

**Book Review: Marketing 3.0: From Products to Customers to the Human Spirit by Philip Kotler, Herman Kartajaya and Iwan Setiawan, ISBN: 9780470598825 (Wiley, 2010, 188 pages, Paperback)**

Reviewed by B. T. K. Chathuranga<sup>1</sup>, P. G. S. A. Jayarathne, and W. D. C. Jayawickrama  
*Department of Marketing Management, Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura, Sri Lanka*

Over the past few decades, leading textbooks in marketing written in the ‘west’ have made significant contributions in unravelling notions pertaining to what marketing is, its role in an organisation and the society, and so on. These attempts seem to have been successful in creating a discourse on how organisational and consumer goals can be pursued by synthesizing theory, research, and practice. Yet, the long-term wellbeing of the stakeholders of an organisation still appears to be overlooked within the scholarly domain of marketing.

Despite having concepts such as societal marketing, corporate socially responsible marketing and marketing ethics generating an understanding of the issue, a need emerged for a comprehensive understanding on how to shift from a customer-driven marketing orientation that prevailed until the beginning of 21st century, to a more socially-driven marketing practice. To this end, the textbook Marketing 3.0 launched in 2010, and co-authored by Philip Kotler, and his contemporaries, made a noteworthy contribution to the scholarly domain of marketing. The textbook added a new dimension to marketing thinking. The authors of the book discuss and distinguish the shifts of marketing thinking from being product centric (Marketing 1.0) to consumer centric (Marketing 2.0), and thereafter, human centric (Marketing 3.0).

The book has been structured into three segments, wherein part I, discusses about the foundation for Marketing 3.0 while emphasizing on the business trends that paved way towards the development of a human centric marketing imperative. Thus, Part I of the book comprises of two chapters - chapters 1 and 2. Part II of the book, which includes chapters 3, 4, 5, and 6, presents the ways by which a company can market their vision, mission, and values to their stakeholders. Thereafter, Part III of the book elaborates on how the key aspects conceptualised under the notion of ‘Marketing 3.0’ are applied to solve global issues such as wellness, poverty, environmental sustainability, and how organizations can contribute by implementing a human-centric business model within the domain of marketing. The sections below assess how each

---

<sup>1</sup> Corresponding author: [btks@sjp.ac.lk](mailto:btks@sjp.ac.lk)  
ORCID: <https://orcid.org/0000-0001-5875-7151>

chapter of the book attempts to transform consumer-centric marketing to human-centric marketing.

The first chapter of the book focuses on the conceptual evolution of Marketing 3.0 from Marketing 1.0. This chapter also summarizes key features of Marketing 1.0 (product-centric) and 2.0 (consumer-centric) followed by an introduction to Marketing 3.0. Further, it also examines technological advances, which are considered to be the major driving forces behind the emergence of Marketing 3.0 by highlighting the role of expressive and collaborative social media. Moreover, the paradox of globalization and cultural marketing followed by creativity and human spirit marketing has also been taken into consideration in the chapter. Although social media is considered to be a strong communication tool, it may not appear to be true in less privileged societies in both developed and under-developed countries. This is because consumers in these societies may not have sufficient income nor accessibility to infrastructure to utilize social media. Even in the societies where media usage is high, such use may lead to unhealthy consumption decisions (e.g. alcohol) of consumers. Thus, the stereotypical assumption on the impact of social media should be questioned by taking into consideration its possible negative impact over human lives.

Chapter two discusses the history of marketing along with its evolution and its future. The authors have herein discussed about the three disciplines of marketing; Product Management, Customer Management and Brand Management, with several emerging marketing concepts; Co-creation, Communitisation and Character Building. Thereafter, the 3i model has been taken into consideration wherein brand identity, brand integrity and brand image have been discussed. Under the 3i model, the authors have depicted that marketing is concerned over defining the unique identity of a brand and strengthening it with authentic integrity to build a stronger image. Finally, the authors have argued on how the mission, vision and values of a brand can be aligned to the mind, heart and spirit of a consumer.

Part II of the book (chapters 3-6) focuses on marketing a company's vision, mission, and values to their stakeholders. Herein, chapter 3 discusses on marketing the mission to the consumers. As alluded in the chapter overview, if a firm wishes to market its mission, they need to offer a mission of transformation, build compelling stories around it, and involve consumers in accomplishing it. This chapter reiterates that establishing a good mission is not needed to be built with business jargon but with a new business perspective that truly transforms the lives of consumers. However, the chapter would have been more effective, if it provides more explanations on how such transformations occur in the lives of consumers and how it may be measured in reality.

Chapter 4 of this book explains about how the values of a business organization are marketed to the employees. The overall chapter discusses about the way in which employees are attracted, retained and empowered in their workplace. Further, the authors have emphasized that the corporate culture should be collaborative, cultural, and creative so that the employees of an organisation feel empowered, which would in turn change the lives of others. The authors, herein, also state that a company which markets its values to its employees is capable of obtaining many benefits, such as, productivity, the consumer interface and managing differences.

Though the authors have discussed on how values should be marketed to the employees, a deficit in discussing employee welfare in this scenario was noted.

Marketing channel values to channel partners is the scope addressed in the fifth chapter of the book. The key rule of finding an intermediary is matching them with a similar purpose, and identity. The authors have herein emphasized both the merits and de-merits of having intermediaries to bridge the gap between producers and consumers. Further, this chapter highlights that the human touch in delivering value to customers still remains pivotal despite the growing use of online media as an alternative for conventional intermediaries. This can be considered as a positive move towards developing an effective value delivery network, since a human touch for the delivery of specific products and services is an important element that should receive more attention by marketers.

Marketing the vision to the shareholders is what the authors has taken into consideration in chapter 6 of the book. In introducing this chapter, the authors have highlighted that long-term focus on an organisation is likely to satisfy their stakeholders over short term profitability. Apart from that, the chapter reinforces the idea that organizations must communicate its vision in a sustainable manner to the stakeholders since it would give the organisation competitive advantage in the long run. Further, it has been argued that the concept of market polarization and scarce resources are necessary for organizations to ensure sustainability of the environment and society. The three reasons highlighted to market the path of an organization in a sustainable manner to the stakeholders in the short run are, the founder's personal passion, public relations crisis and regulatory pressure. Therefore, to market the vision of a company in a sustainable manner, there are three other metrics highlighted in this chapter: improved cost productivity, higher revenue for new market opportunities and higher corporate brand value.

Part III of the book discusses about the implementation of the factors which delivers socio-cultural transformation. This part begins with chapter 7 that presents the socio-cultural impact of business activities. Initially, the chapter elaborates on how the social impact of a business would lead to the future growth of the business, and the differentiation of the business. Next, the chapter discusses how organizations have moved from philanthropy to cause marketing, and then to socio-cultural transformation. In the beginning of the 'marketing era', though organizations were mostly profit-oriented, in the contemporary business world, organisations can hardly ensure their survival if they do not make deliberate efforts to contribute to the wellbeing of the society in which they operate. As per the authors' argument, if an organization can fabricate their character by using social challenges, they would, then, transform society. It would have been more meaningful if an attempt was made to incorporate contextual differences such as developed, developing, and underdeveloped countries into the discussion.

Chapter 8 of the book discusses about creating emerging market entrepreneurs from pyramid to diamond, and from aid to entrepreneurs. The authors have emphasized about the issues of poverty and the deviations of the income distribution among the people. Further, the authors of Marketing 3.0 have highlighted the way in which poverty is reduced, and how the distribution of income is kept in a reasonable way.

This chapter especially elaborates on how products should be re-designed so that they become affordable to low income earners. The discussion of Social Business Enterprise (SBE) is also brought into discussion in this chapter. Accordingly, SBE is said to be linked to a social purpose whilst being able to make money in its process. Therein the authors have introduced three measures of success of an SBE: stretching disposable income, expanding disposable income, and increasing disposable income. Further, this chapter highlights on how the positioning and differentiation of a brand should be managed in alignment with the expectations and desires of the consumers from low socio-economic cohorts in the society (Bottom of the Pyramid - BOP segment). Further, the chapter presents how the marketing mix and selling approaches should be adopted to match with such consumer groups. The key feature of the chapter is its attempt to introduce mechanisms through which societal poverty can be eliminated within the domain of marketing through innovative business models such as SBEs.

While chapter 8 discusses about Social Sustainability, chapter 9 of the book elaborates on Environmental Sustainability. The authors have highlighted the three actors capable of contributing to sustain the environment: innovator, investor and propagator. Accordingly, in line with the above, the chapter discusses on how organizations in the business world can contribute towards environmental protection. Thereafter, the authors have highlighted that organizations must identify the four major segments in the green market: trendsetters, value seekers, standard matches, and cautious buyers in order to target them individually using a variety of strategies. As such, chapter 9 provides organizations with the information needed to act differently against different situations.

In the final chapter (chapter 10), the authors have summarized all the facts discussed throughout the book. Accordingly, organizations are given 10 credos in relation to Marketing 3.0 which must be followed in order to transform into a human centric organization and enter into the era of Marketing 3.0. As per the authors, these 10 credos integrate marketing, and values, and are closer to the Millennium Development Goals identified by United Nations. While admiring the attempts of the authors, the way forward for the book seems to call for a focus on the diversity of this approach in developed, developing, and under-developed countries since the values of people remain vastly diverse as a result of the varied socio-cultural realities. Further, it may consider the introduction of key performance indicators to measure the success of being human-centric. Moreover, an evolution of this approach especially due to technology advancements would also be worth studying.

## **CONFLICT OF INTEREST**

The authors declare no conflicts of interest.