishmael*, Daniel Quinn's 1992 philosophical novel. I always used it in MBA environmental management classes (now referred to as *sustainability* classes) or in environmental ethics classes.[4]

The title character, Ishmael, is a gorilla, born in the 1930s, captured from the West African wild, sent to an American zoo, and bought by a private citizen when he discovered he could mentally communicate with the gorilla. When he dies his adult daughter funds Ishmael's upkeep.

The narrator, and protagonist, is a middle-aged man who, as a younger person, sought a teacher to show him how to save the world. Now an adult, the protagonist (whose name is never revealed in *Ishmael*) sees a newspaper ad from somebody looking for a pupil who wants to save the world. Intrigued yet skeptical, he answers the ad and discovers this new teacher is none other than Ishmael.

The book is a Socratic conversation between a human and a gorilla in which Quinn examines hidden cultural biases driving modern civilization, exploring themes of ethics, sustainability, and global catastrophe. *Ishmael* aims to expose widely accepted assumptions of modern society (actually, presumptions) as cultural myths that produce catastrophic consequences for humankind and the environment. Quinn, through Ishmael, reinterprets several biblical stories, including the Christian myth of the Fall of Man, the Biblical story of Cain killing Abel, and introduces a reinterpretation of the Agricultural Revolution (the prehistoric transition from hunting and gathering to settled agriculture, also known as the Neolithic Revolution) and thereby proposes a revision in the relationship between population growth and agriculture.

In this revision, *Ishmael* introduces the vocabulary of Leavers vs. Takers. Ishmael (the gorilla) proposes to his student the hypothesis that the Takers' Agricultural Revolution was a revolution in trying to strenuously and destructively live above the laws of nature, against the Leavers' more ecologically peaceful story of living by the laws of nature. Takers had a

more arrogant vision than that of the Leaver humility in knowing that they do not possess any god-like knowledge of some one right way to live.

To those working in the area of sustainability, and wondering why so much remains unfulfilled, I suggest that the answer is that we have shied away from placing our proposals within a deeper context of *metaphysical reconstruction*. If those working in the area of sustainability also wonder what *metaphysical reconstruction* might mean, Quinn's novel (1992), and his autobiography (1996), go a long way to making it clear. It is more powerful than highlighting and discussing the literature on the Dominant Social Paradigm, the New Environmental Paradigm, Worldviews, Materialism, or zeitgeist (Dunlap and Van Liere 1978; Dunlap 2008; Kilbourne, et al. 2009; Kilbourne, McDonagh, and Prothero 1997; Kilbourne and Carlson 2008; Kunchambo, Lee, and Brace-Govan 2021). They are too academic and easily argued with or dismissed as, well, academic. They don't resonate, they don't reach students in the same way imaginative literature does.

One incident sticks in my mind from when I used *Ismael* in a winter quarter course. At my university, MBA classes were ten-week quarter courses. The winter quarter was split by the winter/Christmas holiday such that five weeks were before the break and five weeks followed the break. This was particularly useful when incorporating a novel like *Ismael* into the class. Students had a month to read it.

One year a woman in the class came to me on the first day back from Christmas break. She told me that she found *Ismael* so engrossing that she gave it to her father to read. He, the father, now wanted to know how he could contact Quinn. I had been in contact with Daniel Quinn, and in fact once organized a lunch with him and seven or eight of my students when he was in Chicago. I knew that he did not want me to share his contact information openly. I offered to contact Quinn on behalf of this student's father. That was acceptable. As it turned out, the father had written a quite lengthy poem based on his reading of *Ismael* and he wanted to share that poem with Quinn. I forwarded it on to him and included the father's contact information should Quinn chose to initiate communication. I do not know what, if anything, transpired.

If I were teaching environmental, sustainability, or ethics classes today I would still use *Ishmael*. It provides insight into what *metaphysical reconstruction* means. It (*metaphysical reconstruction*) certainly moves beyond technical solutionism. While we need practical actions, we need them without shying away from the *metaphysical*. We need them embedded in metaphysical reconstruction.

Other (Imaginative) Literature

Before I go on, I will repeat something C.S. Lewis wrote in 1944 (1993, pp. 4–5):

It is a good rule, after reading a new book, never to allow yourself another new one till you have read an old one in between...Every age...is specially good at seeing certain truths and specially liable to make certain mistakes. We all, therefore, need the books that will correct the characteristic mistakes of our own period. And that means the old books.

I mention this because I want now to point out that Victor Lebow, in his book “*Free Enterprise*”: *The Opium of the American People* (1972, see also Benton 2020), wrote that there is a lot to be learned about business, business people, and the business system (read: macromarketing system) by reading how they are portrayed by dramatists and novelists. His recommendations represent, to us, “old books” to which Lewis referred.

For dramatists Lebow suggested Eugene O'Neill (his play about a defeated salesman, *The Iceman Cometh* (1939) might have been what he had in mind although he provided no title). He also suggested Arthur Miller (again, no specific titles were provided but *Death of a Salesman* (1949) was certainly in mind as might have been Miller's *An Enemy of the People* (1951) or *All My Sons* (1947). Regarding novelists, Lebow suggested Thomas Mann's *Buddenbrooks* (1924), Jean-Richard Bloch's – & *Company* (1929), H.G. Wells' *Tono-Bungay* (1908), Theodore Dreiser's *The Titan* (1914)[5], and Frank Norris' *The Pit: A Story of Chicago* (1903).

Lebow opined that a master's thesis or even a doctoral dissertation likely lies in a study of how business is portrayed in the works he cited, including the works of John P. Marquand and Louis Auchincloss (p. 122, no titles suggested for Marquand and Auchincloss). There may well be theses and dissertations in university libraries worth

considering. A Google search for “business as portrayed in literature” turns up sources that can be used to generate ideas for literature to include in our classes (for example, Bui and Kleiner 2005, Coutu 2006, Halsey 1959, Pollard 2009, Younkins 2013a, Younkins 2013b). If you are not accustomed to reading imaginative literature you may need help identifying appropriate books or short stories. Librarians can be a great help[6]. As I indicate, above, Google will help identify books and short stories[7].

A new book that recently crossed my desk is Jeffery Zavadil’s *Mall World, Incorporated* (2020). It is actually a self-published trilogy. I would consider using it if I were still in the classroom. These books explore political theory, coming as it does from an author that is a political theorist. It is a fictional dystopian world in which, after an environment collapse, humanity lives in a sealed, luxury shopping mall a thousand miles across. The series wrestles with issues like how to build a better world when society (read: marketing) shapes our individuality to exploit us, how to create a world to honor our interconnection with each other and with nature, and how to be free in a world of modern communications and information technology? The series could be used to explore what I have called *political macromarketing* (Benton 2022).

Another recent book that could be used in macromarketing classes is Stanley Robinson’s *The Ministry for the Future* (2020), a work of climate fiction. The title refers to a subsidiary body, *The Ministry*, established under the Paris Agreement. The mission of this ministry is to advocate for future generations (think “seventh generation”[8]) as though their rights are as valid as the rights of the current generation. This “ministry for the future” could metaphorically be thought of as institutionalized *macromarketing*.

Conclusions

There are hundreds of novels, short stories, and works of science fiction, both new and old, that could be used in any number of marketing (and other) classes.

If you want to engage students, consider adding imaginative literature to your required course reading. In my experience you will find that students actually read it, like it, and discuss it.

Notes

- [1] While in this paper I focus on literature, I have also used films, music, and other nontraditional means of getting my points across.
- [2] How this split happened is the subject of his sequel, actually a prequel, *Ecotopia Emerging* (1981).
- [3] Ecotopians could choose selected print media from a jukebox-like device that would then print and bind the book, something that has become commonplace today, replacing the jukebox with online ordering. I remember, likely in 2005, when in the hotel lobby, adjacent to the Athens, Greece, airport, there was an actual “jukebox” like station from which one could print newspapers from all over the world. Print-on-Demand.
- [4] I once used his 1996 sequel, *The Story of B*, but to less satisfying results.
- [5] *The Titan* is the second in a series that includes *The Financier* (1912) and the posthumously published *The Stoic* (1947). It is Dreiser's *Trilogy of Desire*, a saga of businessman Frank Cowperwood, modeled after real-life streetcar tycoon Charles Yerkes (Wikipedia).
- [6] My local public library (but not my university library) has a data base, *Novelist*, which can search published novels for their themes: economics, business, chemistry, or whatever.
- [7] Any number of search terms, in addition to the one mentioned above, will generate results. I also used each of the following as a field experiment with satisfying results: fiction reading for marketers; literature and business; novels with economics themes; environmental novels; top fiction books for economists; fiction recommended by economists; best novels for entrepreneurs.
- [8] The Seventh Generation Principle is based on an Haudenosaunee (Iroquois) philosophy that the decisions made today should consider their impacts on those seven generations into the future (<https://www.ictinc.ca/blog/seventh-generation-principle>).

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About the Author

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Pedagogy Advancing Useful Knowledge in the Age of AI

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Jean-Jacques Rousseau's famous declaration— "Man was born free, and he is everywhere in chains"— summarizes that social contrivances are the root cause of human unhappiness. This vision seeks to explain the fact that the world we see around us differs so greatly from the world that we would like to see.

Thomas Sowell

Intellectuals and Society 2012

Abstract

University business students live in an era of collapsing institutions, having come of age during a global pandemic, a world at war, a planet on fire, democracy under siege; all shifts and shocks accelerated by the rise of artificial intelligence (AI). A convergence of challenges many students consider wholly new but are in fact deeply ancient. They can't be faulted when the increasingly vocational ethos of business education has systematically eliminated contextual humanities studies. The inaugural curriculum at Wharton, founded in 1881 as the first business school in the United States, required courses in logic, political science, history, political economy, international law, accounting and banking, government and moral philosophy. These courses were followed by rhetoric,

literature, history and languages. Throughout the entire four years, only nine classes focused specifically on business subjects (Drakeman and Hack 2023).

Eighteenth century business schools summoned into being by the first industrial revolution were a response to evolving trade, technology, and human realities, and an effort to codify business education beyond the apprenticeship model of the Middle Ages. The first school of commerce was likely the Escola do Comércio, founded after the 1755 Lisbon earthquake (Spender 2017), followed by purpose-built schools of commerce in France, Germany, Russia and the United States. Early business instruction offered technical rigor without sacrificing humanist relevance. AI's impact on business ushers in a future less dependent on executing repetitive, technical tasks but more on developing lifelong skills bridging content with meaningful context within a *new* interdisciplinary educational infrastructure. Where *new* insights help students redefine what "useful knowledge" (Kuznets 1965) means, at a moment when the rapid advances, scope, and scale of regenerative machine learning transforms all domains of human experience with deep neural networks that read real documents and answer complex questions with minimal prior knowledge of language structure or human intervention (Hermann *et al.* 2015).

This working paper explores how macromarketing as a provisioning technology (Fisk 1981) must drive macromarketing pedagogy addressing twenty-first century realities business and humanity face, and reflects the author's experience using ancient Greek literary history in business coursework infusing STEM with STEM *Squared* – also teaching self-awareness, thoughtfulness, empathy, and meaning. Reading classical literature – whether plays, speeches, myths, or historical accounts of events – has proven successful in empowering the author's students to consider the consequences of modern business and scientific advances against ageless antecedents. The inclusion of literature within macromarketing pedagogy strives to help mitigate the rise of context-lacking machines, assists in fulfilling the mission of addressing issues important to humanity, and encourages next generation leaders to understand macromarketing in all its present and future manifestations.

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Poverty: an autoethnographic essay

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This abstract presents a personal journey to a research topic and explains how this topic was informed by literature. The research topic is poverty. The aim of the abstract is to show how literature but also other personal experiences informed the researcher's view on poverty. It starts from childhood and experiences that probably tricked the initial interest in poverty. During the adolescence life the interaction with poor societies enriched the view on poverty from charity to the beauty of a simple life. Travelling both in China and India changed the author's view on poverty.

The rise of Base of the Pyramid (Prahalad & Hammond 2002) research in business studies made it possible to position one's interest in poverty, but even before that, the media had woken up to a certain extent. *Vanity Fair* (July 2007) promoted Bono's Africa campaign on their front page. If Base of the Pyramid research started by acknowledging the poor as consumers, soon the poor were included as entrepreneurs to the economic system of our world.

However, it was literature that fundamentally changed my view on poverty. Barack Obama's (1995) biography was the first to shift in my mind as a researcher. In his book his relatives express their concerns about poverty. They say that they did not know they were poor until they were told. The problem called poverty was not a problem and it, as a phenomenon, did not exist until it was created. Who created the concept of poverty? For what purposes was poverty created? The recent research on happiness shows that small-scale communities but economically poor communities are happy (Galbraith, Barrington-

Leigh, Minarro, and Reyes-Garcia, 2024; Graham, 2009). Barack Obama's relatives made me question the entire notion of poverty and if we should at all alleviate it.

The second piece of art opened the view on poverty in another way. Trevor Noah writes: "People love to say, 'Give a man a fish, and he'll eat for a day. Teach a man to fish, and he'll eat for a lifetime.' What they don't say is, 'And it would be nice if you gave him a fishing rod.'" If economic poverty is a phenomenon that the community itself acknowledges then charity or other kind of economic aid is necessary as knowledge itself without tangible help might not make any impact, how well meaning education might be.

If my journey to the topic of poverty was initiated by childhood's charity events and while the front page of *Vanity Fair* introduced the idea of combination of charity and business with Bono's Red campaign, then Base of the Pyramid research reinforced the belief in business doing good. However, it is art that made a business researcher question the concept of poverty (Obama, 1995). If people who are labelled as poor do not perceived themselves as such then why should others try to alleviate their condition? When we try to help them, teaching is not enough if equipment is needed and those learning cannot afford necessary tools.

As a child of a missionary I was trained to give charity. As a researcher of a capitalist era I am trained to believe that economic well being is what the entire globe needs. If we do not transform non-Christians to Christianity, then we need to transform them to consumers, the current dominant social logic of the West. Yet, what is poverty? Why is it needed to be alleviated? While reflecting over this abstract my colleagues said: your work is not autoethnographic because you are not poor. Autoethnography as a method is a researcher's own personal experience of the phenomenon that the researcher studies. Yes, indeed, in economic terms I am not poor. Neither am I poor as defined by Obama's relatives (Obama, 1995) or Trevor (2016), but could I be poor in other terms? In the individualized society where community and relations are not given time and effort, I might be poor indeed in number of relationships or lack of community to belong to. How about loneliness being a measure of poverty.

To ask what poverty is, is an important, but by no means a novel, question. After having studied poverty 10 years in world's most prominent universities financed by EU, the researchers gathered around the topic in a Chronic Poverty Research Centre Conference in 2010. The main topic after all these years of top research was what is and how to measure poverty. The econometric models were theoretically eloquent and highly publishable, but the voice of a poor was evidently lacking. A simple search on the topic shows that literature reviews after another define poverty but the voices that biographies cover provide another story. The voice of those we study; the voice of the poor.

When I am teaching I seldom can address poverty as such but my course Responsible Marketing takes up both marketing and development and degrowth, each of which can be addressed in the connection of poverty. If I would have a full lecture about the topic, I for sure would problematize the topic from two angles: research that seeks to define, measure, and alleviate poverty and literature that tells a more balanced view of poverty; the view of the poor that might be more sustainable, the view that we could learn from.

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The Psychology of Consumer Empowerment: A Lesson from Seneca

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Abstract

Consumer empowerment is widely investigated in consumer research, but the literature is still scarce on its psychological aspects. This theoretical essay aims to elucidate the position of consumer psychological empowerment within the research area of consumer empowerment. Consumer empowerment is initially analysed through a twofold conceptualisation of individual and institutional levels. Then, a synthesising framework is introduced based on the Roman philosopher Seneca's selected writings discussing the same topics that are relevant for the two contemporary conceptualisations of empowerment. The framework suggests that a power shift from external (e.g. institutions) and internal forces (e.g. unconscious drives) to individual's consciousness is a key to holistic empowerment. Holistic empowerment is conceptualised using the terminology of Seneca's treatise *On the Shortness of Life*, in which Seneca recommends receding from the voluptuous and active, 'engrossed' lifestyles, towards the contemplative, 'leisured' lifestyle. The contemplative lifestyle may be understood to fuel empowerment, as it engenders consumers to become aware of external and internal pressures they wish to be liberated from. The essay is among the first times Seneca's ideas have been brought to the fore in consumer research, adding to the consumer research literature that draws from the classical ideas of European antiquity. The main contribution is provided to the literature on consumer empowerment by offering a conceptual account, based on Seneca's writings, of the dynamic role of psychological empowerment.

Keywords

Consumer empowerment; Psychological empowerment; Emancipation; Seneca;
Consumer well-being; Contemplation

The Psychology of Consumer Empowerment: A Lesson from Seneca

Introduction

Consumer empowerment (Broniarczyk and Griffin 2014; Henry 2005; Shankar, Cherrier, and Canniford 2006; Thøgersen 2005) may conventionally be understood as a process where consumers have become increasingly powerful and can therefore exert more power over companies. Today, consumer empowerment has been described so characteristic to the contemporary market society that the goal of marketing may no longer be satisfying consumers, but empowering them (Firat and Dholakia 2006). This development is typically regarded as beneficial to consumers (Wright, Newman, and Dennis 2006), as the experience of being empowered facilitates psychological well-being (Diener and Biswas-Diener 2005). From the perspective of companies, this results in more satisfied and loyal customers (Hunter and Garnefeld 2008; cf. Fuchs, Prandelli, and Schreier 2010).

However, the consumer empowerment research area is wide and characterised by intellectual fragmentation (Denegri-Knott 2018; Denegri-Knott, Zwick, and Schroeder 2006; cf. Starkey 2003). This fragmentation is arguably related to the concept's relationship with power. Power exists on every level of social reality (Rucker, Galinsky, and Dubois 2012) and its research has been informed by many scholarly traditions, making the comparisons between different research streams challenging (Denegri-Knott 2018). Fortunately, the challenges have been responded to by some endeavours to conceptually organise the research area.

Denegri-Knott (2018) divides the empowerment research area into the sovereign, hegemonic and discursive power models (see also Denegri-Knott, Zwick, and Schroeder 2006; Desmond 2003). In short, the sovereign model presumes that power is a resource owned by individuals or groups, and sovereign consumers can therefore exert force over their surroundings (e.g. in the liberal market). The hegemonic model assumes that rather

than being sovereign, consumers are captured by cultural forces beyond their dominion, and these forces are used by the ruling class to control the society. Finally, the discursive model, inspired by Foucauldian theorisation and being contemporarily popular in consumer research (e.g. Caruana, Crane, and Fitchett 2008; Firat and Dholakia 2006; Shankar, Cherrier, and Canniford 2006), acknowledges that power is relational and manifested through co-creation.

Denegri-Knott's (2018) framework is largely based on sociological, philosophical and economic literature, and while it considers individual consumers as the fundamentals of consumption systems, it rarely extends to the psychological level of investigation, leaving questions like 'How does empowerment work in the consumer's mind?' open. This non-psychological focus may also imply that the psychological aspects of consumer empowerment have been given less scholarly attention in the first place. This is despite the fact that empowerment is also a psychological phenomenon (Diener and Biswais-Diener 2005; Piha 2018; Zimmerman 1995) and many consumption-related phenomena that are psychologically investigated and relevant for empowerment such as advancing personal happiness (Sääksjärvi, Hellén, and Desmet 2017), consumer wisdom (Luchs and Mick 2018; Mick, Spiller, and Baglioni 2012b), mindfulness (Bahl et al. 2016; Van De Veer, Van Herpen, and Van Trijp 2016) and other social marketing aspects of consumer psychology (Pechmann 2015) have gained in popularity.

The purpose of this essay is, thus, to elucidate the position of consumer psychological empowerment within the research area of consumer empowerment. In order to do so, the essay first provides a twofold conceptualisation where empowerment is analysed through individual and institutional levels, their constant interaction and mutual constitution (Giddens 1984; Hodgson 2007; Mead 1934). Despite this equal interdependency, however, the levels can also be regarded as analytical lenses through which distinct layers of complexity are to be detected; for example, the institutional level highlights social and cultural factors and the individual level highlights psychological factors (cf. Jepperson and Meyer 2011). Especially the ability to detect the psychological

factors advocates the use of the twofold conceptualisation instead of purely building on Denegri-Knott's (2018) non-psychological power model approach.

Second, the essay introduces a synthesising framework based on the Roman philosopher Seneca's selected writings that illustrate the position of consumer psychological empowerment within the individual and institutional conceptualisations. The framework is particularly based on the ideas Seneca discusses in his treatise *On the Shortness of Life* (Basore 1932) which highlights very similar themes to the modern topics of consumer empowerment such as independency from external and internal forces (cf. Caruana, Crane, and Fitchett 2008). Because of this resemblance, it is argued that the conclusions Seneca draws in his treatise could also be transferred to the contemporary debates in consumer empowerment (cf. Whiting et al. 2020; 2018). Indeed, such a theory-borrowing approach is not unique (cf. Simonson et al. 2001), and consumer research theorisation has formerly been based on the other ideas of the classical thinkers of European antiquity (Mick and Schwartz 2012; Shaw 1995; Tonks 2002; Cassels 1936). Nevertheless, Seneca, or other Stoic writers, have not – to the best of the authors' knowledge – been applied in this field, despite the contemporary popularity of Stoicism as a self-help approach and therefore as a prominent form of consumer culture (e.g. Pigliucci 2017; Sellars 2019; see also Whiting et al. 2020).

The remainder of the essay is structured as follows. The first section provides the conceptual analysis of consumer empowerment through the aforementioned twofold conceptualisation. The second section synthesises these levels into the new framework by drawing on Seneca's writings. The third and final section considers the contributions, implications and limitations of the essay.

Individual and Institutional Conceptualisation of Consumer Empowerment

Analytical Rationale

A focal feature of consumer empowerment is the consumer's ability to be in charge of his or her own life (Wathieu et al. 2002; Wright 2006). This ability has been referred to by

various terms, but what they all may have in common is a *power shift* that apparently takes place between the consumers and the marketers. However, the deep mechanisms of power shift might go deeper than this apparent perception. In the individual conceptualisation of empowerment, the power shift occurs inside the consumer's mind, between the unconscious and conscious domains, and in the institutional conceptualisation, it happens between the external power structures and human agency, as discussed in the following section and summarised in Table 1.

Table 1. Analytical rationale

Conceptualisation	Individual	Institutional
Power shift	From unconscious to conscious	From power structures to agency
Research object	Individual's mind	Institutions
Empowerment is understood as...	Psychological	Emancipation
Central processes	Self-improvement	Adjusting or contesting the system
Mainly advances...	Existing system	Modified or alternative system
Exemplar concepts	Self-regulation, mindfulness, self-help	Consumer movement, consumer rights, consumer education, anti-consumption, consumer resistance, escapism
Central intellectual traditions	Positive psychology, self-determination, emotional intelligence, self-efficacy	Critical theory, liberatory postmodernism

Individual Level

According to Zimmerman (1995), the individual level is equivalent to *psychological empowerment* and it refers to all processes where people create or are enabled to control

their own lives and make decisions that influence their own lives. The central aspects to these processes are a proactive way of living and a critical awareness of the factors that prevent or advance an individual's ability to manage his or her own life. As many of these factors lie outside of consciousness (Chartrand 2005), psychological empowerment may best be understood as a power shift from the unconscious to the conscious mind; that is, from reactive impulses to reasoned thinking (cf. Goleman 1998).

This power shift is easily connected to the empowering potential provided by external resources, such as economic welfare, an abundant and diversified supply of competitive products, freedom of choice and the expansion of information (e.g. Christodoulides 2009; Howells 2005; Pires, Stanton, and Rita 2006; Sharifonnasabi, Bardhi, and Luedicke 2019; Shaw, Newholm, and Dickinson 2006). Indeed, when consumers have access to all information and can choose from several alternatives in the marketplace, they – theoretically – could make fully conscious decisions. However, the psychological perspective results in more multifaceted consequences, for example, complicated decision-making processes or even distress related to so-called consumer hyperchoice (Broniarczyk and Griffin 2014; Mick, Broniarczyk, and Haidt 2004). Thus, from the psychological perspective, consumer empowerment may not be about expanding the range of products and services; instead it is related to the consumers' ability to make their decisions with few psychological costs (cf. Bandura 1977).

Haidt (2006) presents a metaphor about the human mind as an elephant and a rider, which can effectively be used to understand the dynamics of psychological empowerment. The elephant represents the unconscious impulsively-driven mind, whereas the rider is the conscious rational mind striving to rein in the animal. Whenever the animal is confronted with tempting stimuli, it may start to rush forwards unless the rider is up to the task. Hence, psychological empowerment is elementarily about the rider's competence to rein in the animal. In this sense, psychological empowerment strongly resembles the ideas presented in the spirit of positive psychology (Seligman and Czikszentmihalyi 2000) such as self-determination theory (Ryan and Deci 2000), emotional intelligence (Goleman 1998), or, as a more classic example, self-efficacy theory (Bandura

1977). Beyond academia, psychological empowerment can effortlessly be associated with the contemporary popularity of self-help literature (Bergsma 2008).

The sovereign power model assumes that consumers are essentially autonomous (Denegri-Knott 2018). However, the individual level brings forth that this autonomy may not be innate but based on conscious efforts and psychological resources that can actively be acquired. Thus, in the society where consumers are equipped with more and more intangible and tangible resources, it is important to recognise that these resources do not inevitably empower consumers, but empowerment is a process taking place in consumers' mind (cf. Zimmerman 1995).

This does not, however, mean that an individual's mind is separate from its surroundings, and many external factors indeed closely interact with the individual's psyche. Thus, another perspective to the individual level of empowerment is consumer vulnerability, 'a state of powerlessness that arises from an imbalance in marketplace interaction' and that 'occurs when control is not in an individual's hands, creating a dependence on external factors (e.g., marketers)' (Baker, Gentry, and Rittenburg 2005, p. 134). As put by Ringold (2005), vulnerable consumers cannot navigate the marketplace because of their lack of understanding of their own preferences or knowledge, skills and freedom. To some extent, a consumer can improve his or her situation by conscious efforts (e.g. by learning new skills), but in many cases the remedy is beyond the individual's reach and dependent on external factors (e.g. the marketplace does not sufficiently facilitate independent decision-making; cf. Denegri-Knott's [2018] hegemonic power model). These factors may also be understood through the lenses of the institutional level.

Institutional Level

Institutions are here understood as 'systems of established and embedded social rules that structure social interactions' (Hogdson 2014: 96), and as clarified previously, institutions and individuals are seen mutually constitutive (Giddens 1984). From this perspective, the human mind can be accounted as the foundation of all institutions, but

institutions in turn operate as control systems, 'generalized models formulating and justifying rules' (Jepperson and Meyer 2011: 64; cf. Popper 1978).

The institutional level of empowerment may be featured by the hegemonic power model and discursive power model (Denegri-Knott 2018). The hegemonic model accentuates the role of institutions as a control system that is ruled by marketers, and therefore consumers are regarded as a 'weaker' group or vulnerable consumers of which interests must be actively promoted. This can be done, for example, by consumer education (McGregor 2005; 1999) or by adjusting the system (e.g. protecting and fulfilling consumer rights; Engel, Blackwell, and Kollat 1978; Larsen and Lawson 2013). Nevertheless, the popularity of the hegemonic model is declining, and consumer empowerment research is increasingly influenced by the discursive model where consumers are neither sovereign nor subjected to hegemonic control but where power is a co-creative force structuring the interaction between free agents (Denegri-Knott 2018). In marketing research, this influence is manifested by the theorisations of value co-creation and other aspects highlighting the mutual interests of marketers and consumers (Kohli and Jaworski 1990; Levitt 1960; Pongsakornrunsilp and Schroeder 2011; Prahalad and Ramaswamy 2004; Wright, Newman, and Dennis 2006).

Regardless of whether individual consumers are seen completely free or somewhat controlled, they always operate in the institutional systems. Thus, the understanding of empowerment on this level could be enriched through the concept of *emancipation*. Emancipation is heavily drawn on in critical theory and it conventionally refers to the independence and freedom that is gained through becoming aware of the external pressures set by institutions (e.g. social and cultural roles and rules, ideologies and routines; see Alvesson and Willmott 1992). All these pressures may be conceptualised as power structures, and the individual's chances of being able to act independently amongst these structures is referred to as agency (e.g. Giddens 1984). Hence, emancipation is about a power shift from power structures to agency. In consumer research, this tradition may be understood, at least partially, as a legacy of Firat and Venkatesh's (1995) concept of liberatory postmodernism, which has inspired several

scholars in consumer culture theory and macromarketing and which often focuses on the critiques towards materialistic consumer culture (e.g. Cherrier 2009; Heath, Cluley, and O'Malley 2017; McShane and Sabadoz 2015; Murray and Ozanne 1991; Kozinets 2002; Valor, Díaz, and Merino 2017). Notably, this critique again challenges the idea of empowerment by material abundance (see *Individual Level*).

Unity of Emancipation and Psychological Empowerment

Being based on becoming conscious of power structures, the emancipation can be considered as a direct reflection of psychological empowerment. Inglis (1997) even argues that the concept of *empowerment* particularly refers to one's psychological transformation, whereas the concept of *emancipation* is about challenging the social structures one is operating within. Therefore, pure psychological empowerment means that an individual adapts to the existing system and he or she 'learns how to play the game', and pure emancipation means that an individual aims to adjust or contest the system, quit the game, or change its rules (i.e. the system and not the individual changes; cf. Galloway 2011; Izberk-Bilgin 2010). From this perspective, Haidt's (2006) metaphor of an elephant and a rider could be taken a step further. If psychological empowerment is about the rider's ability to control the elephant, then emancipation is about unleashing both of them from the cage restricting their free movement.

Drawing a solid line between psychological empowerment and emancipation may, however, be tricky, and a useful intermediate concept shedding light to this trickiness is *habit* (Hodgson 2004).

Habits refer to repeated behaviour that an individual learns from the socio-cultural context, and once repeated enough, habits become psychological mechanisms through which an individual structures his or her own life (Hodgson 2007; Tadajewski 2019). When several people have similar habits, institutions begin to constitute, and these institutions in turn direct the formation of new habits on the individual level (Hodgson 2007). Thus, liberation from a socially-learned habit may be interpreted both as emancipation and psychological empowerment.

Representation of Empowerment in Seneca's writings

Synthesising Framework

The analogical reuse of classical ideas from European antiquity in marketing and consumer research is not commonplace, even though some scholars have taken this route (cf. Cassels 1936). For example, Mick and Schwartz (2012) analyse consumers' practical wisdom from the Aristotelian perspective (cf. Flyjberg 2001), Tonks (2002) reflects upon the analogues between marketing and sophistic rhetoric, and Shaw (1995) suggests that Plato established the basics of the marketing system 2400 years ago. The synthesising framework introduced in this section is based on the ideas of Seneca the Younger, the Roman philosopher (4 BCE–65 AD), who, together with Emperor Marcus Aurelius (121–180 AD) and Epictetus (55–135 AD), is a famous representative of late Roman Stoicism. Stoicism was founded approximately 300 BCE in Greece, and in the Roman Empire it became the most popular philosophical school. Stoicism highlights the harmonic nature of the universe, but simultaneously, the Stoics try hard to set themselves free from the experience of dependency.^[1] Popularly, this is often referred to as 'stoic calm'.

Hence, the essential question for the Stoics was: How to achieve true freedom? This is a central underlying topic also in Seneca's treatise *On the Shortness of Life*. The Stoics generally favoured quadrotomies (e.g. Pigliucci 2017), but in his ethics, Seneca often refers to a widely-spread trichotomy of his time (see the treatise *On Leisure*): A person may live his or her life in three alternative ways, voluptuously (*voluptas*), actively (*actio*) or contemplatively (*contemplatio*). This trichotomy is already present in Aristotelian ethics (Arendt 1998/1958; Aristoteles 2009, 1:5), and an analogical structure in modern motivational psychology is suggested by Alderfer (1969) in his famous model of existence, relatedness and growth. Seneca's treatise *On the Shortness of Life* applies the model of three ways of living to a particular situation: Seneca's father-in-law Pompeius Paulinus was in a crossroad and needed help to decide whether to continue an active life in a public office or to retire to idleness. Seneca's treatise is therefore an epistle where he philosophically discusses this life choice in the light of *voluptas*, *actio* and *contemplatio*.

In the current essay, *voluptas* is clearly the least recommendable option, which plunges a person into the slavery of bodily desires. *Voluptas* (cf. Alderfer's existence) is related to the lowest psychological and biological instincts, and in his epistle to Pompeius Paulinus, Seneca uses the concept of *voluptas* to refer to a lifestyle directed by unconstrained self-indulgent eating, drinking, sex and indolence, and does not hide his disdain for this lifestyle.^[2]

The second option, *actio* (cf. Alderfer's relatedness) relates to the intermediate social needs and is associated with a lifestyle predominated by social expectations. It might mean that the individual devotes his or her entire life to society and public duties. In other words, such individuals may gain self-esteem from perceiving themselves as important and as contributing to the social system. Unfortunately, it can often happen at the cost of personal autonomy and well-being, as is often the case in the epistle *On the Shortness of Life*. For instance, Seneca describes sarcastically 'those who rush about in the performance of social duties, who give themselves and others no rest, crossing every day everybody's threshold' (4:3), and thus lose all their personal freedom.

Third, *contemplatio* (cf. Alderfer's growth) alludes to the highest needs such as free thinking, creativity and self-actualisation, and for Seneca, its main purpose is the seeking of wisdom. Seneca regards this lifestyle as the most preferable and virtuous one. Seneca's concluding advice to his father-in-law is clear: 'And so, my dearest Paulinus, tear yourself away from the crowd, and, too much storm-tossed for the time you have lived, at length withdraw into a peaceful harbour' (18:1), which means the contemplation of the divine secrets of life in retirement.

Seneca often distances his philosophy from Epicurean views (e.g. Cooper 2004, p. 312), which is demonstrated, for example, when he discusses *contemplatio*. While Epicureans exhorted to contemplate past and future pleasures to ease the pain in the present moment, Seneca steers contemplation either towards divine manifestations in nature ('a quasi-holy activity of the investigation of nature'; Setaioli 2007, p. 353–355) or noble deeds of humans^[3]. Indeed, for Seneca, contemplation creates pleasure, but it is 'the pleasure which comes from contemplation when one's mind is so cleansed from every

stain that it shines' (*Ep.* 4:1). This is a noble pleasure, which Seneca also calls *gaudium*, that is, a pure and philosophical joy (Evenepoel 2014).

In the treatise *On the Shortness of Life*, Seneca clearly favours *contemplatio* over *actio*. However, the relationship between them is delicate, and Seneca's thoughts are often shaped by the context of writing and influenced by his rhetorical ambitions (Cooper 2004, p. 310; Setaioli 2007, p. 335). *On the Shortness of Life* was written to Seneca's father-in-law who had already dedicated a great share of his life to public duties. In other essays, for example, *On Tranquillity of Mind*, Seneca distances himself from the view which recommends retirement at an early age (4:1). Clearly, for Seneca, *actio* is not as disdainful a lifestyle as *voluptas* is. In the Stoic tradition, responsibility towards the community is generally seen as highly virtuous, and Seneca indeed places a high value on people who have dedicated their lives to *actio*, given that they have made this choice by themselves rather than merely drifting into it. Seneca also notes that the contemplative lifestyle is beneficial to the whole community, as certain forms of seeking wisdom such as science are ideally motivated by the greater good; for example, publishing scientific results is itself an act of participation in social life (cf. Flyjberg 2001). Overall, Seneca's ethics implies that *actio* by *contemplatio* is virtuous, but *actio* without *contemplatio* – when *actio* is principally motivated by social pressures – is vicious (*Ot.* 5:8; Setaioli 2007, p. 333–334).^[4]

The contemplative lifestyle is eventually free from both social expectations and psychological or biological needs. In Seneca's treatise *On the Shortness of Life*, people dedicated to the contemplative lifestyle are 'leisured' (Lat. *otiosus*), because their life is controlled neither by external forces (cf. the cage of the elephant and the rider; *actio*) nor by internal unconscious forces (cf. the elephant; *voluptas*). Instead, according to Seneca, lifestyles directed by such external or internal forces are 'engrossed' (Lat. *occupatus*). Hence, Seneca's idea is somewhat analogical to the elementary definition of empowerment: Seneca encourages people to be in charge of their own lives. Fig. 1 presents the framework for Seneca's concepts, and this framework is next reflected upon in light of the empowerment literature as covered in the previous parts of this essay.

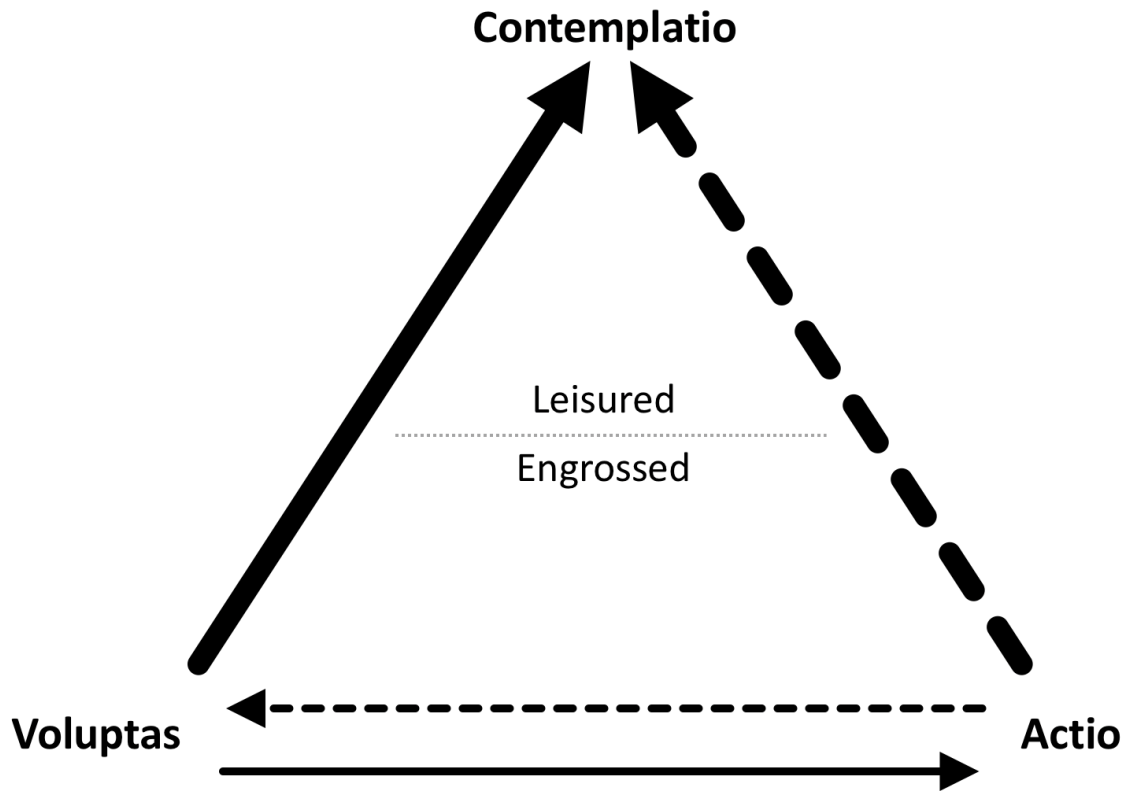


Figure 1. Lifestyles dedicated to *voluptas*, *actio* and *contemplatio*, and the dynamics between the levels of empowerment. The solid arrows signify psychological empowerment (Presumption 1; see below), the dotted arrows signify emancipation (Presumption 2) and the bold arrows signify simultaneous psychological empowerment and emancipation; that is, holistic empowerment (Presumption 3).

From Being Engrossed to Being Leisured

As mentioned, psychological empowerment and emancipation are inherently connected. The synthesising framework (Fig. 1) may demonstrate the nature of this connection. Three assumptions from the framework can be derived, as follows:

Presumption 1: Psychological empowerment is about receding from *voluptas*. (Solid arrows in Fig. 1)

Psychological empowerment means that an individual becomes conscious enough to self-regulate his or her reactive impulses (Piha 2018). If a reactive impulse is understood as striving for immediate gratification instead of delaying gratification

(Griskevicius et al. 2011), then psychological empowerment would obviously refer to the ability to pursue the latter course of action. Thus, in the synthesising framework, psychological empowerment may be interpreted as receding from *voluptas*. The success of receding depends on the individual's personal resources for self-regulation. Self-regulation is like a muscle (Baumeister et al. 2008): It can be developed, for some people it is stronger than for others, and it can be exhausted. Naturally, different external conditions can press this 'muscle' with different intensities, making the prevalence of psychological empowerment dependent on these conditions.

A good example from contemporary consumer culture is the wellness lifestyle (Grénman 2019). Although wellness consumers may be fighting their internal extravagant desires or sloth (cf. Huuhka and Luomala 2018), the wellness lifestyle is undoubtedly an externally-driven trend. As put by Cederström and Spicer (2015, p. 5): 'Today wellness is not just something we choose. It is a moral obligation. We must consider it at every turn of our lives.' This social aspect is indeed an important pitfall of psychological empowerment. It may be asked for whom or for what purpose a person wants to be psychologically empowered. For instance, the self-help literature associated with psychological empowerment is often oriented towards making people more efficient in their professions or public life (e.g. emotional intelligence in working life; Goleman 1998). On the other hand, self-regulation may also be motivated by the promise of future enjoyment: A consumer may resist the temptation of ice cream so that he or she will be sexually attractive for his or her upcoming holiday cruise. In this latter case the individual would not recede from voluptuousness after all, and in the former case, psychological empowerment would only mean shifting from *voluptas* to *actio*, leaving the individual 'engrossed'.

Presumption 2: Emancipation is about receding from *actio*. (Dotted arrows in Fig. 1)

Emancipation is the freedom from external pressures gained through becoming aware of them (e.g. Alvesson and Willmott 1992), and an emancipated individual therefore consciously refuses to respond to certain social expectations. In the synthesising framework, emancipation may thus be interpreted as receding from *actio*. In the treatise *On the Shortness of Life*, the term *actio* often relates to time usage: People are expected –

and willing – to give their time for free, making them constantly busy (Ibid., especially the chapters 3 and 7–8). Living with time constraints has recently been widely addressed in consumer research (Bellezza, Paharia, and Keinan 2017; Etkin, Evangelidis, and Aaker 2015; Fernbach, Kan, and Lynch 2015; Kim, Wadhwa, and Chattopadhyay 2019; Tonietto and Malkoc 2016), also accentuating the emancipatory aspect of resisting busyness, that is, slow living (Husemann and Eckhardt 2019).

While the dominant, busy culture is challenged by slow living (e.g. Parkins 2004; Rosa 2015) and consumers' other emancipatory endeavours (see *Institutional Level* for references), it can again be asked for what purpose an individual wants to be emancipated. For example, after dropping out of the rat race involving busy working life (i.e. downshifting), a consumer may easily stock his or her life with new rat races: Human beings are very fond of structuring and patterning their lives (Ehn and Löfgren 2010; Zaltman and Zaltman 2008). Additionally, Seneca himself writes in *Epistulae Morales ad Lucilium* that a person who is eschewing social responsibilities is not necessarily living for himself, but 'for his belly, his sleep, and his lust' (*Ep.* 55:5; see Gummere 1917). This latter case would mean that the person would drift from *actio* to *voluptas*, and the former case would mean that he or she would not escape *actio* at all, again leaving the person 'engrossed'.

Presumption 3: Holistic empowerment is moving towards *contemplatio*. (Bold arrows in Fig. 1)

According to Seneca, a person is 'engrossed' regardless of whether he or she is directed by external or internal forces. Thus, the aforementioned shifts between and within *actio* and *voluptas* may not remove the problem itself. Figuratively, the life of an 'engrossed' person may be understood as a realm which is alternately occupied by two different dictators: *voluptas* and *actio*. Moving towards the contemplative lifestyle, which is 'leisured', the person would become *holistically empowered*. This requires that emancipation and psychological empowerment take place simultaneously; that is, the person recedes from both *actio* and *voluptas*.

Holistic empowerment would naturally require both high internal resources for self-regulation and far-reaching independence from social control. While specifying where in the dominant culture the conditions for such empowerment would best be realised is beyond the scope of this essay (for one idea, see Husemann and Eckhardt 2019), it is again important to acknowledge that self-regulation (psychological empowerment) and independence (emancipation) are not necessarily separate, but mutually constitutive and dependent on each other (Giddens 1984; Hodgson 2007). Therefore, holistic empowerment is eventually indivisible, and emancipation and psychological empowerment are merely two different perspectives on the omnipresent phenomenon of power (Rucker, Galinsky, and Dubois 2012; cf. Craib 1992). However, as established theoretical traditions, they may have become divergent enough to be sometimes misinterpreted as focusing on two different phenomena.

Conclusions

The purpose of this theoretical essay has been to elucidate the position of consumer psychological empowerment within the research area of consumer empowerment. This was accomplished (1) by analysing consumer empowerment through two conceptualisations (individual and institutional) and (2) by introducing a synthesising framework based on Seneca's selected writings, particularly the treatise *On the Shortness of Life*. To the best of the author's knowledge, this is the first time Seneca's ideas have been brought to the fore in consumer research, which effortlessly adds to the consumer and marketing research literature that directly draws from the classical ideas of European antiquity (Mick and Schwartz 2012; Tonks 2002; Shaw 1995).

However, the main contribution is provided to the literature on consumer empowerment (e.g. Denegri-Knott 2018; Denegri-Knott, Zwick, and Schroeder 2006) by offering a conceptual account of the dynamic role of psychological empowerment. The analytical juxtaposition of the institutional and individual levels of empowerment is itself a moderate addition to the literature, but the principal novelty value is delivered by re-structuring the levels via a new intellectual synthesis. The synthesising framework has a

potential to further enrich theory development in consumer empowerment especially because of its focus on the psychological aspects of empowerment. It is indeed hoped that the essay inspires future research on consumer empowerment at the interface of the psychological and sociological, as well as the individual and systemic levels of inquiry.

Focusing on the psychological aspects to consumption as a source and enabler of well-being and happiness (e.g. Dunn, Gilbert, and Wilson 2015; Gilovich, Kumar, and Jampol 2015; Guevarra and Howell 2015; Mogilner, Aaker, and Kamvar 2012; Pechmann 2015; Sääksjärvi, Hellén, and Desmet 2017), the essay may also be of interest to the researchers affiliated with transformative consumer research (Mick et al. 2012a). Contemplation and leisure may be understood as outcomes of holistic empowerment, so they are based on an appropriate combination of self-regulation (psychological empowerment) and criticism towards consumer culture (emancipation). In the transformative spirit, it is suggested that these theoretical ideas may provide ingredients for policy initiatives aiming to holistically empower consumer-citizens in the different sectors of society. Additionally, as the concept of empowerment is actively used in many fields of social science beyond consumer research (e.g. Funnell and Anderson 2003; Ryyänen and Nivala 2017; Spreitzer 1995; Wilkinson 1998; Zimmerman 1990), it is proposed that the synthesising framework may also have interdisciplinary value.

An important limitation of the synthesising framework relates to the moral boundaries of the contemplative lifestyle, implicitly assuming that a holistically-empowered person is always acting virtuously (cf. Diener and Biswais-Diener 2005). This moral issue is aptly demonstrated, for example, in a quote from Cicero, citing Plato: 'All knowledge that is divorced from justice [must] be called cunning rather than wisdom' (*On Duties* 1:63; Miller 1913). Indeed, the future research on consumer empowerment could be endowed with the normative question: What should consumers do when they are 'leisured', holistically empowered? This question could be answered through an empirical investigation, for example, following a similar process as Luchs and Mick (2018) did when defining consumer wisdom based on phenomenological interviews.

Another idea for future research is related to the possible shift from *contemplatio* back to *actio* and *voluptas*. The contemplative lifestyle is based on the conscious liberation from two other lifestyles. Can this consciousness be revoked? Undoubtedly, even a contemplative person may sometimes return to the pursuit of pleasure and social acceptance. This does not, however, mean that he or she would go back to being pressured by them. The future research on consumer empowerment could ask, for example, what the dynamic nature of contemplation is. Contemplation may indeed be understood as a ‘dynamic motor’ of empowerment (cf. Piha et al. 2020): When a person is contemplative, he or she is continuously becoming aware of more and more internal and external pressures from which he or she wants to be freed.

Overall, this essay has demonstrated that the theoretical structure of the twofold conceptualisation of empowerment is very close to Seneca’s model applied in the treatise *On The Shortness of Life*. This compatibility between the classical Roman thoughts and contemporary consumer preferences can be subjected to the following speculation.

Seneca, who lived in the court of the Roman Emperor, addressed many of his ethical ideas to the wealthy aristocracy: those who had a real opportunity to choose among distinct lifestyles (cf. Arendt 1998/1958). In particular, the receiver of Seneca’s epistle *On the Shortness of Life* was holding the office of *praefectus annonae* and thus belonged to the highest ranks of society. Presumably, the examples and advice Seneca offered in this epistle might have sounded quite remote in the ears of the masses of Roman society such as slaves, even if we know that some individuals from the lower classes managed to become philosophers themselves. Nevertheless, today, when the middle class is prosperous in many parts of the world, more and more people have the opportunity to make such decisions that were only possible for the upper class in Seneca’s era.

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^[1] This Stoic ideal is expressed, for example, by Dion of Prusa in his oration *On Freedom* (3:1): 'As for myself, however, I regard it as a splendid and blessed state of being, if in the midst of slaves one can be a free man and in the midst of subjects be independent.' (Cooper 2004)

^[2] In Seneca's vocabulary, *voluptas* is generally something negative, it is a passion to be avoided, *adfectus*. However, in some texts Seneca uses the word more positively and even in the context of the joy, *gaudium*, which comes from virtuous conduct. He even uses the

expression *vera voluptas contemptio voluptatum est* (see *Vit. beat.* 4:2.) (Evenepoel 2014, p. 46–47.)

[3] This admiration for noble lives is expressed, for example, in the following quote of Seneca's *Epistulae Morales ad Lucilium* (Gummere 1917): 'Call to mind what honourable or brave deeds you have done; consider the good side of your own life. Run over in your memory those things which you have particularly admired. Then think of all the brave men who have conquered pain: of him who continued to read his book as he allowed the cutting out of varicose veins...' (*Ep.* 78:18.)

[4] For Seneca, true wisdom consists 'in actions and not in worrying about philosophical niceties', as expressed by Cooper (2004, p. 324–325), and Graver (2012, p. 75): 'Not every such (retired) life is justified – – but only that which confers real benefits – – on oneself and others.'

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PANEL DISCUSSIONS

What are the possibilities of ‘common good’ in contemporary society marked with increasing contradictions and growing inequality?

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Janne Hukkinen (University of Helsinki)
Mark Peterson (University of Wyoming)

Unlocking Our Potential: Collaborating with Local and Global Institutions to Advance a More Just, Safe, Inclusive, Peaceful and Sustainable World

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Andrés Barrios (Universidad De Los Andes)
 Invited panelists: **Meryl Gardner** (University of Delaware)
João Felipe Sauerbronn (School of Communication, Media and Information at Fundação Getulio Vargas)
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The 'End' of Macromarketing

Panelists: **Ben Wooliscroft** (Auckland University of Technology)
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Towards a Sharper “Golden Anniversary” Focus for Macromarketing? (Appendix)
Stanley J. Shapiro (Simon Fraser University)

The “End” of Macromarketing

Ben Wooliscroft
Stanley J. Shapiro
Christine Domegan
Cliff Shultz
Anthony Samuel
Stefanie Beninger

February 13, 2024

This session has three goals:

- to identify existential threats to macromarketing and how macromarketing might end (including but not limited to “having our lunch eaten”, drifting into humanities-like ‘irrelevance”, failing to maintain our community, IP and brand),
- to identify ways that we can avoid irrelevance in the wider marketing discipline — what is our sustainable competitive advantage/ sustainable point of difference?
- to start a discussion on the goal of macromarketing and at which stage our discipline would have achieved its goal

The contributors are selected to represent different regions and a variety of perspectives on macromarketing.

There are many threats to disciplines across the academy;

- What happens when a discipline is “out of fashion”?
- What happens when a discipline becomes mainstream? em If students don’t enrol in X, should a university continue to offer it (and with that decision reduce the population of researchers in the discipline area X), item is studying a language, including software languages, still relevant in the age of “AI” translation?

Should a discipline expect to continue in perpetuity? What is the goal of a discipline, such that realising that goal would mean the end of the discipline?

Towards a Sharper "Golden Anniversary" Focus for Macromarketing?

Stanley Shapiro

Abstract

The future of macromarketing is in doubt should scholars not consider how our field's previous uniqueness has recently been co-opted by other marketing-oriented academic organizations. Proposed here is a new lens for macromarketing scholarship, one that is tightly focused on sustainable societal provisioning systems. Marketing systems literature, sociological research on provisioning systems and "doughnut economics" thinking collectively provide a contemporary basis for future research in macromarketing.

Introduction

Almost fifty years have passed since macromarketing scholars first gathered to exchange ideas and explore new areas of inquiry. Present almost from the beginning, actually since the third such gathering in 1978, I subsequently attended with some degree of regularity the conferences that have been held over subsequent decades. It has been a long and rewarding relationship. My perspectives on the first three decades of macromarketing have previously been chronicled (Shapiro, 2006). At that time, I both anticipated and looked forward to far more European involvement in macromarketing. That expansion of macromarketing's scholarly acceptance has indeed occurred, and to a much greater degree than I expected, not only in Europe but in many other parts of the world as well.

What I have also witnessed in recent years, however, is a marked decline in macromarketing interest among North America's marketing professoriate. I first noticed this in Cleveland in 2019 and then in Seattle just last year. Though both these cities are in the United States, "rest of the world" attendance greatly exceeded that from North America. It's also worth noting that the 28 North American attendees in 2023 were skewed, very skewed, upward in age with most having a macromarketing affiliation that went back decades. Younger, early career North American attendees were few and far between.

The above leaves us with two important questions:

- (1) What lies behind this declining North American interest in macromarketing?
- (2) What can be done to reawaken North American interest and prevent a similar “rest of world” decline?

Proposal

After giving the first of these questions considerable thought, I have come up with, to say the least, an ironic answer. To some extent we are, and this of course in many respects is a most fortunate development, no longer all that different both in what we do and how we do it. Our USP (Unique Selling Proposition) is just not that unique anymore.

The circa 1960 managerial marketing takeover from the macro perspective of previous marketing textbooks has repeatedly been documented (Wilkie & Moore, 2003; Hunt et al., 2021). This development was soon accompanied by a rapidly growing interest in consumer behavior. Though Marketing and Society voices were by no means silenced over the following fifteen years (Shapiro, 2006), they received progressively less attention in marketing Ph.D programs, an obvious determinant of the journal focus of what was to follow.

Organizationally, macromarketing first took shape in the late 1970s, this soon to be followed by the establishment of the Marketing and Public Policy interest group. To the best of my knowledge, these were the only two special interest “Marketing and Society” focused annual academic gatherings which took place over the next few decades. Though the AMA's 1988 Winter Conference was in large part shaped by first generation macromarketers, its focus, “Marketing: a Return to the Broader Dimensions” expressed a hope that did not in fact materialize. Marketing matters that really matter did not immediately move to marketing's academic forefront. However, that move has indeed now occurred, powered by the twin challenges of climate change and global sustainability.

Ironically, there is now steadily growing interest among other marketing academics in exploring issues that have long been macromarketing concerns, but most are pursuing this interest independent and apart from our organization. These researchers are more likely to be affiliated with other, more recently formed groups

which serve Consumer Culture Theorists, Subsistence Marketers, Transformative Consumer Researchers and Social Marketers. One even finds the American Marketing Association, a group that as recently as 2004 defined marketing in its entirety as strictly a managerial practice with no social dimension whatsoever (Gundlach, 2007), now promoting “Better Marketing for a Better World”.

So, what should we do as an organization in response to the increasing interest of other groups in issues that have long been macromarketing concerns? Should we next year just declare victory after five decades of labor and then dissolve? Possibly, but that’s not the course of action I am recommending. Should we instead strive for a radical transformation both of what we study and how we study it? That’s not going to happen nor should it. Rather, I am advocating a three-fold approach:

First, we continue to focus on traditional areas of macromarketing concern such as the climate crisis, the challenge of global sustainability, quality-of-life issues, distributive justice, marketing and economic development and, finally, market and regulatory failure.

Secondly, we further develop what I call the “macromarketing and...” dimension of our subdiscipline whether that “and” includes social marketing, transformative consumer research, subsistence marketplaces or any of the other specialty areas identified by DeQuero-Navarro et al. (2021) in the latest published macromarketing bibliography.

Finally, and most importantly, let’s continue to make a truly unique contribution by using a tightly focused macromarketing lens, hopefully an increasingly powerful one, on nothing less than the nature and function of what might be called “*sustainable societal provisioning systems*”. Indeed, let all we do, whatever the macromarketing topic under study, be viewed using that lens and with a focus on both sustainability and social justice.

Marketing Systems Foundation

As is the case with so many other areas of marketing thought, Wroe Alderson was the first marketing scholar who seriously explored systems thinking and its potential marketing relevance (Alderson, 2006a; Alderson; 2006b). The Alderson approach, however, especially his emphasis on organized behavior systems, had more of a micro or a mezzo focus than a macro one. This is in contrast to George Fisk who,

long before his association with macromarketing, published his Marketing Systems text (Fisk, 1967). Fisk's opening JMK editorial (Fisk 1981) reflected a continuing interest both in "how" and "how well" marketing was performing as society's provisioning technology and, of course, how that performance could be improved.

However, while the relative importance of Alderson and Fisk to systems thinking within marketing can be debated, the contemporary contribution of Roger Layton cannot. In a steady stream of articles beginning in 2007, Layton, at first alone and latterly working with others, step by step developed what most would now consider macromarketing's currently received wisdom as regards systems thinking and its relationship to provisioning systems (Layton, 2007, Layton, 2019). As he further developed his thinking as regards marketing systems, Layton also paid steadily increasing attention to the broader category of provisioning systems and, more specifically, within that category to top down prescriptive (usually government driven) systems (Layton and Domegan, 2021).

What might be considered the final Layton formulation as regards the nature, scope and functioning of provisioning systems can be found in a paper he co-authored with Christine Domegan (Layton and Domegan, 2021). No matter the degree to which you consider yourself already familiar with Laytonian thought, I recommend a careful reading of this article. Its abstract, reproduced below, is an accurate summary but one that can only be fully appreciated after careful reading of the elaboration found in the article itself.

Pandemics, climate warming, growing inequality, and much more bring crises that change the patterns of daily life in human communities, directly impacting the provisioning systems that form in a community to meet the needs and wants of individuals, groups, and entities for goods, services, experiences, ideas. Provisioning systems sometimes begin as leadership initiated top-down, authoritarian prescriptive supply networks, public and private. Sometimes, they originate as bottom-up, self-organized, innovative, open choice, often informal, exchange based networks, and mostly, over time, they emerge as untidy self-organized multi-level diverse assemblages of both. The diversity of provisioning systems in a community enables crisis resilience, but limits efficiency

and control. The provisioning systems that form in these ways are complex, multi-level, non-linear evolutionary systems, often unpredictable, and lacking direction. Balancing a desire for stability and an appetite for diversity, innovation, and change in shaping a provisioning system is like walking a narrow corridor on the edge of chaos. Achieving balance, avoiding slipping into chaos, rests on the management of a set of complex social mechanisms. These embrace delivery mechanisms where value is produced and consumed through complex infrastructures; stakeholder action fields where trust, collaboration, cooperation, compromise, competition, or conflict are in play; technology evolution mechanisms where innovation and the recombination of existing technologies occur at all levels; and value exchange fields where community and individual values shift in response to crisis and change. Recovery from crisis is not an event, it is a complex, continuing process, often unpredictable, often unequal in outcomes, but walking a narrow corridor is episodic, uncertain and in the end possible. This is the next normal for marketing. (Layton and Domegan, 2022, p 4)

Other macromarketers have recently written on marketing/provisioning systems, some well within the Layton tradition (Wooliscroft, 2021), others somewhat departing from it (Kadirov, 2018). And what others have written before in this area is only prelude to what is certain to follow. However, at this point in time, I propose the use of Layton's final thinking as summarized in the abstract reproduced above as *the macromarketing starting point* for what could be a most fruitful, continuing intellectual exchange with current schools of sociological thought as regards provisioning systems. Interested sociologists studying provisioning have developed not one but rather several different, somewhat competing provisioning system theories. Fortunately, another published paper, as seminal in its own way as Layton and Domegan, summarizes these theories for us in a manner that facilitates a direct comparison with Laytonian thought.

Doughnut Economics

"Provisioning Systems for a Good Life within Planetary Boundaries" (Fanning, et.al, 2020) also provides us with useful perspectives on "doughnut economics" (Raworth, 2012; Raworth 2017) and how society can and must function while being both

just to all and cognizant of global resource limitations. Both a closely related predecessor article (O’Neil, et.al, 2018) and a subsequent one (Fanning et, al, 2022) attempted to measure the extent to which different nations were currently living outside either the upper (sustainability) or lower (just to all) parameters of the doughnut. All three papers strike me as required reading for macromarketers interested in further development of provisioning system thought. This is true even though the point is made in the 2020 Fanning publication that each of the six sociology-based theories discussed has its own very extensive literature with Fanning et al. providing just a brief introduction. But as well-referenced as that paper is, there are no references whatsoever to Layton’s work, still further evidence, as if it were needed, of the existence of almost impenetrable interdisciplinary silos within academia.

The relationship of doughnut thinking to macromarketing’s focus both on global sustainability (not collectively consuming beyond the outer skin at the very top of the doughnut) and on distributive justice (providing a level of provisioning fair to all, especially those struggling to get out of the hole in the donut) should be obvious. Thus, Fanning et al. (2020) present us with a “two in one” gift. They not only contrast and compare the six different sociological theories of provisioning in a way that facilitates comparison to Layton’s final analysis of provisioning processes. They also provide their own synthesis and put an emphasis both on “sustainable societal provisioning” and the systems that might provide it, my previously suggested future focus for macromarketing’s next few decades.

Implications for the Future of Macromarketing

What’s presented below is just a very limited introduction to Fanning et al., and my justification for the new lens I am advocating. But before doing this, I acknowledge the fact that at least one previously published Layton paper (Layton et al., 2022) recognized this relationship. More recently, the framework Fanning et al. (2020) advocate was used in a paper presented at the 2023 Macromarketing Conference (Renton, 2023) which studied changes over the decades in New Zealand’s energy provisioning system.

After carefully reviewing a truly extensive body of literature on societal provisioning, Fanning et. al. blend no less than eighteen different dimensions of this literature into six clearly distinguishable schools of sociology-based provisioning

systems thought. Each school is briefly described with readers also being provided with useful follow up references. The theories in question are then each evaluated first using three systems science criteria, then with both a sustainability and a social equity/ well being measuring stick. The authors' conclusions in this regard and what they then propose are best expressed in their own words.

We find that most of these theories fail to prioritise human needs and well-being, and do not incorporate explicit environmental limits. However, they provide important insights that we draw upon to identify six important provisioning system elements (households, markets, the commons, the state, techniques, and material stocks). Based on the theories, we also identify two important relationships between elements, namely feedbacks and power relations. We further propose the concept of “appropriating systems” as a component of provisioning systems. Appropriating systems reduce the resource efficiency of human well-being via rent extraction, and act as a barrier to meeting human needs at a sustainable level of resource use. We combine these concepts into a new framework, and discuss applications to energy systems. (Fanning, et al., 2020, p.1)

The 2020 Fanning paper only provides brief descriptions of each of the six identified theories but then identifies for each a source document providing far greater detail. Each of the six are next evaluated in in terms of their relevance to both Sustainable Resource Use (the upper limit) and Sufficient Social Outcomes (the ‘just’ bottom) of the doughnut. To this observer it appears that Layton’s work fits most closely into the Systems of Provision approach “which explores how each commodity or service has its own unique political economy that includes everything from resource extraction and distribution to the cultural meanings of consumption” (Fanning, et al., 2020, p. 4). However, Layton has also made reference to the work of Elizabeth Ostrom (Layton et al., 2022) who in the Fanning analysis has been assigned to a separate Socio-Ecological Systems Framework. The contribution technology makes, another favorite Layton theme, is identified as a component of yet a third alternative system.

All the above, of course, just highlights the potential of two productive areas of research, areas that could provide macromarketing with the unique focus it needs for

the next few decades. Layton's work should be further developed within the context of current sociological provisioning thought. What could sociological analysis contribute to the further refinement of Laytonian thought and, just as importantly, what insights has Layton provided that sociologists would find useful? The new Fanning et al. concept (2020) of "appropriating systems" seems to merit particular attention.

Just as importantly, this further development of provisioning thought with marketing should be carried forward within doughnut economics or related thinking just as the Fanning paper advocates. In this way provisioning systems will be examined not only in terms of what is being provisioned but also as regards the extent to which such systems contribute both to global sustainability and to socially equitable distribution. In short, what should distinguish macromarketing research over the next few decades, as compared to that of all the other "marketing and society" interest groups, is its continued use, whatever the topic being studied, of a carefully focused and ever-strengthening macromarketing lens, one that magnifies all the various characteristics and dimensions of "sustainable societal provisioning" and the systems designed to provide it. Such a focus is both highly desirable in its own right and one that over time could also draw back into our ranks sufficient numbers of those now-missing younger North American scholars, while continuing macromarketing's current relevance to scholars around the world.

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