

Macromarketing

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Macromarketing

“The purpose of macromarketing...is to save the world.”

(Fisk 2001)

Introduction

Marketers and marketing institutions increasingly are under pressure to address society's problems, conflicting interests, and the reciprocal effects of marketing on society and society on marketing. In other words, the world is (re)turning to macromarketing. Macromarketing literally deals with big/important issues, beyond comparatively simple exchanges between buyers and sellers, or even relationships between companies and customers. In a more interconnected world of markets, marketers, and their stakeholders, macromarketing is an important mechanism to study both opportunities and shortcomings of marketing, and both its intended positive effects and unintended deleterious effects. This suggests macromarketing includes an optimistic perspective; that it seeks functional mechanisms to enhance marketing processes, to the benefit of the largest number of stakeholders, the world over.

Definition

The definition of macromarketing can vary depending upon one's source, but essentially, Macromarketing is differentiated by its focus on aggregations and systems, and the way marketing processes within them affect and are affected by those systems and the society in which they function. For example, Bartels and Jenkins (1977) suggested:

“(M)acromarketing” should connote an aspect of marketing which is “larger” than what is otherwise considered....It has meant the marketing process in its entirety, and the *aggregate* mechanism of institutions performing it. It has meant systems and *groups* of micro institutions, such as channels, conglomerates, industries, and

associations, in contrast to their individual component units...the social context of micromarketing, its role in the national economy, and its application to the marketing of noneconomic goods. It has also meant the *uncontrollable environment* of micro firms (p. 17).

Similarly, Hunt (1981) suggested

...macromarketing is a multidimensional construct, (which) refers to the study of (1) marketing systems, (2) the impact and consequence of marketing systems on society, and (3) the impact and consequence of society on marketing systems (p. 8; see also Hunt 1977)

Fisk (1981) added that (macro)marketing should be viewed as social process, as (1) a life support system provisioning technology, with concerns about (2) quality and quantity of life-goals served by marketing, (3) a technology for mobilizing and allocating resources and (4) is concerned about the consequences of marketing – the spillover effects of marketing – for those who may not seek or be aware of the intended or unintended activities of marketers (pp. 3, 4, 5) (see also Dixon 1979; Shawver and Nickels 1979).

The Domain of Macromarketing

The macromarketing domain is illuminated in the context of perspectives and historical development, and then six key topics.

Perspectives and Historical Development

The ideas and interests central to macromarketing have been with us for Millennia. *History of the Peloponnesian War* (Thucydides (1972 (431~424 B.C.)), the *Magna Carta* (Danziger and Gillingham 2004), and *The Travels* (Marco Polo 1958 (circa late 13th Century))

provide just three examples of works in which trade, markets, marketing and concerns for societal welfare were themes. Macromarketers regularly delve into such literature, because they find it intrinsically interesting, but also because they believe there are important lessons germane to modern marketing scholarship and practice.

Macromarketing *practice* moreover is perhaps as old as society itself. Societies emerged for the welfare of the group; the need for specialization and then exchanges of items produced by specialists surely was evident early-on. Greater specialization and support for it begat trade. Eventually markets-- which linked many systems in any given society, from production to consumption -- were an efficient mechanism to sustain a society, which, fundamentally is a series of institutions and systems agreed-upon by the members of the group. One would reasonably presume the first markets – imagine the ancient agora in Athens or a bazaar in the Fertile Crescent of Mesopotamia – must have necessitated systemic organization and coordination, bringing people together in ways to facilitate exchanges and, on balance, improving society (see also Lane 1991; and McMillan 2002, p. 4, who hints the oldest discovered artifact of written language may be a marketing transaction, scratched in baked clay, circa 3000 B.C.).

Within the modern marketing literature, macromarketing *orientations* were evident early in the 20th Century. Sheth and Gardner (1982) suggest “the first school of marketing thought (was) *macromarketing*,” a focus on problems and potential of marketing activities from a more societal perspective, rather than from the firm’s perspective (p. 53)¹ More explicit glimpses of academic macromarketing were evident in textbooks written by Breyer (1934), and Vaile,

¹ See also Bartels (1965); Wilkie and Moore (1999; 2003); contributions by Ely (1903), Shaw (1916) and Schumpeter (1934), for example, also come to mind (cf. Jones and Moniesen 1990).

Grether and Cox (1952). Their macro orientation became a cornerstone at the Wharton School of the University of Pennsylvania and was further developed by Alderson (1957).

A more prescribed macromarketing *concept* seems to have emerged between the late 1950s and mid 1960s (e.g., Holloway and Hancock 1964; Grether and Holloway 1967; Westling 1967; Slater 1968). Fisk's (1967) text on *Marketing Systems* presented a detailed macrosystems perspective, including chapters on Evolution of Marketing Systems (historical analysis), Characteristics of Marketing Systems (Micro and Macro system characteristics, Resource Allocation by Competition and the Expanding Role of Government (aggregate system constraints), and Social Performance of Marketing and Comparative Marketing (Fisk 2004).

Macromarketing therefore is integral to society and its welfare. Despite this assertion, and complexities and dangers that have accelerated in the last half century, marketing scholars ironically have become more atomistic, potentially distancing themselves from important societal contributions. This trend has raised some concerns in the academy,² which in turn may portend a shift back to a macromarketing focus by marketing scholars. Some substantiation of this assertion is provided by the recent inclusion of "stakeholders" in the latest definition of marketing proffered by the AMA.

In summary, marketing began because it added value to societies, and markets and the systems of which they were part emerged and thrived, because, though not flawless, they were superior to most (all?) other social institutions as a provisioning mechanism. They are among the oldest institutions that affect and are affected by society; they are among the first institutions restored in the wake of societal destruction (e.g., Shultz et al. 2005). Macromarketing addresses these complex and multi-faceted relationships by examining marketing and society, marketing

² A special session at the 2003AMA Summer Educators' Conference, for example, assembled many leading marketing scholars who lamented the increasingly micro and concomitantly inconsequential focus of marketing scholarship.

systems, marketing history, marketing phenomena in the aggregate, and marketing's effects on quality of life.

Macromarketing Today

Today, macromarketing continues to morph, to draw new and diverse followers, and thus it defies neat boundaries, descriptors, and limitations. With its growth and maturation have come new directions in the forms of sub-disciplines, as described in the following sections.³

Historical Analysis

History broadens and deepens understanding, and contributes to a sense of continuity and tradition. Marketing history is a vast data bank, spanning cultures, events, people, places, companies/organizations, and of course time; its exploration can be a major contribution to the marketing discipline. It puts current events and ideas into perspective; insights from it can assist contemporary marketing and marketers. The origins, growth, and development of both marketing history (as scholarly and professional activities), and marketing thought (as an intellectual pursuit) are of particular interest, and are considered a mainstream area for further study in macromarketing.

Competition and Markets

Understanding how markets work is at the core of macromarketing. The past century has shown how open markets with freely competing firms, operating within an appropriate institutional framework, can enhance our material standard of living, but as we look to the future, a number of challenges need to be addressed regarding our understanding of markets and competition. Many macromarketers therefore currently are studying several compelling issues.

³ This section of the chapter is organized vis-à-vis the editorial sections of the *Journal of Macromarketing*. The following text is gleaned largely from the ideas shared by the current section editors, which are posted on the *Journal's* website: http://agb.east.asu.edu/jmm/from_the_editor.htm). Therefore, Brian Jones, Andreas Falkenberg, Bill Kilbourne, Andrea Prothero, Pierre McDonagh, O.C. Ferrell, Gary Bamossy and Joe Sirgy are acknowledged for their contributions.

“Conceptualization and measurement of markets” is one important area that needs to evolve along with technology and other change. Consider the Internet, for example, and relevant questions it raises about marketplace change. Relatedly, government-as-participant in markets is a key issue (e.g., as in the current transition of state-owned-enterprises and privatization in many countries). Other timely topics include conflicts of interests; market homogeneity vs. diversity; value creation and good will; heterogeneous jurisdictions (e.g., EU, AFTA, NAFTA and WTO); the changing nature of firms and their role in society; resource-based views of competition; and of course markets and democracy.

Global Policy and the Environment

Globalization renders macromarketing issues increasingly critical for the survival of the world as we know it. What we do as marketers today will affect others for centuries to come; the consequences of our actions will affect our environment. As globalization increases, so too will the environmental problems that accompany it. If we limit our domain of marketing concerns only to firm management the results may be catastrophic. The boundaries of inquiry therefore must be expanded. These can range from specific environmental problems and their solutions to the conceptualization of alternative paradigms within which sustainable marketing practices can be developed. Some topics of particular interest here include: measurement; compatibility of contemporary marketing practices; role and consequences of anthropocentrism; materialism, including resource allocation problems, wealth distribution, waste disposal, etc.; implications of neoclassical economic models and political liberalism on the environment, perhaps including different conceptions of freedom, democracy, and property rights and how prevailing political institutions affect the environment and the conduct of marketing; new technologies and technological risks; individual value systems and their relationship to environmental perceptions

and behavior; balancing economic growth and environmental quality. Environmental problems transcend specific cultures, political models, academic disciplines, geography, and time, and, accordingly, the preference is for similarly transcendent studies and solutions.

Marketing Ethics and Distributive Justice

Ethical conduct and concern for distributive justice are indispensable to the macromarketing ethos. Marketing practices and public policy need to be explored to determine the extent to which they are ethical, and to determine their impact on marketing stakeholders. Opportunities for exploration abound for theoretical work as well as empirical studies (more on ethics is available in a different section of this book).

Marketing and Development

Economic development studies were a pillar of early macromarketing work. New challenges have created new opportunities for scholarship and practice, as the world has globalized. Studies designed to provide insights on arcane and evolving systems, social performance, host performance, elements of the marketing mix, market reforms, models, macroeconomic policy, unemployment, inflation, technology transfer, trade and investment, and business cycles still are needed. Such analyses might include comparative studies within and across political boundaries, best practices or policy recommendations, and ultimately solutions to humanity's most pressing development challenges represented by an array of human welfare indicators. Moreover, some measures, e.g., gross domestic product per capita, income per capita, or even the more recent purchasing power parity, though insightful, may not indicate the developmental progress for vulnerable populations within a society, such as infants, women, the elderly, the sick, and ethnic minorities. Conditions and tendencies among families, communities,

and the aforementioned vulnerable populations, in addition to national, regional and global trends, should be examined and measured.

Quality of Life

Quality of Life (QOL) marketing is becoming increasingly important because of the growing complexities and interdependencies of the marketing institution with other societal institutions. With the increasing role of marketing ethics on marketing thought and practice, marketers are likely to demand concepts, models, and measures that would enable them to enhance the QOL of consumers with little or no adverse effects to other organizational stakeholders. This is an important and awesome challenge for marketing scholars. Marketers need to accept this challenge by conducting studies that address the many and complicated issues facing contemporary marketing. Particularly pressing QOL studies in marketing would focus on the marketing of products, services, or programs specifically designed to enhance the QOL of consumer groups (e.g., elderly), families/households in general or specific types of families/households (e.g., single-parent households), communities in general or specific types of communities (e.g., rural communities), and wide geographic regions/countries or specific types of regions/countries (e.g., developing countries).

Readers will see that any current marketing issue of interest likely will be relevant to more than one of these topical areas. Secondly, enthusiasm for many of these sub-disciplines in turn has spun-off new scholarly groups and conferences (e.g., International Society of Marketing and Development, International Society for Quality of Life Studies, Conference on Historical Analysis & Research in Marketing, etc.) that cross traditional boundaries and embrace disciplines beyond marketing, including other social sciences, as well as the arts, biological sciences, and even the physical sciences. Thus interest in macromarketing ideas continues to

grow throughout the academy, ultimately driven by a fascination with the interplay between marketing and society.

Delving Deeper into Macromarketing: Selected Readings

For someone interested in learning more about this field, the *Journal of Macromarketing* is a good place to begin. Table 1 below includes some of the *Journal's* articles (listed chronologically) that have had the most impact. Reviewing these titles, moreover, can provide additional insights into the depth and breadth of macromarketing.

----Insert Table 1 Here----

The readings for this section synthesize important movements in the discipline, from its early years, through its evolution, and into its future.

Laying the Foundation for the Field

Fisk's (1981) article initiated macromarketing as a formal scholarly discipline. Building on his body of publications in the 1960s and 1970s, Fisk's articulation of the history, nature and scope of macromarketing institutionalized macromarketing and the *Journal of Macromarketing* as a scholarly discipline, and a prime scholarly outlet, respectively. Fisk furthermore offered a research agenda and encouraged marketing scholars to direct their research-efforts toward eclectic endeavors that would serve the interests of broad communities with vested interests in marketing. Note that many of the ideas introduced remain compelling.

Marketing Systems

The second important article is provided by Meade and Nason (1991), who made a valuable contribution by suggesting that macromarketing should develop as a unified theoretical construct, and by encouraging redirection toward systems conceptualization and research. This was an important evolutionary step in the discipline. The authors noted that macromarketing

largely had been a patchwork of content topics, with no unifying philosophy and no unifying principles. To overcome these shortcomings,⁴ they made a case for systems theory as a framework for the macromarketing domain and a structure for meaningful empirical research.

In a recent exchange, Nason (2004) revisited the rationale for the systems approach, and maintained the underlying logic remains sound, because (1) macromarketing is compatible with the global nature of systems science, (2) it is appropriate to use explanatory ideals from systems theory as analytical concepts in macromarketing, (3) the “balance of forces” concept from physical systems is useful, (4) open systems are structurally unstable and will exhaust either input or output potentials, and therefore (5) macromarketing deals with closed systems and needs to be framed in those terms. Moreover, Meade and Nason made the important point that macromarketing should not simply focus on systems failures, but rather should enable analysis of components, with a broader objective to recombine those components in appropriate ways. They provide an interesting case – disposable diapers – to illustrate their points. Nason, upon reflection, would extend the article by focusing on investigation of positive externalities as well as negative; looking at micromarketing as a subsystem with open links in all sorts of directions to show how myopic, and in some cases dangerous, it is without a systems perspective; expanding the system beyond marketing, for example, consider financial measures to test *satisficing* or optimization, look at cost systems, focus on policy issues germane to the entire societal system in which markets and marketing exist.

Social Traps and the Tragedy of the Commons

The third article, by Shultz and Holbrook (1999), also looks at marketing systemically, but further develops temporal dimensions and trade-offs that people and firms must make within

⁴ Some macromarketers comparatively, over the years, have referred to this lack of structure or unifying theme as a strength, rather than a weakness of macromarketing.

the marketing system. The authors argue marketing ultimately must be addressed as a contributor or solution to the commons dilemma and other forms of social traps — the tendency for people and organizations to engage in activities that benefit them in the short run, but eventually harm them and others in the long run. By re-examining Hardin's (1968) classic article through marketing lenses, they in some ways bring the discussion full circle (Fisk also cited Hardin in his 1981 *JMM* article), as they attempt to synthesize the massive amount of literature from several disciplines on this most insidious and pervasive societal problem. They argue that marketing can and indeed must provide solutions to the commons dilemma. They conclude their synthesis with testable propositions and an illustration.

Shultz and Holbrook recognize the growing marketing and business paradigm sweeping the globe, and contend this reality must be factored into the solution-process. In other words, they understand managerial perspectives, suggest these perspectives must be addressed if commonly shared resources are to be managed prudently, and reach out to business practitioners. Rather than simply encourage marketers to be more thoughtful in their management of commonly shared resources (to date, not an especially effective strategy), they encourage marketers and their stakeholders to negotiate win-win outcomes for stakeholders of the commons. An important component toward that end is an appreciation for the social cocktail that exists in the form of corporate profit motives, consumer choice and wise management of the commons; indeed, they suggest that finding ways to balance divergent stakeholder interests must be factored into negotiated agreements, otherwise more powerful stakeholders (typically, corporations) will be inclined to eschew negotiations, reducing the probability for sustainable win-win outcomes. Management of a tract of California's redwood forest is given as a possible model. Important elements of that model include stakeholder inclusion, imaginative thinking,

effective monitoring and measurement, and consideration for systems beyond those that affect and are affected by the redwood forests.

Globalization, Technology, and Advancement

Hill and Dhanda (2004) bring our attention squarely to the phenomenon of globalization, implications for vulnerable groups, and the necessity for accurate measures, systemic action and cooperation to improve life quality and societal outcomes generally. They focus on the “digital divide” -- the striking disparities within and among countries -- and the imperative to close this divide if we are to alleviate interdependent socioeconomic problems and injustices, the world over. The contribution is noteworthy because the authors creatively examine extant data provided by the United Nations and other international organizations, with particular attention to an interesting subset of measures salient to marketing and consumption: equitability in distribution of consumption opportunities, gender-related development, carbon dioxide emissions, and technological achievement.

In summary, these articles capture the essence, evolution and primary foci of macromarketing:

- big issues in relation to the interplay of marketing and society;
- appreciation for the complex interaction of numerous forces – past, present and future -- that affect society and are manifest in marketing systems;
- solutions that will result in sustainable quality of life for the largest number of stakeholders in various marketing systems, from local to global.

Policy in Progress: Illustrative Action Issues

The seemingly relentless progression of globalization is a convoluted series of interactive policies and actions that, by definition, affects all of us (e.g., Stiglitz 2002). It clearly is a

colossal process potentially leading to a huge, benevolent, interconnected marketing system that offers prosperity to its participants. But it also affects and is affected by humanity's biggest problems, and if not managed properly globalization will lead to environmental degradation, war, pandemics, dehumanizing exploitation, and myriad other tragedies. It raises important macromarketing questions about how best to engage others in an evolving global system; whether win-win outcomes for the largest number of stakeholders are possible and whether the sirens' song of short-term gain from innumerable social traps can be resisted to the long-term benefit of all (e.g., *Journal of Macromarketing* 2005).

Vietnam as Part of the Global Marketing System

A look at a particular country -- its history, ongoing transition, and current engagement with other countries and external organizations -- might help to make more concrete some of these abstract ideas. Vietnam, for example, embodies both the peril and promise of globalization. It has been ravaged by centuries of colonial exploitation and war. The years 1945-1975 were especially harsh, dominated by protracted wars with France and then the United States. The Vietnam War (or American War, as the Vietnamese refer to it) devastated infrastructure and institutions, tore apart societies in both countries, and killed more than 58,000 Americans and more than 2 million Vietnamese. Administering any country in the wake of such destruction would have been difficult; Vietnamese leaders compounded problems by embarking on a series of devastating Marxist-Leninist policies and still more war with neighboring Cambodia and China that rendered Vietnam one of the 10 poorest countries in the world. The collapse of the Soviet Union, its largest benefactor, and the geo-political shift toward market economies forced Vietnam's own transition to a more market-oriented economy (e.g., Karnow 1997; Shultz et al. 1994).

Today, Vietnam is undergoing a socioeconomic renaissance. Marketing institutions are entrenched; Vietnamese enjoy more personal freedoms, and have access to more and better goods and services. A majority of its 80 million people however remain quite poor. Approximately 35% live below the poverty line and income per capita hovers around \$350 per year. The economy is primarily agrarian and 1.5 million workers are added annually to an already crowded labor-force (Shultz et al. in press). The government recently has invoked many new policies to expedite socioeconomic development and Vietnam's more seamless integration into the global economy, including initiatives intended to enable membership in the WTO by 2005 (e.g., Xuan 2005). Vietnam, in short, is an enigmatic political, economic, natural, social, and marketing system that is moving forward, but still needs help. It will remain dependent upon foreign assistance well into the future, if it is to reach its development goals by 2020 (e.g., Central Intelligence Agency 2005).

Nike in Vietnam

Foreign direct investment (FDI) has been a key component of Vietnam's rebirth. Vietnam has welcomed its former adversaries to invest in and to help rebuild the country, and the United States now is one of Vietnam's largest trading partners (e.g., VOV News 2005). Nike is among the largest investors. The factories with which it has contracts employ approximately 50,000 people, yet Nike has been criticized for its engagement in Vietnam (e.g., Vietnam Labour Watch 2004). An article published by Greenhouse (1997) in *The New York Times*, "Nike Shoe Plant in Vietnam Is Called Unsafe for Workers," is generally regarded as the bell weather for allegations of unfair and unsafe practices in the factories in which Nike shoes are made, and thus it is included as a reading for this chapter.

Nike responded to the charges with changes. For example, a 2001 press release -- “An Online Look: Inside Nike's Contract Factories”-- introduced readers to Nike’s webcam and virtual tours of its Vietnamese factories, as well as its increasingly transparent policies and practices, from production, to marketing, to consumption; it too is included as a reading (Nike 2005). Nike furthermore has cooperated with organizations such as the Fair Labor Association (FLA) to monitor and to measure compliance with generally accepted practices for factory management and employee relations in Vietnam and other developing economies, and to enable investors, marketers and consumers to make responsible buying decisions (Fair Labor Association 2005a). Table 2 discloses the FLA’s Workplace Code of Conduct, with which Nike strives to comply.⁵

Insert Table 2 Here

Macromarketing Solutions to Nike’s Systemic Challenges

The preceding text and readings offer glimpses into Nike’s efforts to improve working conditions and to be a responsible player in a growing global supply chain. They more broadly reveal thorny, interdependent, and evolving forces facing many marketing firms, consumer groups, and policy makers in an age of accelerating globalization. They hint at dilemmas that confront governments, companies, workers, families, communities, and consumers in a dynamic marketing system.

⁵ Some readers may have interest to see detailed policies and lengthy reports, by Nike and the FLA, which can be found via links to “responsibility” at www.nikebiz.com.

Nike had problems in Vietnam during the late 1990s because some of its associates did not understand a number of factors in that system, which resulted in labor difficulties, strained relations with the government, and a public relations nightmare that degraded its global brand image. A macromarketing re-orientation, however indicates Nike largely has rectified policies and practices, to the benefit of many stakeholders. Nike is now among the largest employers in Vietnam and has among the most favorable working conditions. It is involved in the welfare of its employees through several assistance programs, including education-support, micro-loans for entrepreneurial ventures, and programs to support women. It has refurbished local infrastructure and commenced a recycling program, which may prove to be a model for Vietnam. Unexpected consequences include new start-up enterprises (creating still more jobs and lifting still more people out of poverty), reductions in domestic violence, larger numbers of Vietnamese completing secondary education, and technology-and-skills-transfer that makes Nike employees more desirable in the labor market, which drives up these employees' wages.⁸

It would be easy to raise a cynical eye about some of these findings, but many observers believe the Vietnamese people are markedly better-off from Nike's constructive engagement in their country. Sales of shoes made in Vietnam suggest Nike and its customers also are better-off. In sum, managerial practices with an eye toward optimizing welfare throughout the marketing system can enable the firm to do well financially as it makes broad contributions to society.

⁸ Based on the author's interviews from 2001-2005 of several strata of Nike management, Nike factory workers -- predominately from factories in Cu Chi and Dong Nai -- participants in the micro-loan program and their families, various Vietnamese government authorities at national and local levels, and representatives from the Vietnam Women's Worker Union.

Furthermore, one can reasonably conclude that Nike has won considerably more hearts and minds in Vietnam, over the last five years, than did most other American organizations that operated there during the 1960s and early 1970s. Net effects of a macromarketing orientation or constructive engagement in Vietnam to date include corporate success, global customer satisfaction, remarkable improvements in quality of life for most Vietnamese (e.g., Nguyen, Shultz and Westbrook 2005; United Nations 2002; 2004), and a new era of peaceful, mutually beneficial US-Vietnam relations.

From Vietnam to Iraq

While Vietnam and Nike provide some tangible examples of policy in progress and relevant action issues, some readers might wonder if Iraq is a *more* compelling example of a marketing system in shambles, embodying several social traps that scream-out for immediate resolution. The global forces that have come to a boil in Iraq may prove to be a macromarketing crucible. Trends to date, however suggest that little thought has been given to important macromarketing considerations. This seems tragically ironic, given that that the remnants of the aforementioned Mesopotamia -- perhaps the birthplace of markets, and a marketing system so important to the advancement of civilization -- are found in present-day Iraq. Similarly to reflections on Vietnam, we can only speculate what Iraq might look like today, if former and current policy makers and businesspersons had possessed a better understanding of and appreciation for history, competition and markets, marketing and development, environmentalism and prudent resource management, and distributive justice.⁹

⁹ Both Vietnam and Iraq are extraordinarily complex societies, with diverse and high context cultures that have emerged from more than 5000 years of history; space constraints preclude detailed discussion, but readers should be sensitive to the relationship between historical/cultural ignorance, and policy and marketing failures. Secondly, we could similarly speculate about many other communities, countries and regions.

Regardless of one's position concerning Iraq, *solutions* require greater understanding of historical and cultural forces, coupled with far-reaching systemic analysis beyond Iraqi borders, and ultimately a willingness to invoke policies and practices that will result in some short-term costs, but also better long-term benefits for individuals in a particular marketing system as well as the larger global community. Indeed, this perspective is now gaining currency among some corporate leaders, politicians, and pundits. Thomas Friedman (2005a, b, c), for example, now champions "The Geo-Green Alternative", essentially arguing that many of our most daunting challenges – the Iraq/Iran/Mid East saga, war, global warming, the rise of China, energy alternatives, environmentally friendly technology and product development, job creation, terrorism, political repression and religious intolerance, human rights, failed states, nuclear proliferation, and gasoline taxes and prices, etc. – all are interconnected and thus necessitate a sound integrative policy, to ensure the best long-term outcomes for societies, markets and individual consumers. They demand, in a word, macromarketing. Three final readings, a stream of Friedman's commentaries published in *The New York Times*, are included to draw attention to action issues discernible in Iraq, with repercussions for all of us.

Conclusion

One need not look far in today's world to find macromarketing action issues or "hot topics" that command attention and resolution. Recapping specific topics and adding to the list, we are faced with difficult dilemmas in the forms of environmentalism; the illicit trafficking of weapons, people, narcotics, and nuclear materials; cartels (e.g., energy suppliers); religious and cultural intolerance; intellectual property rights (protected and stolen); economic transition and/or development; public health crises (poverty, malnutrition, contaminated water, homelessness, malaria, HIV/AIDS and other pandemics); genetic engineering; societal

inequities, angst and anomie; historical lessons (learned and not learned, and costs associated with ignoring them); poor/despotic governance; and, most unfortunately, societies that disintegrate into war. Many of these topics interact; that is, they are parts of broader systems and failures of those systems, increasingly of global proportions. They are tangible examples of primary foci for macromarketing research and practice. If the purpose of macromarketing is indeed to save the world, a macromarketing orientation toward their resolution may be our best hope for the most optimal outcomes for the greatest number of people, over time.

Questions for Discussion

Possible questions for discussion are asked below. The first two queries are more specific to the illustrative action issues; they are followed by more general questions re macromarketing.

- What are the dilemmas, or costs and benefits, of a global marketing system that encourages foreign direct investment and outsourcing.
- Is a company responsible for the conduct and welfare of the other members of its global supply chain; at what point are people no longer stakeholders of a company's actions?
- How can macromarketing tools and perspectives help to improve the welfare of particularly vulnerable groups (e.g., children, women, families, refugees, disenfranchised communities, laborers, ethnic groups, and even countries) suffering from the world's most pressing crises?
- Is it appropriate for marketers or governments to engage repressive countries to sell products that benefit consumers in those countries or other countries?
- Are any marketing systems or countries so dysfunctional that military intervention by another country is justifiable? (If the answer is "yes", then what, precisely, might be justifiable reasons for that intervention and at what financial, moral and human costs?)

Would you volunteer to participate in the intervention or encourage loved ones to participate?)

- How could one construct a model of a marketing system to determine impediments to desirable societal outcomes; what would be included in the model; what might be measured?
- How does one reconcile that it is unlikely all stakeholders will receive optimal outcomes from any marketing endeavor or policy (and what is “optimal”)?
- What insights might be derived from history, a better understanding of competition and markets, measures of QOL, and other key topics previously discussed to help reshape or to sustain a marketing system, and to improve societal welfare?
- How can we persuade policy makers and corporate leaders to engage in seemingly costly large-scale socially responsible conduct, when their competitors do not engage in similar, desirable conduct?
- How does one manage a career – business or academic – when the short term measures of success in one’s field may be counter to the long term welfare of the stakeholders of ones actions?

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Table 1. Representative Articles with Substantial Impact on Macromarketing¹⁰

- "Marketing Processes in Developing Latin American Societies" (Slater 1968)
- "Macromarketing" (Bartels and Jenkins 1977)
- "Macromarketing as a Multidimensional Concept" (Hunt 1981)
- "The Visions of Charles C. Slater: Social Consequences of Marketing" (Nason and White 1981)
- "The Political Economy of Marketing Systems: Reviving the Institutional Approach" (Arndt 1981)
- "Public Regulation of Marketing Activity: Part I: Institutional Typologies of Marketing Failure" (Harris and Carman 1983)
- "Frameworks for Analyzing Marketing Ethics" (Laczniak 1983)
- "Technological Antecedents of the Modern Marketing Mix" (Funkhouser 1984)
- "Marketing and Economic Development" (Wood and Vitell 1986)
- "A General Theory of Marketing Ethics" (Hunt and Vitell 1986)
- "Measures of Structural Changes in Macromarketing Systems" (Layton 1989)
- "Retailing in Classical Athens: Gleanings from Contemporary Literature and Art" (Dixon 1995)
- "The First Dialogue on Macromarketing" (Shaw 1995)
- "Marketing and the Wealth of Firms" (Falkenberg 1996)
- "Sustainable Consumption and the Quality of Life: A Macromarketing Challenge to the Dominant Social Paradigm" (Kilbourne, McDonagh and Prothero 1997)
- "Improving Life Quality for the Destitute: Contributions from Multiple-Method Fieldwork in War-Ravaged Transition Economies" (Shultz 1997)
- "Organizational Transformations in Transitional Economies" (Carmen and Dominguez 2001)
- "Macromarketing and International Trade: Comparative Advantage versus Cosmopolitan Considerations" (Ellis and Pecotich 2002)

¹⁰ Thanks are given to Roger Dickinson, Shelby Hunt, Bob Nason, Bill Redmond, Stan Shapiro, and Joe Sirgy for sharing thoughts on articles to be included.

“Developing a Subjective Measure of Consumer Well-being” (Lee, Sirgy, Larsen and Wright 2002)

“Globalization and Technological Achievement: Implications for Macromarketing and the Digital Divide” (Hill and Dhanda 2004)

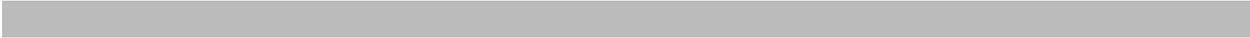


Table 2. Fair Labor Association's Workplace Code of Conduct

Forced Labor There shall not be any use of forced labor, whether in the form of prison labor, indentured labor, bonded labor or otherwise.

Child Labor No person shall be employed at an age younger than 15 (or 14 where the law of the country of manufacture allows) or younger than the age for completing compulsory education in the country of manufacture where such age is higher than 15.

Harassment or Abuse Every employee shall be treated with respect and dignity. No employee shall be subject to any physical, sexual, psychological or verbal harassment or abuse.

Nondiscrimination No person shall be subject to any discrimination in employment, including hiring, salary, benefits, advancement, discipline, termination or retirement, on the basis of gender, race, religion, age, disability, sexual orientation, nationality, political opinion, or social or ethnic origin.

Health and Safety Employers shall provide a safe and healthy working environment to prevent accidents and injury to health arising out of, linked with, or occurring in the course of work or as a result of the operation of employer facilities.

Freedom of Association and Collective Bargaining Employers shall recognize and respect the right of employees to freedom of association and collective bargaining.

Wages and Benefits Employers recognize that wages are essential to meeting employees' basic needs. Employers shall pay employees, as a floor, at least the minimum wage required by local law or the prevailing industry wage, whichever is higher, and shall provide legally mandated benefits.

Hours of Work Except in extraordinary business circumstances, employees shall (i) not be required to work more than the lesser of (a) 48 hours per week and 12 hours overtime or (b) the limits on regular and overtime hours allowed by the law of the country of manufacture or, where the laws of such country do not limit the hours of work, the regular work week in such country plus 12 hours overtime and (ii) be entitled to at least one day off in every seven day period.

Overtime Compensation In addition to their compensation for regular hours of work, employees shall be compensated for overtime hours at such premium rate as is legally required in the country of manufacture or, in those countries where such laws do not exist, at a rate at least equal to their regular hourly compensation rate.

Any Company that determines to adopt the Workplace Code of Conduct shall, in addition to complying with all applicable laws of the country of manufacture, comply with and support the Workplace Code of Conduct in accordance with the attached Principles of Monitoring and shall apply the higher standard in cases of differences or conflicts. Any Company that determines to adopt the Workplace Code of Conduct also shall require its licensees and contractors and, in the case of a retailer, its suppliers to comply with applicable local laws and with this Code in

accordance with the Principles of Monitoring and to apply the higher standard in cases of differences or conflicts.

Note: This document also is published in Arabic, Bahasa Indonesia, Brazilian Portuguese, English, French, German, Greek, Hindi, Italian, Japanese, Khmer, Korean, Bahasa Malaysia, Mandarin, Portuguese, Singhalese, Spanish, Tamil, Tagalog, Thai, Turkish, and Vietnamese. For full text and relevant links, see Fair Labor Association (2005b).