

# BA Thesis for Philosophy of a Specific Discipline

## The Marketing Matrix

*Philosophical Critique of Modern Marketing Practices and Reflection on their Transformation*

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## **The list of Abbreviations**

AI	– Artificial Intelligence
CDJ	– Consumer Decision Journey
CSR	– Corporate Social Responsibility
Inc.	– Incorporated Enterprise
IoT	– Internet of Things
MNEs	– Multinational Enterprises
MSEs	– Medium and Small Enterprises
POS	– Point of Sales
RFID	– Radio Frequency Identification
RM	– Responsible Management
TQM	– Total Quality Management
TV	– television

## Abstract

The main goal of this thesis is to present the reflection and critical review on the book ‘The Marketing Matrix’ by Hastings (2012). This book presents an interesting material to reflect upon, since it develops a different view regarding marketing practices in the managerial field, as opposed to currently prevalent ideas. As such, the critical review on this book could be seen as a contribution to the field of Business Administration and Philosophy of Management Sciences. The matter at hand not only challenges the ingrained mindset of marketing managers but also consumers. It aids in raising awareness of dangers of increased corporate power and consumerism; in addition, it advocates for sustainable practices. It represents the urgent and controversial issues, which makes this matter rather curious and sapid. The thesis itself is formulated as *‘philosophical critique of modern marketing practices and reflection on their transformation.’* Central problem of this thesis is taking a look at marketing from a philosophical perspective, building up a critique towards current developments in the field and arguing for the possibility of change on both corporate and consumers’ sides.

## I. Introduction

### *What is the marketing matrix and how modern business practices construct it*

*“We live in an age of sophisticated marketing campaigns which [...] manipulate public opinion with the help of clever marketing gimmicks, whether it is the scientific evidence showing that chocolate is good for you (funded by the confectionery business), or the contrived mathematical formula for a perfect cup of tea (paid by the beverage industry).”*  
Steve Connor in Hastings (2012, p. 15).

### *I-1. Defining the Marketing Matrix*

Nowadays, we live in the times of unprecedented growth of business, which is not only about the rise of entrepreneurial activity, but also about the enlargement of the current giants that bear the title of Multinational Enterprises (MNEs) (Peng & Meyer, 2016; William et al., 2016), like Nestlé, Nike, McDonald’s, L’Oréal to name a few (Hastings, 2012). The fact that different kinds of corporations become the ingrained part of our capitalistic reality, raises the question of what is the reason and goal for them to be, and most importantly what impact do they leave (Hastings, 2012). The answer to the first part is pretty straightforward, while the second part requires more attention.

In short, the main goal of the business is to make profits, as any company owes a fiduciary duty to its shareholders (Gubby, 2016; Goodpaster 1991), which has stemmed from the fact that management of the company and the ownership are alienated from one another (Goodpaster 1991; Hastings 2012). In order to overcome this agency problem or ‘principal-agent’ conflict, the management of the company needs to ensure that they are running the business in the best interest of the shareholders, who are the owners (Gubby, 2016). Naturally, such way of running the business is about maximizing the return on investments or, in other words, return on equity (Hillier et al. 2016). The issue then becomes that the money-making starts to be the driving force of any process within the business with the main focus on business growth and market share maximization (Laasch & Conaway, 2015; Hastings 2012). In order to capture the most value in the

market and ensure that enticing growth, corporations are spending tremendous efforts in the business area called marketing (William et al., 2016; Corey 1992).

Marketing strategy and marketing planning are tied to the complex analyses that underly the internal and external environment of the company (see Appendix 1). However, in this paper the notion of marketing is going to be used and defined as the ‘*the achievement of corporate goals through meeting and exceeding customer needs better than the competition*’ (Jobber in Hastings, 2012, p. 41). This presupposes the purely economic relationship that companies try to build with their customers. However, the bigger issue underneath the modern business practices is not only the fact that companies entice customers into buying their products, but the fact that by doing so, corporations execute a great power (Hastings, 2012). This power not only effects the growth in the shareholders’ value, but effects society at large and other non-social stakeholders like environment and future generations (Laasch & Conaway, 2015). The power that corporations get through a broad amount of marketing communication techniques (see Appendix 2) gives companies the ability to change the world unknowingly to us, and that is what Hastings (2012) calls the ‘*Marketing Matrix*’:

“Modern marketing is no longer just about persuading people to buy things they never knew they needed. It is about understanding and manipulating the deeper fears and desires of the human mind, about protecting market share, lobbying governments and defending against restrictions and regulation. It pervades every sphere of life. This is why we need to understand the marketing matrix” (Hastings, 2012, p. xiv).

### *I-2. Thesis statement and the Structure of the paper*

In the course of this paper the underpinnings of modern business practices with the central role of marketing are going to be unveiled and critiqued, with the main goal to uncover the Marketing Matrix and its dangers, as well as the possibilities for raising awareness among consumers and business managers to change current business and social developments, and turning these developments to a more sustainable landscape.

In order to present and argue for this, the paper contains the three chapters, apart from introduction and conclusion, that are structured in the following manner.

Chapter II lays down the ground for the thesis by looking into the Marketing Matrix, how it comes to be and its effects. The corporate practices surrounding it will be identified with the central concepts of ‘shareholders value’ and ‘market share maximization’, which result in the profit driven unsustainable businesses that are simply engaged in ‘greenwashing’ to match recent sustainability developments (Hastings, 2012; Laasch & Conaway, 2015; Corey, 1992; Keller, 2013; William et al., 2016). The second chapter also strives to depict the dangers brought by and tied to the Marketing Matrix which are the consumerism, surveillance capitalism (Zuboff, 2019) and unsustainable growth (Raworth, 2017).

After identifying the issues brought by the Marketing Matrix, the possible solutions need to be addressed. So, chapter III will cover possible ways to raise the awareness towards the aforementioned issues and to promote transformations both on the business side and beyond the business domain, which could help reducing the negative impact of the Marketing Matrix. Firstly, chapter III will look into the changes that are possible at the business side, like primarily going from a shareholder model to a stakeholder model

(Laasch & Conaway, 2015). Other things are going to be suggested for the corporate action, like changes in marketing- and corporate- strategies once managers have set a sail towards sustainable direction. These new practices include uncovering corporate ethics, preventing greenwashing and fake Corporate Social Responsibility (CSR) practices, and doing sustainable marketing through raising stakeholders value, as well as going transparent (e.g. through trace-and-track systems in supply chains that are visible for consumers) (Laasch & Conaway, 2015; Hastings, 2012; Gallagher, 2016).

Secondly, as mentioned, the third chapter is going to look beyond the business domain by presenting the case of marketing transformations in the form of social marketing, which is marketing in the social sphere (Kotler & Zaltman, 1971); and showing possibilities of ‘competitive positioning’ of social marketing in its promotion of social change (Andreasen, 2002). Finally, the changes on the consumers side are going to be addressed. It will be shown how consumers can become aware of their purchasing power and can start acting, by using the concept of ‘mindfulness’, which stems from a variety of eastern contemplative and meditative practices and Buddhist traditions (Rosenberg, 2004). Notably, the modern application of mindfulness in the context of consumer behaviour has paved the way to deal with ‘compulsive buying’ (Armstrong, 2012) and to help forming an ethical consumer choice (Rosenberg, 2004; Armstrong, 2012; Bahl et.al, 2016).

Chapter IV of this paper delves into showcasing that all the transformations addressed in chapter III are indeed possible to obtain. Here the focus is on the idea stemming from the phenomenological approach of Sartre on the ‘freedom’ and ‘responsibility’ (Sartre, 1992). It will be used to showcase how in the state of anxiety (Sartre, 1992) - which nowadays can be seen in a form of sustainability crisis (Hastings, 2012) - people can take power in their own hands and redeem the effects of the Marketing Matrix by responsibly assigning meaning to all that happens around them. This, together with the earlier introduced concept of mindfulness (Rosenberg, 2004; Armstrong, 2012; Bahl et.al, 2016), will be brought to show how awareness of one’s thoughts can have a useful effect on bringing the possibility for positive change. Finally, the chapter will delve into the ‘anti-consumption discourse’ in the light of Foucault’s power relations and Nietzsche’s resistance (Cherrier, 2009) and from a practical side it will depict the actual successful examples of consumers standing up against corporate marketing powers.

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## II. Why Change is Necessary

### *Raising the awareness of dangers of the marketing matrix, consumerism, and surveillance capitalism, building the case for sustainability*

*“Given the impact that our consumption behaviour has on ourselves, our fellow human beings and our planet it argues that there is a need for much greater vigilance.”*  
(Hastings, 2012, p. 17)

#### *II-1. The Marketing Matrix and Consumerism*

Since marketing practices try to get consumers on board through a wide array of different channels and techniques (see Appendix 2), it brings about the behaviour which has been coined as ‘shop till you drop’ or more technically ‘consumerism’ (Szasz, 2007). According to Hastings (2012), The situation wherein people are successfully encouraged to buy more and more goods happens mainly due to the marketing power of companies, or what was earlier introduced as the Marketing Matrix. Hereunder, it is going to be discussed how companies have triggered such a behaviour and through which means, in addition to drawing attention to the danger of those influential means.

It is important to note that most people conceive of marketing techniques, that sprout communication with customer, only in the form of notorious advertisement (Hastings, 2012). Average consumers are so used to seeing ads around them daily - be it in the form of TV commercials, billboards, or short promotional announcements on the radio (William et al., 2016) - that by now, most people start believing that upon seeing so much advertisement around them, they are no longer truly affected by it (Hastings, 2012). The bigger problem, however, is that all those means and ways to get customers’ attention are truly just the tip of the iceberg (William et al., 2016; Keller, 2013).

Indeed, in the past decades the marketing focus of a company was on making a person choose their brand among all others, which was done by excessive spending on the advertisement to show how their product stands out among the competitors (Edelman, 2010). This is the so-called ‘Funnel Metaphor’ (see Appendix 3) that marketers decided to use to portray the way the consumer makes decisions. In accordance to it marketers strived to develop and use the right techniques to attract customers’ attention to their product among all other products in the similar range (Edelman, 2010, William et al., 2016). However, right now the focus has shifted to a completely different model, which is called the ‘Consumer Decision Journey’ (CDJ) (Edelman, 2010; see Appendix 3). This is a more profound approach, since it looks not only at a single decisional spiral as the Funnel idea does, but it perceives the shopping behaviour as loops, which people go through (Edelman, 2010). Notably, the main goal of marketers - who started to use this latter perspective - is to make sure that consumers not only notice and consider buying the product among many others, but remain ‘loyal’ to the brand itself, which means that the consumer enters a loyalty loop that ultimately sets him or her on the eternal consumer brand journey (Edelman, 2010).

According to Hastings (2012) this eternal loyalty loop can easily be perceived as ‘relationships from hell’, as the person gets enticed to buy something continuously, but also he or she is being convinced that other products of the same brand - he was made to adore so much - are also worth buying (Hastings, 2012). Of course, this brand loyalty is brought by a multitude of various techniques that often slip away from our eyes entirely unnoticed, especially in the age of digitalization (Hastings, 2012; see appendix 2). All the different

techniques come under the encompassing name called the customer-brand equity management (Keller, 2013; see Appendix 4). The easiest way to exemplify this process is to realize how Nestlé products turn to be prevailing in the kitchen of many, or how Apple Inc. has built up the solid brand community around its array of gadgets (Hastings, 2012).

## *II-2. Consumerism and Surveillance Capitalism*

So, the aforementioned issue of ongoing consumerism is brought on by companies triggering eternal consumer journeys with the use of brand loyalty and strong brand communities (Keller, 2013; Edelman, 2010; William et al., 2016). However, the issue here is not only the fact that someone will buy something again and again, but the fact that the more that person buys the easier for the company it will be to attract that customer again (Keller, 2013), since in the digital age of marketing there is a lot of data tied to any consumer transaction (Zuboff, 2019; Edelman, 2010; Gallagher, 2018). Implications from this are going to be discussed in the following part of this chapter.

Before we delve into technical details and terminology, there is a piquant case that can serve as a strong advocate that more attention has to be brought to the digitalization of marketing practices. Specifically, this refers to the infamous case of Target Inc. digital techniques and a pregnant teenager (Duhigg, 2012). For some years now, Target, which was originally a US department store, has started using artificial intelligence (AI) algorithms to analyse enormous amount of data their customers accumulate (Duhigg, 2012). With each year algorithms get better and better by being fed with data accumulated in the shoppers' online accounts and personalized discount cards, so that the company knows with incredible precision what products are needed by whom and at which moment (Duhigg, 2012; Gallagher, 2018). Interestingly, Target's algorithms could even know, whether the family is going to have babies soon, and since pregnant women can be an easily persuaded group, all that Target needs is to know the specific moment when to start sending discount coupons on attractive baby and care products (Duhigg, 2012). Those techniques and manipulations could have remained concealed for many more years, if not for the scandal with the teenage girl from Minneapolis (Duhigg, 2012). Her parents made a complaint to Target for constantly sending their daughter coupons on baby- and pregnancy- products and little did they know that apparently their daughter was already pregnant, and Target algorithms picked that up through the subtle changes in her shopping data (Duhigg, 2012). The dilemma here is that the shop knows you and what happens in your life (Duhigg, 2012; Hastings, 2012). However, it is important to note, that this case is brought here to exemplify not the strength of the collected big data itself, but the algorithms behind it. Specifically, the main strength of corporations now is not in the collected data, which is very hectic and unstructured, but in the artificial intelligence technology, which can run various statistical analysis and turn data into the useful information which can then be elevated and applied (Gallagher, 2018, pp. 453-492).

So, this alarming case exemplifies well the underlying development which was coined by Zuboff (2019) as 'surveillance capitalism'. Notably, this notion of 'surveillance capitalism' (Zuboff, 2019) is tied to the previously introduced notion of the 'Marketing Matrix' (Hastings, 2012). Since the latter comes to light only through the system where '[s]urveillance capitalism unilaterally claims human experience as free raw material for translation into behavioural data' (Zuboff, 2019, p.14). Thus, the power that corporations are gaining (Hastings, 2012), is due to their ability to get the 'behavioural surplus', which is stored in a form of consumer data (Zuboff, 2019). Based on that data corporations can masterfully predict and subsequently modify consumer behaviour (Zuboff, 2019; Hastings, 2012). What is more alarming is that consumers can



never really clean up the traces, since data comes from various different channels (Gallaugher, 2018). It can be data left at the point-of-sale (POS), through scanning RFID tags of the products, once you have used a member card at the cashier, or it could come from the internet surfing activities and social media use, since very often shopping accounts are linked to personal e-mails, Facebook or other social media accounts. The algorithms work under the technique called ‘collaborative filtering’ which is about elevating data from all users and finding hidden patterns in order to make accurate predictions of future consumption behaviour (Gallaugher, 2018). An example is the earlier mentioned Target case, in which Target algorithms were technically fed with large datasets, and as a result Target could make accurate predictions of a particular consumer need (Duhigg, 2012). Other examples are how platforms as Amazon, and Netflix use the data and algorithms to give spot-on suggestions for their users, which pretty well satisfy their corporately-constructed desires (Gallaugher, 2018).

Perhaps, one could say that it is quite pleasing that you no longer need to go through the tedious decision making processes to find what you need, when your demand can be satisfied and even predicted in advance, however any coin has two sides (Hastings, 2012). There are certain dangers that surveillance capitalism poses (Zuboff, 2018) via superb data analytics and collaborative filtering techniques (Gallaugher, 2018). Notably, those can be even more amplified with the recent development of ‘smart’ products and the introduction of the Internet of Things (IoT), when almost every product the person uses could send the behavioural data to the web, hence feeding the Big Data and thereby assure that collaborative filtering is even more accurate (Gallaugher, 2018; Zuboff, 2019). The dangers from that are going to be discussed next in connection with the idea of ‘enframing’ by Heidegger (1993) and ‘personal commodity bubble’ by Szasz (2007).

In general, Heidegger (1993) in ‘The Question Concerning Technology’ depicts technical-industrial progress as the tool with technological ‘instrumentality’, which brings danger of ‘enframing (*Gestell*)’ (Heidegger in Scharff & Val Dusek, 2014, pp. 305-318). In Heidegger (1993) this technological enframing concerns shaping and modifying our perceptions of the world. Back in the day, he exemplified it with how after the industrial revolution people started to view nature as a ‘standing reserve (*Bestand*)’ or simply a resource for humans to use (Heidegger, 1993).

And nowadays, it is possible to tie his view to modern marketing techniques, which rely on Big Data accumulation and search engines’ tracking to customize advertisement, which was introduced earlier as ‘collaborative filtering’ (Gallaugher, 2018). As such marketing with digital and virtual technologies can employ even a greater level of ‘enframing’. Subsequently, digital marketing – just as the technology described by Heidegger (1993) – by ‘enframing’ can block possibility to ‘unconceal’ other ‘modes of revealing’ (Heidegger, 1993). In other terms, this means that a person under the technological ‘enframing’ can only see the reality through the lenses that this technology provides and cannot form a different and independent perception anymore (Latour, 2005).

Furthermore, Heidegger’s ‘enframing’ (1993) can be looked upon from the perspective of a book ‘Shopping Our Way to Safety’ by Szasz (2007). According to Szasz (2007) people surround themselves with a ‘personal commodity bubble’, which they enter in the light of problems like environmental degradation. Thence, they become passively plunged into what Szasz (2007) calls ‘inverted quarantine’, which engulfs people with constantly raising levels of consumption, making them believe that simply shopping could help

them stay afloat amidst the crisis. This consumeristic way of passive reaction to any problem could be connected with a ‘mode of revealing’ of the reality (Heidegger, 1993) that consumers have been ‘framed’ into via marketing techniques addressed above. In the next part, this issue of consumerism will be discussed from an angle of unsustainable development, which is another danger brought by the Marketing Matrix (Hastings, 2012).

### *II-3. Unsustainable Growth and its Boundaries*

So far, in this paper it was established that corporate power has influence on consumers through the use of various marketing techniques (Keller, 2013) leveraged by advanced data analytics (Zuboff, 2019; Gallagher, 2018) making consumers a vulnerable and open book to them. Hence, this leads to most of us getting ‘enframed’ (Heidegger, 1993) by the marketing matrix leading to eternal consumption loops fostered by brand loyalty (Edelman, 2010), inevitably causing consumeristic behaviour and erection of the personal commodity bubble (Szasz, 2007). The issue with such a development is that the more one owns the more one realizes that there are other unexploited options left in the marketplace (Corey, 1992). The following consists of a short analysis about the way such a system functions and the implications from it.

The innovativeness of production enabling mass customization plus marketing techniques can easily put forward a great amount of various options (Gallagher, 2018; Edelman, 2010), which look equally desirable for the consumer (Hastings, 2012). On the one hand, this abundance of choice gives economic freedom that meets the modern capitalistic democratic ideals (Hastings, 2012) and developments as neoliberalism and libertarianism, which propel the need for free market relations (Ferguson, 2010; Bruni & Sugden, 2013). On the other hand, the abundance of options negatively effects the well-being of consumers on the psychological level, since the increased choice leads to the anxious state of ‘perpetual dissatisfaction’ (Hastings, 2012, pp. 59-60). Specifically, such psychological state comes about from the situation wherein, the person no longer knows, what they want and all options that are currently available to them are equally appealing and satisfying (Hastings, 2012; Scheibehenne et al., 2010). Thus, foregoing one option for another in the situation of the ‘choice overload’, the customer is never sure whether the trade-off was really worth it (Scheibehenne et al., 2010). The effect of constant facing with opportunity costs tends to weigh down on individuals causing post-purchase dissatisfaction and even regret (Thaler, 1980; Scheibehenne et al., 2010).

According to Hastings (2012) the choice overload and subsequent dissatisfaction prompts a customer to continuously purchase more, aggravating his consumeristic behaviour. Now if we consider extrapolating the effect of the increased consumption levels of one individual to a great number of consumers, the influences of the marketing matrix would look pretty grand at that point (Hastings, 2012). Thence, it is no longer striking that the enormous levels of mass production and supply need to outstrip the growing demand levels to continue enticing purchases (Hastings, 2012). Such an unsustainable system naturally puts the planet resources under peril (Hastings, 2012; Szasz, 2007). As Hastings (2012) himself, notes:

“Marketers are fond of proclaiming that consumerism is the shame of marketing: when marketing works as intended it becomes superfluous, because there is no dissatisfaction, no possibility of complaint. The customer pays the agreed price and gets exactly what he or she wants. Perfect harmony. But as with any earthly paradise, this is both unattainable and dangerous” (Hastings, 2012, p. 67)

The main issue here is that the marketing matrix continues pushing production to the levels of unsustainable growth (Hastings, 2012) that completely overshoots our planetary boundary, while short falling at our social foundations, as Raworth (2017) coins it (see Appendix 5). Due to the fact that ‘marketing doesn’t just inure us to climate change; [but] also blinds us to all the inequities that got us to this point in the first place’ (Hastings, 2012, p. 70), it is especially important to start paying attention to what the corporations are trying to lure consumers into. Prior to discussing what could serve as that wakeup call and what could be the exact counter actions, lets first look at the business side amidst this crisis.

Hastings (2012) notes that with the constant need to sustain the supply and demand levels in addition to facing the ownership dilemma - which was earlier discussed as the principal-agent problem (Goodpaster, 1991) - corporations are now put into a psychotic position. In a sense they find themselves in the double bind (Bateson, 1987), as they need to pay attention to the needs of shareholders first, while often foregoing the interests of the most closely connected and important actors, which are different types of social and non-social stakeholders (see Appendix 6). The fact that companies are striving to increase profits to satisfy their demanding shareholders and at the same time are trying to stick with the sustainable development trend (UN, 2020) puts them in a very tight, even ‘psychotic’ position (Hastings, 2012). Or using terminology of Bateson (1987), it is possible to describe the current state of the for-profit business as the ‘schizophrenia’ stemming from a double bind of pressure to increase profits and returns on equity, while propelling in the green and sustainable production and business practices (Laasch & Conaway, 2015). This psychosis leads then to the growth of practices as Cause Related Marketing and Corporate Social Responsibility (CSR), which means practices ‘[...] whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis’ (Laasch & Conaway, 2015, p. 89).

Unfortunately, due to the pressure of double binds, those practices are often implemented at a very superficial level that annihilates their initial purposefulness (Hastings, 2012). That in turn leads to the issues that inhibit further corporate sustainable activities and diminishes the credibility of any future green actions undertaken by the company in the eyes of stakeholders (Laasch & Conaway, 2015). Those main inhibitors to responsible business action can be classified into six groups (see Appendix 7), which are worth looking into by clearly identifying them here. Solutions to these issues will be then addressed in the next chapter, since corporations do have a range of ways to overcome the following inhibitors (see section III-1).

So, the first group of CSR inhibitors are the *profit issues* that were already touched upon above. Secondly, it is the prejudice of ‘*economic crises*’, which is about managerial and consumer belief that corporations in times of economic downturn can hardly stay ‘green’ (Laasch & Conaway, 2015). Thirdly, comes the *cause scepticism*, wherein the stakeholders display the criticism against the causes that a corporation has identified as a focus for their *Cause-Related Marketing*, which is used to simply mask the bigger problems (Hastings, 2012). Fourth are the *operational inhibitors*, and those are mainly related to difficulties with the down- and up-stream supply chain management (Braam et al., 2018). Fifth is the ‘*selected few*’ prejudice, that is about preconception that big corporations who deal with customers directly are the only ones that could part-take in the change effectively, while all other downstream partners and SMEs (small and medium enterprises) cannot do much (Laasch & Conaway, 2015). The last of the inhibitors is said to be the most dangerous of the six (Laasch & Conaway, 2015), which is called ‘*greenwashing*’. The danger is that the corporation that was found to be presenting misleading impressions on the amount and the nature of their CSR practices,

falls under the ‘greenwashing trapdoor’ loosing stakeholder trust, and henceforth the ability to create the impactful change in the future (Laasch & Conaway, 2015).



### III. What Type of Transformations are There

#### *Looking at - Business Side, - Beyond Business Domain, - Consumers Side*

*“These three strands of change — personal reflection, the harnessing and empowerment of existing wisdom through social marketing and the containment and redirection of commercial marketing — will begin a much-needed process of transformation, [which] is essential if we are ever to realize a sustainable world.”*

*(Hastings, 2012, p. 20-21)*

In the previous chapter, the big issues brought up by the marketing matrix were identified. Now, it is time to look at possible remedies. Specifically, the following chapter will delve into possible transformations first on the business side, then looking beyond the business domain to figure out the importance of social marketing here, and finally turning to the tools that are available to consumers themselves to bring out positive changes.

#### *III-1. Change on the business side*

Previously we saw that not only consumers are suffering from the double binds of the marketing matrix, but also the management of any for-profit corporation often finds itself in a rather vulnerable state between the requirements of shareholder and stakeholder needs (Hastings, 2012; Laasch & Conaway, 2015; Braam et al., 2018; Goodpaster, 1991). In addition to that the main six inhibitors of the transformational and sustainable management practices were identified and presented (see section II-3 and Appendix 7). Hereunder, we are going to look into how business leaders can diminish the negative effects of those barriers to start effective and purposeful sustainability practices that could be further promoted by using the strong power of the marketing matrix.

Starting with the first inhibitor in the form of the *profit issues*, we see that it is mainly caused by the lack of clear incentives on the managerial side to act sustainably (Laasch & Conaway, 2015). Specifically, this stems from the fact that managers owe a fiduciary duty (Gubby, 2016; Goodpaster, 1991) to their shareholders and thus, are too much focused on earning profits, while ‘green’ aspects come second (Laasch & Conaway, 2015; Hastings, 2015). Even though nowadays the issue still remains, there is a remedy, and that is the fact that modern corporations owe not only ‘*fiduciary duty*’, but also a ‘*duty of care*’ to all those who are either related to the corporate production directly, or are the end consumers of the product (Gubby, 2016). Notably, in the case of the breach of the duty of care, the company can be held liable (Gubby, 2016). This, perhaps, can serve as the motivation factor for corporations to turn from the shareholder model, to the stakeholder approach in their daily practices (Goodpaster, 1991; Hastings, 2012). This latter approach

means that the management of the company would start identifying and considering the needs of stakeholder groups that are related to the company (Laasch & Conaway, 2015). Groups that companies need to take into consideration consist of both social and non-social stakeholders, where the former includes groups like direct customers, suppliers, and various communities connected to the business practices, while the non-social group of stakeholders includes environment, ecosystems and future generations (Laasch & Conaway, 2015; see Appendix 6).

However, as noted by Goodpaster (1991) corporate practice and action should go beyond the pure stakeholder analysis using various matrices on paper, but it should be a more proactive approach that he coins a '*stakeholder synthesis*' (Goodpaster, 1991). The *stakeholder synthesis* (Goodpaster, 1991) or the *stakeholder management* (Laasch & Conaway, 2015) are synonymic terms that define the strategy of a company that actively listens and pays attention to their stakeholders both social and non-social, while seeking a mutual collaboration with them in the daily business routines, which ultimately brings value to both sides of the collaboration. And that can act as the second motivation factor for corporations to pursue genuine stakeholder approach.

Now, the second barrier for positive corporate action laid in the prejudice that at times of economic downturns and crises it is almost impossible to excel at CSR and be engaged in sustainable changes (Laasch & Conaway, 2015). Despite this ingrained belief, the issue here is not really in the timing of the economic situation (Orsato, 2006). For it to pay to be green, the decision for starting a sustainable strategy can be implemented at any point in time, since it is more related to the exact capabilities of the company and its position in the industry, based on which specific suitable action can be chosen (Orsato, 2006; Ambec & Lanoie, 2008). Therefore, managers can easily start propelling the sustainable actions without fear of losing profits; moreover, when a strategy is implemented in the manner suitable for the specific business type, supporting its competitive advantages, then there is even a probability for profits to go up as the result (Dixon-Fowler et al., 2013). The same ideas apply for the '*selected few*' prejudice, which is the fifth inhibitor about the fact that only big corporations could be successful in implementing changes. Since SMEs have their own range of capabilities and competitive advantages with a certain position in their respective industries, those enterprises could engage in sustainable activity just as well as huge MNEs, and interestingly the pay-off as well as the impact from changes made by small companies tends to be more substantial than for the big corporations (Dixon-Fowler et al., 2013). This showcases that the size as well as the timing does not matter for a corporation in order to start acting responsibly (Laasch & Conaway, 2015).

The third and the fifth issue (see section II-3) are strongly connected with each other, and thus are going to be discussed together here. So, as just mentioned, the *cause scepticism* and *greenwashing* are both connected to the untruthful, just-for-show Cause-Related Marketing that corporations could engage in (Laasch & Conaway, 2015; Hastings, 2012). Hastings (2012), himself does not propose a specific way on how corporations could remedy these issues, he only notes that it is up to consumers to start paying attention and to sober up, however, this will be covered in further sections of this chapter. Meanwhile, Laasch & Conaway (2015, p. 15) do propose a kind of remedy to a Cause-Related Marketing from a corporate side itself, saying that it takes managerial 'courage to rethink the company's approach to the topic and actively propose the change'. This view, however, sounds a bit too optimistic to serve as an actual solution, it would thus still require strong laws against corporate deceit and misrepresentation in order to regulate the

fraudulent ‘greenwashing’ behaviour of the managers and directors (Laasch & Conaway (2015, p. 13-17; Gubby, 2016). Hence, so far it is more logical to conclude that the remedy of Cause-Related marketing stays in the hands of consumer awareness and statutes.

Fortunately, the fourth barrier can be resolved by the corporations themselves, since they are the *operational inhibitors* that are connected to the supply chain management (Braam et al., 2018; Laasch & Conaway, 2015). Specifically, that would entail raising the integrity of the entire supply chain and ensuring close connections with the most upstream partners in the value chain, who are the suppliers of raw materials and the production (Semchi-Levi et al., 2009). In this case the technology based on the radio frequency identification (RFID) can be of a great help (Gallaugher, 2018). Namely, RFID can be used for building transparent supply chains (Gallaugher, 2018), where any material that the product is made off can be track-and-traced ensuring both the quality of the end product, which is part of the TQM (total quality management), as well as serve ethical considerations within the integrated supply chain, which is part of Responsible Management (RM) (Braam et al., 2018; Laasch & Conaway, 2015). However, one should not forget the other side of RFID technology. As was depicted previously (see section II-2), the use of RFID at the POS helps with the collection of data about consumers (Gallaugher, 2018). This data in turn gets analysed by AI algorithms, which allow corporations to effect consumer decision making by enframing them (Heidegger, 1993) and hence empowering the Marketing Matrix (Hastings, 2012). Nonetheless, the same RFID technology, could enable consumers to see through the products they are buying. For instance, as showcased in Gallaugher (2015, pp. 156-160), the blockchain technology that is elevated through RFID can assure consumers can trace food ‘from farm to fork’, as well as knowing how their apparel got produced. Ensuring transparency of the entire production chain in front of the consumer eyes (Gallaugher, 2018; Braam et al., 2018) is a vital step in reducing the power of the Marketing Matrix, and raising awareness in the consumption (Hastings, 2012). Additionally in terms of their supply chain management, corporations could propagate ‘transnational private regulations’, which is about building a responsible supply chains with ‘multi-stakeholder approach’ and creating proper alliances between for-profit business, non-profit organizations and NGOs (Bartley, 2018, pp. 1-78).

### *III-2. Beyond business domain*

Now, it will be quite interesting to analyse how marketing itself can be used in order to reduce the power of the marketing matrix. For that let us turn to the social marketing, which is the approach that relies on the same techniques that were accumulated by its commercial counterpart, but now used in the spheres that go beyond the business domain in order to ensure the well-being of society and positive societal and individual behavioural change (Kotler & Zaltman, 1971; Andreasen, 2002; Hastings, 2012).

First of all, there is an urgent need for a wakeup call, for society to realize how deeply we are all influenced by commercial marketing (Hastings, 2012). The problem here is not only the increased levels of consumption (Szasz, 2007) and corporations being able to rip surplus value by predicting and guiding our behaviour with the surveillance tools in their hands (Zuboff, 2019), another deeper issue is the deterioration of our social well-being (see chapter II). As Hastings (2012; 2007) goes to analyse the negative influence of the Marketing Matrix on society in general, he spots that in the big picture the promotional activities of corporations in fast-food, tobacco and the alcohol industry lead to a major deterioration of the public health, sadly with children being their possible targets too. Moreover, as was identified earlier, not only the physical

well-being of the masses is endangered, but also their psychological state caused by brand loyalty loops, and choice overload (Hastings, 2012; Keller, 2013; Edelman, 2010).

Therefore, social marketers try to balance out the negative commercial influence with their own initiatives (Hastings, 2007; Kotler & Zaltman, 1971). Specifically, as most problems with health ‘can be associated with behaviour — eating, exercise and substance use are the three pillars of public health’ - then what can brighten the situation is making people change those behaviours (Hastings, 2012). Or at least make them start paying attention to what they are being coerced by commercial marketing (MacFadyen et al., 2012). Notably, the tools that are at hand of social marketers are practically the same tools that corporate marketers have (Kotler & Zaltman, 1971), like the earlier discussed customer-based brand equity (Keller, 2013; see Appendix 4), and four Ps of marketing, namely product, place, price and promotion (Wood, 2008). However, in order for social marketing to achieve ‘competitive positioning’ of the social change it needs a bit of a different approach and some additional components, which are going to be discussed next (Andreasen, 2002).

As was identified earlier commercial marketing ties all of its activities to a certain brand in order to show its appeal compared to other alternatives (Edelman, 2010; Keller, 2013). In order to have the same strong effect, social marketing also needs to demonstrate superiority of its proposals over the alternatives (Andreasen, 2002; MacFadyen et al., 2012). The issue, however, is that social marketing is quite diffused (Andreasen, 2002) in the way it communicates and the messages it sends, as it is not tied to a particular brand or a corporation and hardly has a logo (Wood, 2008). Hence, in order to be effective, it needs a clear brand to be attached to. According to Andreasen (2002) ‘social marketing should be considered a brand in the marketplace of social change approaches’, while Peattie & Peattie (2009) show it should be about branding a clear and recognizable *sustainable life-style*.

Despite the fact that Hastings (2012) is the big advocate of social marketing, nonetheless he warns that ‘[it] will surely fail if it becomes a top-down attempt at social engineering; a sort of well-intentioned version of the corporate marketing matrix.’ (Hastings, 2012, p. 19). Therefore Hastings (2012) identifies the need for the grassroot movement from the consumer side that encompasses the awareness of masses and their readiness for action, and even re-engineering our current lifestyles. Similar to that, Andreasen (2002) and McKenzie-Mohr (2000) also identify that the deeper effect of social marketing can be achieved with clear local leadership at the head of the movement, as well as interpersonal influence. Thus, next the changes at the consumer side are going to be discussed.

### *III-3. Change on consumers’ side*

Even though, it is too theoretical to start this part, with the fact that buyers bargaining power is among the five forces that shape corporate strategy (Porter, 2008), it is nonetheless an effective way to show that customers do have the purchasing power that can have an effect on corporations, despite their marketing efforts (Hastings, 2012; Laasch & Conaway, 2015). The key point here, however, is to ensure that through social marketing consumers gain that awareness and start acting in their own best interest instead of leaving their well-being in the hands of the corporate marketing matrix (Hastings, 2012).

As shown by Hastings (2012), corporations do keep a watch on the opinions of people and even go forward as to start co-creating the value together with the customer. Since from the corporate side value co-creation

brings forward enhanced profit margins and original products, corporations try to engage in it more actively in the recent years (Witell et al., 2011). For the consumers and stakeholders that means that their voice actually matters and can leave at least some impact (Ind & Coates 2013). Therefore, the trend of wherein the brand communities start to use social media to raise their voice is a good indication, since ‘people united by nothing more than a common interest can now have a voice equal to that of corporations; [while] companies no longer exclusively control the platforms on which messages are sent’ (Moran & Gossieaux, 2010, p. 237). Even though Hastings (2012, chapter 6) is sceptical about the strength of the effect of the online activity, still it can be viewed as a starting point for raising awareness among people that there is a power in their hands (Kucuk, 2008; Moran & Gossieaux, 2010; Theocharis et al., 2015).

In addition to the collective social media efforts that consumers can display (Moran & Gossieaux, 2010; Kucuk, 2008), there is another powerful way to raise immunity to the uncontrollable consumerism boosted by marketing (Rosenberg, 2004). This lies in taking a look inward and start engaging in mindfulness practices (Rosenberg, 2004; Armstrong, 2012; Bahl et al., 2016). Although, mindfulness originates from the ancient meditative practices brought by Buddhist traditions and eastern contemplative exercises (Rosenberg, 2004), those are still applicable nowadays but in less strict and vigorous form (Armstrong, 2012). The core idea of modern ‘mindfulness’ is to start with the inward gaze into own desires and to make subconscious urges known to oneself once they arise (Bahl et al., 2016). The practice is about concentrating one’s attention on the reactions of one’s own mind to the outside stimuli and growing familiar with those reactions (Rosenberg, 2004). Hence, after taking some time to engage in such a contemplative practice a person becomes more conscious of the processes around him or her and comes to face certain outside triggers as they emerge (Bahl et al., 2016), as the result in the context of consumer behaviour this ‘mindful’ attitude is the key to redeem one’s ‘compulsive buying behaviour’ (Armstrong, 2012). Even though mindfulness does require concentration, and, in the beginning, it could be seen as time consuming and tiresome, but after several practices the result appears to be rather fulfilling and satisfying (Rosenberg, 2004). That is due to the fact that the formed consumer choice has been based on a conscious and mindful decision and it decreases the effect of dissatisfaction from the choice overload and impulsiveness (Rosenberg, 2004). Also, forming a consumer choice out of own priorities instead of mere persuasion from marketing techniques can lead to a more ethical, value-directed and not rushed decisions (Bahl et.al, 2016). Notably, according, to Rosenberg (2004) mindfulness is about de-automatization of one’s thinking, which is about fostering the ability to recognize the situation surrounding oneself. Hence the one who is mindful is able to recognize the issues consumerism brings about, and to make more responsible choices leading to ‘sustainable consumption’ (Armstrong, 2012).





## IV. Is There a Possibility to Obtain Solutions

### *Arguing for Possibility of Aforementioned Transformations, (especially regarding consumers' side)*

*“To reach its [transformation] full potential we have to come together as a species and think through how we want to organize a world that recognizes the vital distinction between being a consumer and being a citizen. The former is an occasional necessity in a complex post-industrial world, the latter is a birth right in a civilized world”*  
(Hastings, 2012, p.21)

In the previous chapter various transformations were touched upon starting from changes that could be implemented from the corporate side, like ways to make products more transparent for the consumer, in order for them to be engaged in a more informed decision making when buying products. Then social marketing was discussed as the technique to stand against the negative societal influences of the Marketing Matrix and to channel the societal change in the behaviour in the right manner. Meanwhile it was indicated that for the successful application of social marketing, some form of a grassroots movement from consumers' side is necessary, and in regard to this, some possible changes on the consumer side alone were identified as well. This chapter delves into the deeper discussion, not only with respect to the possible transformations that go beyond the business domain, but also argues for the actual possibility for those transformations to take place, by presenting some cases where consumers successfully managed to so-to-say break the chains of the Marketing Matrix powers.

#### *IV-1. Responsibility and freedom during the state of anxiety*

Previously, it was shown that consumers have some voice and power, however most of us are yet to recognize it (Rosenberg, 2004; Ind & Coates 2013; Hastings, 2012). Then, social marketing and mindfulness were suggested as the tools for consumers' awakening (Bahl et al., 2016; Andreasen, 2002). Now using phenomenology, this section will try to deepen the motivation for consumers' change, by showing that existentially we have the freedom and responsibility for our actions through which we ourselves prescribe meaning to things (Sartre, 1992). So, in this part we are going to turn to the phenomenological perspective of Sartre on 'responsibility' and 'freedom' (Sartre, 1992). According to him 'responsibility' and 'freedom' are not a choice, but our essence that we should come to realize. Notably, once we find ourselves in a state of anxiety, people discover that they themselves give value and meaning to things (Sartre, 1992). In other words, the human essence often lies dormant within us, and we tend to erroneously think that it is up to some system to shape our values; that is until a certain surge pushes us to realize that from the very beginning it is we who engrain value into objects, but never some oppressive system can do this (Sartre, 1992).

Nowadays, this phenomenological view can be connected to the concept of 'the Marketing Matrix' developed by Hastings (2012), in a sense that we are free to rethink the value we give to things and not what corporations tell us to value with their marketing campaigns. Moreover, the situation humanity faces right now - climate change, pollution, resource depletion, growing inequalities - can be considered as the state of anxiety, which is in line with Sartre's (1992) notion of anxiety, when a person realizes he/she is responsible for assigning meaning and value to what happens around him/her. It is important to note here, that the earlier introduced mindfulness practices in relation to consumer behaviour and conscious consumer choice (Rosenberg, 2004; Armstrong, 2012; Bahl et al, 2016) can serve as a practical real-life example on

how Sartre's (1992) phenomenological thought can be applied. Specifically, mindful decision making that is formed on the basis of one's own values and considerations - instead of being directed by the marketing system - indeed shows that there is an actual possibility for changes in thoughts to have a useful effect on reality (Rosenberg, 2004).

Mindfulness was depicted earlier as one of the steps to slowing down irrational and forced consumption (Bahl et al., 2016; Rosenberg, 2004); here it can be tied to the emerging 'anti – consumption discourse' against corporate power, which can be seen in the light of Foucault's power relations and Nietzsche's resistance (Cherrier, 2009). Specifically, this can be presented and exemplified in the way consumers build active brand communities over the social media and express their discontent and show scepticism towards Cause-Related Marketing and other dubious corporate practices like greenwashing (Kucuk, 2008; Moran & Gossieaux, 2010; Laasch & Conaway, 2015). So, drawing a more vivid connection of that with Foucault's power relations, it is clear that consumers nowadays can resist the power of corporations and perhaps even overthrow the domination of commercial marketing (Cherrier, 2009) by forming a grassroots movement by firstly being mindful and secondly acting as supporters of social marketing. Finally, let's turn to a short list of examples wherein consumers were able to fend off the power of the Marketing Matrix in practice.

#### *IV-2. Real Cases of Consumers' Power*

In earlier chapter (see sections III-2, III-3) it was noted that changes beyond the business domain are better to be undertaken in a form of a grassroots movement (Hastings, 2012; Andreasen, 2002). And according to Scammell (2000) indeed 'the act of consumption is becoming increasingly suffused with citizenship characteristics and considerations' (Scammell, 2000). Previously introduced brand community activity over the social media (see section III-3) is one of the examples of this, since this behaviour has gained the title of active 'netizenship' (Miller, 2018; Bodinger-deUriarte, 2019). In connection with the online activity there has been the rise of a 'New Social Movement with increasing anti-advertising, anti-Nike, and anti-GE food activists' (Kozinets & Handelman, 2004). Big corporations can no longer escape joint citizen judgment, as seen in the cases of consumers fighting Monsanto and Shell (Scammell, 2000), proving it in practice that satisfying just fiduciary duties to shareholders is no longer enough and that corporations should not forget about the duty of care they owe to all other stakeholders (Goodpaster, 1991).



## V. Conclusion and Implications

In the course of this paper modern marketing practices were looked at from a philosophical and critical perspective in order to address issues underlying the corporate power prevalence over the consumer decision making. Specifically, the array of problems and dangers stemming from the phenomenon called the Marketing Matrix (Hastings, 2012) were the main focus of the paper, together with identifying and suggesting possible solutions and transformations that are available to both corporations, consumers and society in general. The presented transformations were depicted in the way to show that it is possible and not too late to redeem the overwhelming influence of the Marketing Matrix. Also alternative solutions were presented, backed by theoretical reasoning and practical examples throughout the paper, in order to form a compelling case against the Marketing Matrix and ways to contend with it. Finally, hereunder the reader can follow the general overview of the entire paper with the implications drawn at the very end.

### *V-1. Final Overview of the Paper and Implications*

Since the entire paper revolved around the Marketing Matrix, a notion coined by Hastings (2012), it was explained and defined first, together with this paper's outlook on marketing practices in general. So, throughout this paper the marketing practices were seen as 'the achievement of corporate goals through meeting and exceeding customer needs better than the competition' (Jobber in Hastings, 2012, p. 41), and the Marketing Matrix was described as a collection of marketing methods and techniques that corporations use in order to affect our consumer choices enticing us to a certain behaviour unknowingly for us (Hastings, 2012).

In the second chapter of the paper, the dangers brought by the Marketing Matrix were described, in order to showcase how our personal well-being, societal and planetary state gets deteriorated within such a system. It was shown that modern commercial marketing techniques push people into eternal loops of consumption (Edelman, 2010; Keller, 2013). By becoming loyal to a brand consumers are enticed to continue shopping and to seek and buy more and more products, since they are made to constantly feel dissatisfied with their current possessions due to psychological effects of forgone opportunity costs and choice overload (Thaler, 1980; Scheibehenne et al., 2010). Corporations continuously stimulate this state of dissatisfaction and attract customers to the new products by elevating the consumer data within their digital algorithms and frameworks (Zuboff, 2019; Gallagher, 2018). And, as it was identified in section II-2, the next danger of the Marketing Matrix stems from collaborative filtering based on the Big Data, which together form what is called surveillance capitalism (Zuboff, 2019), where corporations can not only predict your next move, but also spike your interest in their products accordingly, which again fuels up the unconscious consumption (Hastings, 2012). The last danger was shown to be an uncontrollably growing consumption and people hiding in their commodity bubbles (Szasz, 2007). In such a situation we are getting blindly 'enframed' into (Heidegger, 1993) the Marketing Matrix, which is indeed problematic since the constantly stimulated consumption is no longer sustainable both from the perspective of our planetary resource depletion, as well as from the perspective of endangered well-being of our social institutions (Raworth, 2017).

Henceforth, the third chapter was dedicated to covering the possible transformations in order to overcome dangers and challenges posed by the Marketing Matrix. First the focus was on what specific actions corporations could undertake, since not only consumers, but management is also put in the vulnerable position as they face the agency problem and strong fiduciary duties to shareholders (Goodpaster, 1991).

The six business inhibitors were presented (see section II-3; III-1 and appendix 7), that can be seen as the double bind for the management, leading it to the schizophrenic/psychotic state (Bateson, 1987; Hastings, 2012). In order to deal with this, for each inhibitor the specific suggestions for change was given. In a nutshell, in order to stimulate the Responsible Management (RM) and sustainable marketing practices from within the organization, companies should switch from a predominant shareholder model to a stakeholder synthesis approach (Goodpaster, 1991), stop inefficient and untruthful promotions of fake sustainable practices, that are done to greenwash the customers (Laasch & Conaway, 2015), and finally to engage in building transparent and ethically integrated supply chains (Braam et al., 2018; Laasch & Conaway, 2015).

Thenceforth, the possible transformations beyond the business domain were specified to defend against the Marketing Matrix (see section III-2). The main focus here was on the social marketing and its ability to help fending off the harm done by corporations - like tobacco, alcohol and fast food producers - to public health and societal well-being (Hastings, 2012; 2007). It was noted that on its own social marketing is not as strong as commercial marketing techniques, therefore it requires some sort of social, grassroot movement for support (Andreasen, 2002). Thence, the changes on the consumer side where identified (see section III-3). Specifically, collective measures against the Marketing Matrix were presented, such as online brand-communities' activity (Moran & Gossieaux, 2010; Kucuk, 2008), or otherwise the movement called active netizenship (Miller, 2018; Bodinger-deUriarte, 2019). In terms of individual measures against influences of the Marketing Matrix the contemplative practice of mindfulness was suggested as the help to escape unconscious and coerced consumer choice (Rosenberg, 2004; Armstrong, 2012; Bahl et al, 2016).

Finally, in the fourth chapter the possibilities for the above mentioned transformations were described, in order to inspire consumers and to show that both in theory and practice the joint efforts of people in our societies can overturn the corporate power brought by the Marketing Matrix. This was first depicted through the lens of a phenomenological philosophical perspective, i.e. that it is us who assign meaning to things and objects, and that no system can oppress our minds (Sartre, 1992). Secondly it was shown that from the perspective of Foucault's power relations and Nietzschean resistance we as consumers can overcome the dominance of big corporations (Cherrier, 2009). This was then exemplified using some practical real-life evidence of successful social movements of consumers against corporations (Kozinets & Handelman, 2004; Scammell, 2000).

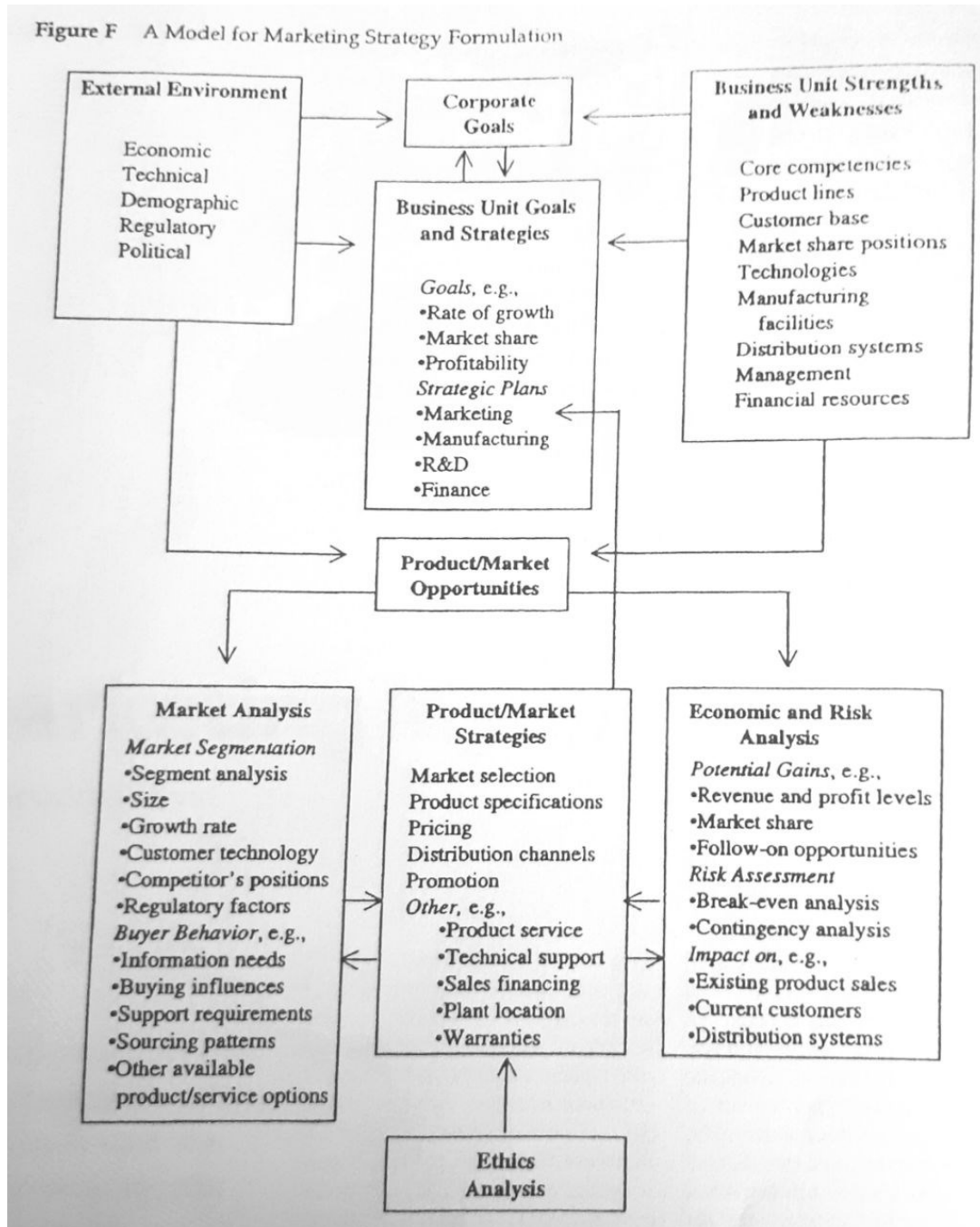
Following this overview, the deeper implications from the thesis could be defined as follows. First, in this paper I strived to raise awareness of the excessive corporate power effects on the defenceless consumers. Then, arguing for possibilities of transformation and presenting solutions to the situation helped to form a convincing call for action on all sides involved in the Marketing Matrix. My main hope is that this thesis can provide some inspiration for the reader (be it a practicing manager, marketer or consumer) to start paying attention to the reality around him or her, and possibly changing it for the better. So that, the next time the reader starts shopping or designing a marketing campaign, they would do it mindfully.



## Appendices

### Appendix 1

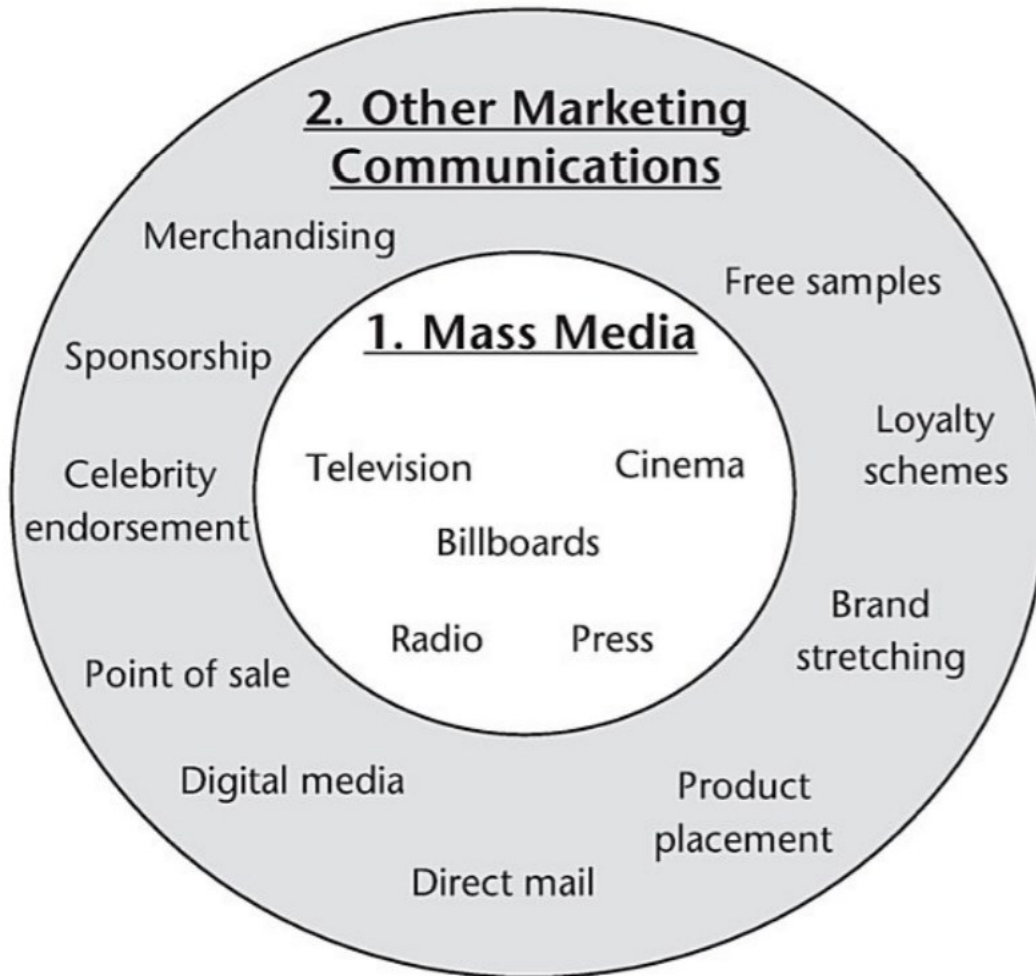
A model for Marketing Strategy Formulation (Corey 1992, p.21)



Corey, E. R. (1992). Marketing strategy: an overview. *Harvard Business Review*. Retrieved from Marketing Management - IBA Reader 2018-2019 by Dr. A. Genevsky, RSM Erasmus University, RSM-E04.

**Appendix 2**

The Marketing Communications Mix (Hastings, 2012, p. 86).



Hastings, G. (2012). *The Marketing Matrix: How the Corporation Gets Its Power and How We Can Reclaim It*. New York, NY: Routledge.

### Appendix 3

The Funnel Metaphor (Edelman, 2010, p. 64).



The Consumer Decision Journey (Edelman, 2010, p. 64).



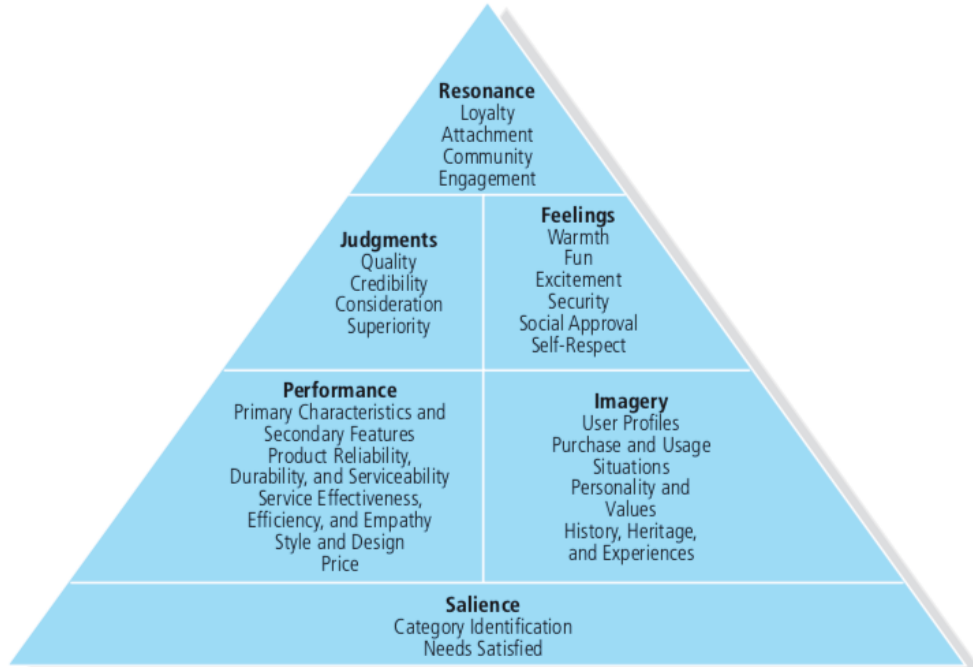
Edelman, D. C. (2010). Branding in the digital age. Harvard business review, 88(12), 62-69.

**Appendix 4**

**Customer-Based Brand Equity Pyramid (Keller, 2013, p. 60)**



**Subdimensions of Brand Building Blocks (Keller, 2013, p. 61)**

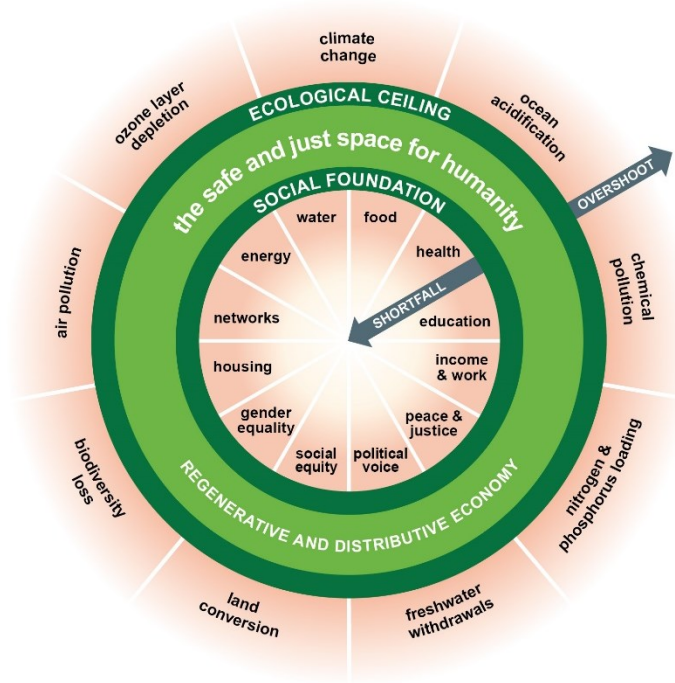


Keller, K. (2013). *Strategic brand management: Global edition*. Pearson Higher Ed., ISBN 9780273779414; Chapter 2: Customer-based brand equity. Retrieved from Marketing Management - IBA Reader 2018-2019 by Dr. A. Genevsky, RSM Erasmus University, RSM-E04.

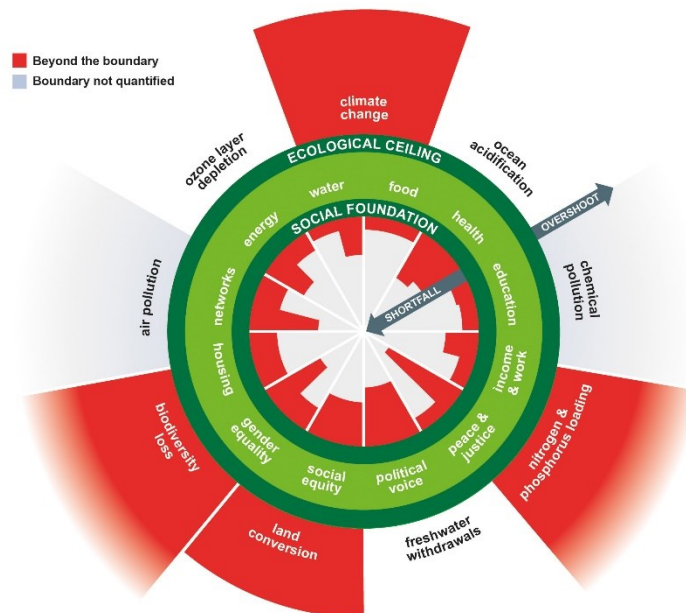


### Appendix 5

The Doughnut (Raworth, 2017, p. 38)



Doughnut Economics (Raworth, 2017, p. 44)

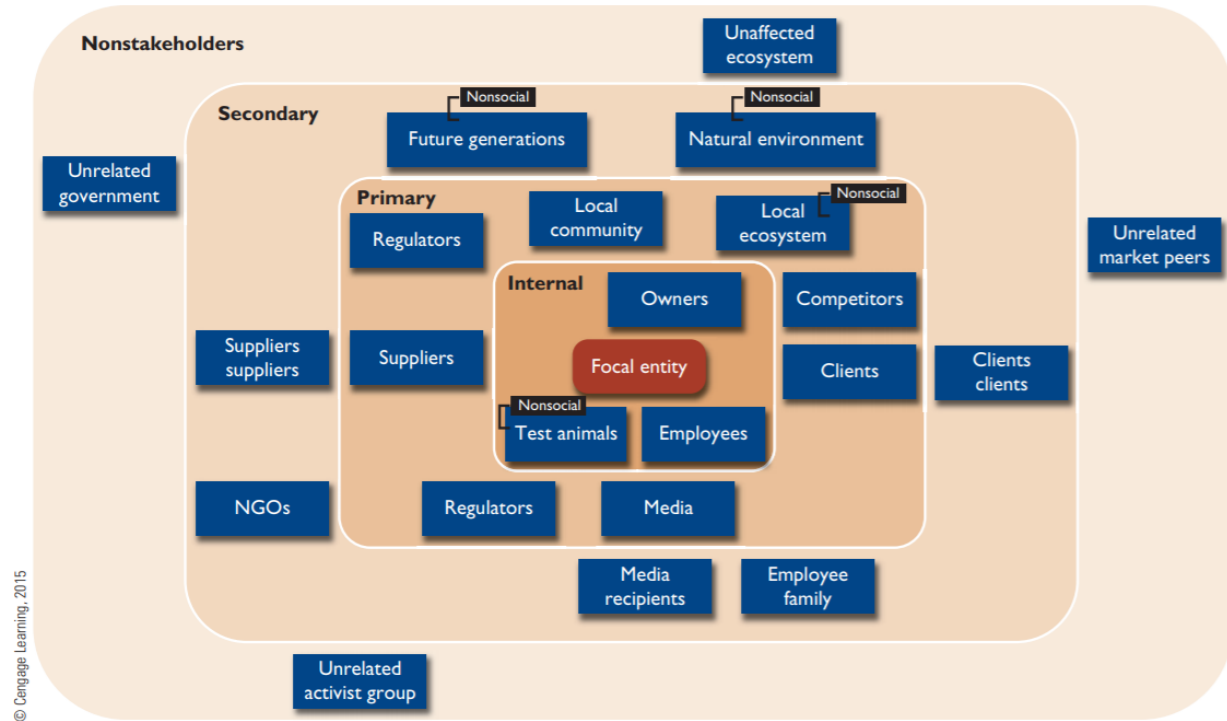


Raworth, K. (2017). *Doughnut economics: seven ways to think like a 21st-century economist*. Chelsea Green Publishing. ISBN 9781847941381

**Appendix 6**

Categorised Stakeholder Map (Laasch & Connaway, 2015, p. 100)

**Figure 4.9** Categorized Stakeholder Map



Laasch, O., & Conaway, R. N. (2015). *Principles of responsible management: Global sustainability, responsibility, and ethics*. Mason, Ohio: Cengage. ISBN: 978-1-285-08026-0

### Appendix 7

Barriers, Inhibitors and Criticisms in Responsible Management (Laasch & Conaway, 2015, p. 13)

**Figure I.5 Barriers, Inhibitors, and Criticisms in Responsible Management**



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Laasch, O., & Conaway, R. N. (2015). *Principles of responsible management: Global sustainability, responsibility, and ethics*. Mason, Ohio: Cengage. ISBN: 978-1-285-08026-0

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