

A Review and Extension of the Philosophies of Marketing

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ABSTRACT

This conceptual paper critically examines how marketing thought has evolved over the years and suggests that the theory be extended to deal with the complexities of contemporary marketing. The business practices of the industrial and the post-industrial eras were well served by traditional marketing philosophies, such as the Production Concept to the Societal Marketing Concept. However, they are not sufficiently deep in theory to address today's challenges like artificial intelligence, hyper-connectivity of digital technologies, climate change and a service-dominant economy. Using a qualitative desk research design and a theory construction approach, the study compiled and synthesised literature that is of high impact from 2015 to 2025. The paper introduces six new marketing philosophies: Regenerative, Service-Dominant (S-D) Logic, Data-Driven, Human-Centric, Experiential and Agile Marketing. These orientations represent paradigm shifts from value-in-exchange to value-in-use and from a sustainability mindset that emphasises minimising harm to a net positive mindset that emphasises positive impacts. The analysis also shows that few modern companies are strictly "one size fits all" and combine several orientations to meet the varying demands of the market. This paper offers a comprehensive solution for the adaptation of marketing courses and for marketing managers' decision-making in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) world by connecting the old and the new theory and practice.

Keywords: Marketing Philosophies, Regenerative Marketing, Service-Dominant Logic, Agile Marketing, Marketing Theory.

1. INTRODUCTION

Marketing is a field that is constantly changing with the times, as the world of commerce, technology and consumer behaviour changes (Wilkie & Moore, 2003; Vargo & Lusch, 2016). While exchange has been around since the beginning of time,

the formal theory of marketing has developed mainly to solve problems of the industrial age of the twentieth century (Bartels, 1976). It is crucial for the field to be relevant and to capture the essence of what is happening in the market; the conceptual cornerstones of the field should adequately reflect the real world of economics and markets (Hunt, 2011; Salonen et al., 2025). A clear philosophy is needed since it sets the parameters for the field for researchers, practitioners and policymakers (Gundlach & Wilkie, 2009). The marketing philosophies have undergone various changes over the years, from the production concept to the societal marketing concept; these have been extensively described in the literature (Kotler & Levy, 1969; Dixon-Ogbechi et al., 2013). But these old orientations have been challenged by disruptive forces like artificial intelligence, hyperconnectivity in the digital world and the climate crisis (Kotler et al., 2021; Salonen et al., 2025).

1.1 Problem Statement

Marketing has been under development for over a hundred years, it is still not agreed upon by scholars and practitioners regarding the domain and philosophies of marketing (Hunt, 1976; Shaw & Jones, 2005). The traditional marketing philosophies were good enough to cover the needs of the industrial and post-industrial times. They are, however, not adequate in the understanding of the complexities of the current era, which is marked by data-driven decision-making, service-dominant logic and the pressing planetary boundaries (Lusch, 2007; Vargo & Lusch, 2004). For instance, the societal marketing concept has a focus on consumer welfare and societal well-being but does not address the requirements of net positive and regenerative marketing in the Anthropocene era, which is still more dominant (Salonen et al., 2025). Similarly, the traditional marketing concept that focuses on reacting to customer needs is less effective than in the past, as predictive analytics now enables anticipation of customer needs through proactive marketing (Bradlow et al., 2017). This leaves a significant

disconnect between the marketing theory and the marketing world. This conceptual paper brings together the historical development of marketing philosophies and suggests a theoretical extension for the contemporary marketplace. It identified six emerging philosophies: Regenerative Marketing, Service-Dominant (S-D) Logic, Data-Driven, Human-Centric, Experiential and Agile (Adaptive) Marketing.

2. LITERATURE REVIEW

Rather than the demise of old concepts and the emergence of new ones, marketing thought has evolved, adding new concepts to the previous ones that are relevant to the economic and social context of the era (Bartels, 1976; Wilkie & Moore, 2003). The need for a modern extension of the discipline requires an analysis of the traditional base of the discipline. The evolution of marketing philosophy has been broadly divided into five orientations: Production, Product, Selling, Marketing and Societal Marketing concepts (Kotler & Levy, 1969; Kotler & Armstrong, 2008).

2.1.1 The Production Philosophy (1900–1930)

This orientation was the one that prevailed at the beginning of the 20th century, when products were scarce, and consumer income was low. It was assumed that consumers were mainly interested in the products which are available in the market at a low cost. Organisations are thus focused on enhancing production efficiency and wide distribution (Fullerton, 1988; Armstrong et al., 2023; Dixon-Ogbechi et al., 2013).

It is important to contextualise this philosophy within the pre-industrial era, when production was largely manual and artisanal. Before mechanised manufacturing, goods were produced by hand in small quantities, directly accounting for the widespread scarcity of goods and the low consumer purchasing power described in the literature. Organisations focused entirely on increasing output and reducing cost per unit because availability and affordability were the only real barriers to consumption (Fullerton, 1988; Dixon-Ogbechi et al., 2013).

2.1.2 The Product Philosophy (1920–1930)

As the manufacturing skills improved, attention was paid to product quality, performance and innovation. This philosophy is based on the notion that consumers prefer products that have the best features and quality; firms invest heavily in research and development. However, to marketing myopia (Levitt, 1960; Kotler & Armstrong, 2008).

A critical development accompanying the Product Philosophy was the emergence of branding and product differentiation as deliberate competitive strategies. As more firms achieved capacity to produce high-quality goods, functional quality alone ceased to be a sufficient basis for competitive advantage. Companies began investing in brand identities and trademarks to distinguish otherwise similar goods, recognising that perception, symbolism, and brand identity, not merely physical quality, are important drivers of purchase decisions (Kotler & Armstrong, 2008; Levitt, 1960).

2.1.3 The Selling Philosophy (1930–1950)

The Selling Philosophy has its roots in the surplus of products from the Industrial Revolution. This orientation is based on the assumption that consumers will not purchase enough of the firm's products unless the firm aggressively sells and promotes its products. Marketing was thus equated with persuading and the number of sales (Kotler & Keller, 2016; Armstrong et al., 2023).

The Industrial Revolution fundamentally transformed the scale of production, enabling manufacturers to produce goods in volumes that far exceeded demand. The direct consequence was chronic surplus: supply routinely outpaced demand, making aggressive selling an organisational necessity rather than a strategic preference. Businesses responded by building professional sales forces and developing persuasive promotional techniques designed to stimulate demand for goods consumers might not have sought independently (Kotler & Keller, 2016; Armstrong et al., 2023). The

Selling Philosophy thus emerged as a direct institutional response to the productive excesses of industrialisation.

2.1.4 The Marketing Philosophy (1950- Present)

The Marketing Concept turned the attention of the company from the seller and production to the buyer. It considers that the success of an organisation is achieved by recognising which needs and wants of the target market they can satisfy, and how they can satisfy these needs and wants more effectively than their competitors. This was the first time that the sense-and-respond approach was introduced (Keith, 1960; Kotler & Armstrong, 2008).

2.1.5. Societal Marketing Philosophy (1970-Present)

This course covers the idea of marketing that took the concept further by urging companies to consider the well-being of society, consumer satisfaction and profit. It arose as a result of environmental issues and resource shortage (Kotler, 1972; Feldman, 1971).

A significant institutional consequence of the Societal Marketing Philosophy was the formalisation of Corporate Social Responsibility (CSR). As the Societal Marketing Concept gained traction, it provided philosophical legitimacy for the argument that firms owe a duty of care to society beyond profit generation. CSR emerged as the operational mechanism through which this duty was formally expressed: firms began making voluntary commitments to environmental stewardship, community development, and ethical labour practices. Organisations that embraced CSR found that responsible corporate behaviour enhanced brand reputation, strengthened consumer trust, and supported long-term market performance (Kotler, 1972; Feldman, 1971). CSR is therefore the practical and institutional expression of Societal Marketing logic, representing business's first systematic acknowledgment that it operates within a social contract demanding accountability beyond the commercial transaction.

2.1.6 Prior Attempts to Extend Marketing Philosophy and the Literature Gap

Before proposing extensions, it is necessary to acknowledge prior attempts to update the philosophy framework and to identify what they left unaddressed. Gronroos (1994) proposed Relationship Marketing as a response to the inadequacy of the marketing mix for service industries, introducing constructs such as trust, commitment, and long-term interaction (Morgan & Hunt, 1994). While important, this extension did not address digital transformation, the ecological crisis, or predictive intelligence. Sheth and Sisodia (2015) proposed the 4As framework as a consumer-centric update to the 4Ps, but did not engage with platform economies or regenerative imperatives. Kotler et al. (2021) introduced Marketing 5.0, emphasising technology application, but this constitutes a strategy rather than a comprehensive philosophical framework. Vargo and Lusch (2004, 2016) developed Service-Dominant (S-D) Logic, challenging goods-dominant assumptions, but S-D Logic does not encompass the ecological dimension of regenerative thinking or the strategic agility required in VUCA environments. The literature gap is therefore threefold: no unified framework addresses all six contemporary disruptions simultaneously; prior extensions are narrowly focused; and marketing curricula in many institutions remain pedagogically outdated, stopping at Societal or Relationship Marketing (Dixon-Ogbechi et al., 2013; Wilkie & Moore, 2003).

2.2 Contemporary Debates and Emerging Orientations

While the Societal Marketing Concept advanced social and ethical considerations, (Vargo & Lusch, 2004; Kotler et al., 2021; Salonen et al., 2025; Richardson et al., 2023; Sempels, 2025) argue that it is no longer adequate for addressing contemporary disruptions such as artificial intelligence, climate change, and the service economy (Vargo & Lusch, 2004; Salonen et al., 2025). The discipline is experiencing a shift from value-in-exchange to value-in-use and from sustainability to regeneration (Vargo

& Lusch, 2016; Salonen et al., 2025). The following six philosophies represent key extensions of marketing philosophy.

2.2.1 The Regenerative Marketing Philosophy

The Regenerative Marketing philosophy emerged because the sustainability focus of the Societal Marketing Concept is insufficient in the Anthropocene era. Rather than merely minimising harm or maintaining the status quo, this philosophy requires businesses to actively restore and revitalise ecological and social systems. It emphasises net-positive impact whereby marketing activities contribute to the regeneration of the environment and communities (Salonen et al., 2025; Sempels, 2025).

Scientific evidence that the planet has crossed multiple ecological tipping points demonstrated that "reduce harm" discourse was insufficient to reverse systemic environmental decline. The planetary boundaries framework confirmed that the Earth system could no longer absorb the cumulative impacts of conventional business operations (Richardson et al., 2023). Consumers also began demanding that firms move from harm avoidance to active restoration. Implementation: Firms should adopt circular economy principles, restructure supply chains around regenerative sourcing, and shift marketing communications to narrating measurable contributions to ecosystem restoration supported by verified impact data (Salonen et al., 2025; Sempels, 2025). The primary challenge is the tension between short-term financial performance and long-term regenerative investment. Greenwashing risk and the absence of universally accepted standards for measuring net-positive impact also undermine credibility (Richardson et al., 2023). Overcoming Firms should adopt recognised frameworks such as the Science Based Targets initiative (SBTi) and join industry coalitions that share the financial burden of regenerative transition and establish collective credibility (Salonen et al., 2025).

2.2.2 Service-Dominant (S-D) Logic Philosophy

Service-Dominant (S-D) Logic challenges the traditional goods-dominant view by positing that service is the fundamental basis of exchange. Goods are merely distribution mechanisms for service provision, and value is co-created with customers rather than embedded in products (value-in-use). This orientation better explains modern phenomena such as the subscription and platform economies (Vargo & Lusch, 2004; Vargo et al., 2023).

By the early twenty-first century, services accounted for the majority of GDP in most developed economies, yet dominant marketing frameworks remained rooted in manufacturing-era assumptions. The proliferation of platforms such as Airbnb and Spotify, where value is generated through service access rather than product ownership, made goods-based value theories untenable (Vargo & Lusch, 2004). Firms should integrate customers into design and development through collaborative platforms and user-testing communities, adopting service design thinking and subscription or platform business models that facilitate ongoing co-creation relationships (Vargo & Lusch, 2016; Vargo et al., 2023). Cultural and structural inertia of goods-dominant organisations presents the primary barrier. The abstract nature of value-in-use also makes pricing and communicating service propositions difficult in markets accustomed to tangible product attributes. Phased transformation, beginning with adding service layers to existing offerings, and training sales teams to sell solutions rather than features are critical enablers of S-D Logic adoption (Vargo et al., 2023).

2.2.3 The Data-Driven Philosophy

This orientation reflects the shift from reactive to proactive marketing. Unlike the traditional sense-and-respond approach, the Data-Driven philosophy uses artificial intelligence and big data analytics to predict consumer needs before they are

consciously expressed, enabling hyper-personalisation and real-time customisation (Bradlow et al., 2017).

The exponential growth of digital data from social media, e-commerce, and connected devices created both the necessity and opportunity for a data-driven approach. Traditional survey-based research could not analyse available data at the speed required for competitive decision-making. The competitive advantage conferred by predictive analytics, demonstrated by platforms such as Amazon and Netflix, validated the shift from intuition-led to data-led strategy (Bradlow et al., 2017). Firms should establish Customer Data Platforms, invest in AI and machine learning capabilities, implement data governance frameworks for regulatory compliance, and build marketing strategies around data-derived insights with continuous testing to refine targeting (Bradlow et al., 2017). Consumer privacy concerns, data security risks, ethical implications of algorithmic decision-making, and filter bubble effects are primary challenges. In developing markets, infrastructure limitations constrain implementation. Transparent data practices, cybersecurity investment, internal algorithmic bias auditing, and progressive scaling from simpler analytics tools can address these barriers (Bradlow et al., 2017).

2.2.4 The Human-Centric Philosophy

In an era of automation and digital saturation, the Human-Centric Orientation prioritises authenticity, transparency, and vulnerability. It shifts marketing from polished corporate messaging to genuine human-to-human connections, arguing that relatability and trust have become more powerful than persuasion (Kotler et al., 2021). This philosophy emerged in response to a growing authenticity deficit in digital marketing. As social media became saturated with curated brand imagery, consumers experienced digital fatigue and began favouring brands that communicated honestly and admitted imperfections. High-profile corporate data misuse further eroded institutional trust, making authenticity commercially essential (Kotler et al., 2021).

Firms should transition to user-generated content, behind-the-scenes brand narratives, and honest testimonials. Social media communication should adopt a conversational human tone, and crisis strategies should prioritise transparency over reputation management (Kotler et al., 2021). The authenticity paradox, where deliberate efforts to appear authentic are perceived as performative, is the central challenge. In prestige-driven markets, abandoning polished imagery may undermine brand equity. Disclosure of organisational faults also carries reputational risk. Overcoming challenges: Authenticity must be anchored in genuine operational values and demonstrated internally through employee treatment, supply chain ethics, and governance before it can be credibly communicated externally (Kotler et al., 2021).

2.2.5 The Experiential Marketing Philosophy

The Experiential Marketing Orientation recognises that economic value increasingly lies in memorable experiences rather than tangible products. It treats the marketplace as a stage where firms create immersive, emotionally engaging experiences that go beyond functional benefits (Pine & Gilmore, 1999; Schmitt, 1999).

The commoditisation crisis, whereby globalised mass production narrowed product quality differentials, made it impossible to sustain competitive advantage through functional superiority alone. Research confirmed that experiential purchases generated higher and more lasting consumer satisfaction than material purchases of equivalent value, creating the psychological and economic conditions for this philosophy (Pine & Gilmore, 1999; Schmitt, 1999). Firms should design physical and digital environments that immerse consumers in brand narratives through pop-up installations, branded events, and augmented or virtual reality experiences. Customer journey mapping should guide experiential design, and success metrics should include emotional engagement measures rather than sales conversion rates alone (Pine & Gilmore, 1999). Challenges: The continuously rising cost of creating differentiated experiences, the subjective nature of experience quality across consumers, and

scalability constraints are primary challenges. Modular and adaptable experience designs, co-production partnerships with entertainment and technology firms, and algorithmically personalised digital experience platforms can address cost and scalability barriers (Schmitt, 1999).

2.2.6 The Agile Marketing Philosophy

The Agile Marketing Orientation addresses the limitations of traditional long-term planning in volatile, uncertain, complex, and ambiguous (VUCA) environments. It emphasises rapid iteration, experimentation, and flexibility, applying principles from agile software development to marketing strategy and execution (Kulkarni et al., 2024).

The COVID-19 pandemic starkly illustrated the inadequacy of static annual marketing plans when brands with rigid strategies could not respond to near-instantaneous demand shifts. The continuous acceleration of social media trend cycles, platform algorithm changes, and technological disruptions reinforced that plans developed at the start of a fiscal year may be commercially obsolete before the second quarter (Kulkarni & Eromosele, 2024). Implementation: Marketing teams should be restructured around cross-functional sprint teams working in two-to-four week iterative cycles, with marketing budgets reserving a portion for rapid deployment in response to emerging opportunities or threats. Leadership must cultivate a culture that rewards experimentation and accepts strategic pivots as normal operational behaviour (Kulkarni & Eromosele, 2024). Organisational resistance from entrenched hierarchies, budget cycles incompatible with iterative timelines, the risk of undermining long-term brand consistency, and digital infrastructure limitations in developing markets are primary barriers. Piloting agile methodology in small self-contained units before scaling, demonstrating commercial value through documented case studies, and adopting a hybrid model that maintains stable long-term brand strategy while enabling tactical agility can overcome these barriers (Kulkarni & Eromosele, 2024).

3. APPROACH TO MODEL DEVELOPMENT

This study adopts a qualitative desk research design with a model construction approach to propose extensions to existing marketing philosophies (Dixon-Ogbechi et al., 2013). Unlike empirical studies that test existing variables, this paper focuses on conceptual development by synthesising literature to address the emerging realities of the twenty-first-century marketplace (Snyder, 2019). The methodology follows a discovery-oriented literature review approach, which involves identifying theoretical gaps and proposing new constructs to fill them (Vargo & Lusch, 2004).

3.1 Data Sources and Selection Criteria

Data for this study were drawn from high-impact academic journals and seminal works published between 2015 and 2025. The main inclusion criterion was relevance to three major contemporary shifts: digital transformation, the ecological crisis, and the service-dominant economy. Sources were selected from reputable databases such as Scopus and Web of Science, as well as leading marketing journals including the *Journal of Marketing* and the *Journal of Business Research*.

To provide methodological transparency, the following population, sample size, and sampling technique details are provided. The accessible population comprised all peer-reviewed journal articles indexed on Scopus and Web of Science under Marketing, Business Administration, and Management classifications, published between 2015 and 2025. A preliminary keyword search using terms such as "marketing philosophy," "regenerative marketing," "service-dominant logic," "data-driven marketing," "experiential marketing," "agile marketing," and "human-centric marketing" returned an initial pool of approximately 980 articles. A purposive sampling technique was applied to select articles directly addressing at least one of the three focal macro-environmental shifts. Articles were screened using inclusion criteria requiring peer-reviewed publication status, direct relevance to at least one proposed

philosophical extension, and full-text accessibility for qualitative content analysis. Following this screening, a final sample of 58 journal articles was selected, supplemented by 15 foundational textbooks and book chapters. This purposive sampling strategy is consistent with the epistemological requirements of theory construction research, which prioritises theoretical depth over statistical representativeness (Snyder, 2019; Dixon-Ogbechi et al., 2013).

3.2 Method of Analysis: Conceptual Extension

The analysis employed logical extrapolation as the primary method of model development (Hunt, 2011). This process involved three key steps. First, contemporary market phenomena that cannot be adequately explained by the traditional Societal Marketing Concept were identified. Second, these phenomena were abstracted into distinct philosophical orientations. For instance, the use of artificial intelligence for predicting consumer needs was conceptualised as the Data-Driven (Anticipatory) Orientation. Third, each proposed philosophy was examined to confirm that it represents a genuine paradigmatic shift rather than a mere tactical adjustment (Bartels, 1976; Kotler et al., 2021).

This conceptual approach enables the development of a forward-looking framework that bridges the gap between traditional marketing theory and current marketplace dynamics.

4. ANALYSIS AND DISCUSSION

4.1 The Imperative for Extending Marketing Philosophies

The review of traditional marketing philosophies shows that marketing thought has evolved historically to address the dominant economic and social challenges of each era (Bartels, 1976). The Production and Product philosophies responded to scarcity, the Selling Philosophy addressed surplus, and the Marketing Concept tackled intense

competition (Keith, 1960). Although the Societal Marketing Concept introduced ethical and societal considerations in the 1970s, it is increasingly viewed as insufficient for the complexities of the twenty-first century (Salonen et al., 2025).

A significant theoretical gap now exists between the Societal Marketing era and contemporary marketplace realities. While the Societal Marketing Concept focuses on doing less harm and balancing stakeholder interests, emerging challenges of the Anthropocene demand a stronger regenerative focus and net-positive impact (Salonen et al., 2025; Richardson et al., 2023). Furthermore, the traditional sense-and-respond framework is inadequate in an era where artificial intelligence supports predict-and-prescribe capabilities (Bradlow et al., 2017). Therefore, marketing philosophy requires meaningful extension.

4.2 The Proposed Modern Extensions

Based on a synthesis of recent literature (2015–2025), this paper proposes six modern marketing philosophies as extensions to the traditional framework. These orientations are summarised in Table 1.

Table 1: Extended Modern Marketing Philosophies

S/N	Marketing Philosophy	Emphasizes	Period of Dominance
1	Regenerative Marketing	Restoration of ecological and social systems; Net-Positive Impact.	2020 till date
2	Service-Dominant (S-D) Logic	Value co-creation; Goods as distribution mechanisms for service	2015 till date
3	Data-Driven (Anticipatory)	Predictive analytics; Hyper-personalisation; Knowing needs before the customer.	2018 till date
4	Human-Centric (Authenticity)	Vulnerability, trust, and Human-to-Human (H2H) connection in a digital world.	2020 till date
5	Experiential Marketing	Staging memorable events; Immersion; Emotional engagement over functional utility.	2015 till date

6	Agile (Adaptive) Marketing	Rapid iteration, pivotability, and responding to change over following a plan.	2016 till date
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Source: Compiled by the author.

The proposed extensions in Table 1 represent profound paradigmatic shifts in marketing thought.

The Regenerative Marketing Philosophy marks a transition from the stewardship model of the Societal Marketing Concept to an active healing role. It demands that firms go beyond carbon neutrality to achieve net-positive contributions to ecological and social systems (Salonen et al., 2025; Sempels, 2025).

Service-Dominant (S-D) Logic challenges the goods-dominant logic of earlier philosophies by relocating value creation from the firm to the customer through co-creation processes (value-in-use) rather than value-in-exchange (Vargo & Lusch, 2004; Vargo et al., 2023).

The Human-Centric (Authenticity) Orientation shifts the focus from corporate persuasion and polished imagery to transparency, vulnerability, and genuine human-to-human connections in a digital environment (Kotler et al., 2021).

These shifts, among others, indicate that modern marketing is moving toward more adaptive, co-creative, predictive, and regenerative approaches.

4.4 The Reality of Hybridisation: Coexistence of Philosophies

In practice, modern organisations rarely adopt a single marketing philosophy. Instead, they employ hybrid approaches that combine elements from multiple orientations to meet diverse market demands (Baker, 2014; Kotler & Keller, 2016). For example, a technology firm may apply Product Philosophy principles in research and development while using Data-Driven and Human-Centric approaches in customer engagement.

This hybridisation reflects the strategic complexity of contemporary business environments. Marketing philosophies should therefore be viewed as flexible toolkits rather than rigid, mutually exclusive paradigms (Armstrong & Kotler, 2020; Sheth & Sisodia, 2015). Such integration allows firms to balance operational efficiency, customer experience, ethical responsibility, and adaptability.

5. CONCLUSION

This paper set out to critically examine the evolution of marketing thought and to propose a theoretically grounded extension of the traditional philosophy framework to reflect the empirical realities of the twenty-first century marketplace. The traditional philosophies of Production, Product, Selling, Marketing, and Societal Marketing adequately served the industrial and post-industrial eras; however, they do not possess sufficient theoretical vocabulary to address the systemic challenges introduced by artificial intelligence, the ecological crisis, the service-dominant economy, and the demand for human authenticity in a digitally saturated marketplace.

Drawing on a synthesis of high-impact literature published between 2015 and 2025 and employing a logical extrapolation approach grounded in theory construction methodology, this study identified and defined six emergent marketing philosophies: Regenerative, Service-Dominant (S-D) Logic, Data-Driven, Human-Centric, Experiential, and Agile Marketing. These extensions represent fundamental paradigmatic shifts from value-in-exchange to value-in-use, from minimising harm to achieving net-positive ecological impact, and from polished corporate persuasion to genuine human-to-human authenticity. The analysis further confirms that in contemporary practice, firms rarely operate under a single philosophy exclusively but instead adopt hybrid approaches that draw on multiple orientations to address diverse and dynamic market demands. For marketing education, this paper provides a coherent and teachable extension framework that prepares students for the complexity of the

modern marketplace. Future research should empirically test the applicability and outcomes of these proposed philosophies across diverse industry and geographic contexts.

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