

A Review and Extension of the Philosophies of Marketing

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Abstract

This paper critically reviews the historical evolution of marketing thought and proposes a theoretical extension to address the complexities of the modern marketplace. While traditional philosophies ranging from the Production Concept to the Societal Marketing Concept adequately described the industrial and post-industrial eras, they lack the theoretical sufficiency to address contemporary disruptions such as artificial intelligence, the climate crisis, and the servicedominant economy. Employing a qualitative desk research design and theory construction approach, this study synthesises high-impact literature from 2015 to 2025 to identify six emerging orientations: Regenerative, Service-Dominant (S-D) Logic, Data-Driven (Anticipatory), HumanCentric (Authenticity), Experiential, and Agile (Adaptive) Marketing. The analysis reveals a paradigmatic shift from value-in-exchange to value-in-use and from a sustainability mindset to a net-positive regenerative focus. Furthermore, the study argues that these philosophies are not mutually exclusive; rather, modern firms employ hybrid approaches that blend operational efficiency with high-touch interaction to address diverse market demands. The proposed extension provides a comprehensive framework for updating academic curricula and guiding managerial practice in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) environment.

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

1. Introduction

The academic discipline of marketing is characterised by a continuous state of flux as it adapts to the shifting dynamics of global commerce and human behaviour (Salonen et al., 2025). While the fundamental practice of exchange is ancient, the theoretical structuring of marketing thought was developed to address the specific industrial challenges of the twentieth century (Bartels, 1976). For any scholarly field to maintain its relevance, it must construct conceptual foundations that

accurately reflect the depth and breadth of contemporary practice (Hunt, 2011). However, the consensus regarding the definition and scope of marketing remains elusive because the field constantly shifts in response to economic and societal tides (Lusch, 2007).

A unified philosophical framework is essential because it delineates the boundaries of the subject matter for researchers, practitioners, and public policy makers (Gundlach & Wilkie, 2009). One of the primary responsibilities of academia is to contextualise a field of study by providing definitions that capture the totality of the discipline (Wilkie & Moore, 2003). The evolutionary trajectory of these definitions has been well documented in the literature and typically progresses from the Production Concept to the Societal Marketing Concept (Kotler & Levy, 1969). Nevertheless, the current business environment has introduced disruptive variables such as artificial intelligence, hyper-connectivity, and ecological crises that challenge the sufficiency of these traditional philosophies (Sempels, 2025).

1.1 Problem Statement

The conceptualisation and domain of marketing have been contentious issues among academicians and practitioners since the inception of the discipline (Hunt, 1976). This lack of consensus has led to divergent perspectives on the definition of marketing and the philosophies that guide it (Shaw & Jones, 2005). As a discipline that has spanned over a century, it is imperative to develop an acceptable framework that encompasses all aspects of marketing and effectively limits the domain to allow for the focused growth of knowledge (Bartels, 1974).

The traditional philosophies adequately describe the industrial and post-industrial eras but fail to account for the modern era characterised by data determinism and planetary boundaries (Lusch, 2007). For instance, the Societal Marketing Concept advocates for consumer welfare but does not explicitly address the net-positive requirements of the emerging Regenerative economy (Salonen et al., 2025). Similarly, the traditional Marketing Concept relies on a sense-and-respond mechanism

that is theoretically distinct from the predict-and-prescribe capabilities of modern Data-Driven orientations (Rolando, 2025). Consequently, the existing academic curriculum that culminates with the Societal or Relationship Marketing philosophies may no longer fully capture the domain of modern marketing practice (Sheth & Parvatiyar, 1995). The lack of academic consensus on these new philosophies creates a gap between marketing theory and the empirical reality of the marketplace (Sempels, 2025).

1.2 Purpose of the Paper

The purpose of this paper is to provide a synthesis of existing knowledge on the traditional philosophies of marketing and to propose a theoretical extension for the modern era (Dixon-Ogbechi et al., 2013). It examines the various perspectives and domains of marketing since its inception and traces the paradigmatic shifts in the philosophies of marketing over the years (Wilkie & Moore, 2003). In addition, an attempt is made to identify and define six emerging philosophies, which are Regenerative, Service-Dominant, Data-Driven, Human-Centric, Experiential, and Agile (Vijayakumar & Davidova, 2025). This extension aims to provide a comprehensive framework that aligns academic theory with contemporary practice (Salonen et al., 2025). Furthermore, this paper acknowledges that modern firms rarely rely on a single philosophy exclusively but often adopt hybrid approaches that draw from multiple philosophies to address diverse market demands (Baker, 2014). To achieve the stated purpose, this conceptual paper is guided by the following inquiries:

1. What is the relationship between the historical evolution of marketing definitions and the emergence of new marketing philosophies?
2. To what extent do the proposed modern philosophies (Regenerative, Service-Dominant Logic, Data-Driven, Human-Centric, Experiential, and Agile) represent a distinct departure from the traditional Societal Marketing Concept?

2. Literature Review

The evolution of marketing thought is not a linear progression of replacing old ideas with new ones but rather a layering of concepts that reflect the

economic and social realities of their time (Bartels, 1976; Wilkie & Moore, 2003). To understand the necessity for a modern extension of marketing philosophy, one must first critically examine the foundational eras that have shaped the discipline over the last century (Dixon-Ogbechi et al., 2013). This section reviews the traditional trajectory from production to societal marketing.

2.1 The Traditional Evolution of Marketing Thought

The chronological development of marketing philosophy is widely categorised into five distinct orientations, which are the Production, Product, Selling, Marketing, and Societal Marketing concepts (Kotler & Levy, 1969).

2.1.1 The Production Philosophy (1900–1930)

The genesis of marketing thought is often traced to the Production Philosophy which dominated the early twentieth century (Fullerton, 1988). This orientation is grounded in the economic premise that supply creates its own demand and assumes that consumers primarily seek products that are widely available and inexpensive (Dixon-Ogbechi et al., 2013). Historically, this philosophy proved highly effective in environments characterised by product scarcity and low consumer income (Armstrong et al., 2023). During this era, organisational strategy focused almost exclusively on high production efficiency and wide distribution coverage rather than consumer preference (Lusch, 2007). Standardised mass production techniques, such as those pioneered by Henry Ford in the early automobile industry, exemplify the successful application of the production concept where efficiency reduced unit costs and made goods accessible (Levitt, 2004).

2.1.2 The Product Philosophy (1920–1930)

As manufacturing capabilities improved, the focus shifted to the Product Philosophy (Kotler & Armstrong, 2008). This orientation holds that consumers favour products that offer the most quality, performance, or innovative features (Dixon-Ogbechi et al., 2013). Consequently, firms operating under the product concept devote substantial resources to research and development and continuous quality enhancement (Kotler & Keller, 2022). However, managers operating under this philosophy assume that the firm possesses

superior knowledge of the product compared to the consumer (Levitt, 1960). This inward focus can lead to marketing myopia, a condition where firms fail to recognise that they are in the business of satisfying customer needs rather than merely producing goods (Levitt, 1960).

2.1.3 The Selling Philosophy (1930–1950)

The emergence of the Selling Philosophy was driven by the accumulation of surplus goods following the Industrial Revolution (White, 2010). This orientation posits that consumers will not buy enough of the organisation's products unless the firm undertakes a large-scale selling and promotion effort (Kotler & Keller, 2016). This philosophy is most commonly adopted in market conditions characterised by overcapacity or for unsought goods such as insurance (Armstrong et al., 2023). Marketing in this era was synonymous with persuasion and aggressive sales techniques designed to convert inventory into cash (Dixon-Ogbechi et al., 2013). Success is often measured by sales volume and market penetration rather than customer satisfaction or loyalty (Blythe & Martin, 2019).

2.1.4 The Marketing Philosophy (1950–Present)

The Marketing Concept emerged as a challenge to the Selling Philosophy by shifting the focus from the needs of the seller to the needs of the buyer (Keith, 1960). It holds that achieving organisational goals depends on knowing the needs and wants of target markets and delivering the desired satisfactions better than competitors do (Kotler & Armstrong, 2008). This philosophy introduced the sense and respond framework, where firms research customer needs before production commences (Dixon-Ogbechi et al., 2013). Unlike earlier philosophies, the marketing concept acknowledges that value creation begins with understanding the customer rather than the production process (Levitt, 1960).

2.1.5 The Societal Marketing Philosophy (1970–Present)

The Societal Marketing Concept arose in response to environmental deterioration and resource shortages in the 1970s (Feldman, 1971). It extends the Marketing Concept by asserting that the organisation's task is to determine the needs of

target markets and deliver satisfaction in a way that preserves or enhances the consumer's and the society's well-being (Kotler, 1972). This philosophy introduced a three-dimensional requirement for marketing strategy which balances company profits, consumer wants, and society's interests (Dixon-Ogbechi et al., 2013). It reflects an evolving recognition that long-term business success is closely linked to social legitimacy and responsible corporate behaviour (Kotler et al., 2021).

2.2 Contemporary Debates and Emerging Orientations

While the Societal Marketing Concept acknowledges the welfare of society, contemporary scholars argue that the rapid acceleration of technology and the urgency of the climate crisis require more specific and aggressive philosophical orientations (Vargo & Lusch, 2004; Salonen et al., 2025). The discipline is currently witnessing a shift from a value-in-exchange paradigm to a value-in-use paradigm (Vargo & Lusch, 2004). Furthermore, the field is moving from a sustainable mindset to a regenerative one that requires businesses to actively restore the systems they deplete (Salonen et al., 2025). The following six philosophies represent the extension of marketing thought into the modern era.

2.2.1 The Regenerative Marketing Orientation

The argument for the existence of a Regenerative philosophy lies in the theoretical insufficiency of sustainability as a guiding paradigm (Richardson, 2021). The traditional Societal Marketing Concept focuses on "doing less harm" or maintaining the status quo, effectively viewing the environment as a constraint to be managed. In contrast, the Regenerative philosophy posits that businesses must actively restore and revitalise the biological and social systems they utilise (Salonen et al., 2025). This orientation constitutes a distinct philosophical leap because it reframes the firm's role from a neutral steward to an active healer. It acknowledges that in an era of crossed planetary boundaries, mere sustainability is no longer viable; the organisation must repair damaged ecosystems to ensure future market survival (Sempels, 2025). Furthermore, this orientation introduces the construct of "Net-Positive Impact" as a primary marketing objective, distinguishing it from the profit-maximisation focus of earlier eras (Das &

Bocken, 2024). Under this philosophy, marketing strategies shift from linear models of consumption ("take-make-waste") to circular economic models where resources are continually cycled back into the system. The Regenerative Marketing Orientation argues that a product's value proposition is incomplete if it does not contribute to the regeneration of the community or environment it affects (Salonen et al., 2025). This requires a fundamental redesign of the supply chain and consumer relationship, moving beyond the philanthropic "add-ons" typical of Corporate Social Responsibility (CSR) to a model where ecological restoration is intrinsic to the core business logic (Sempels, 2025).

2.2.2 Service-Dominant (S-D) Logic

The argument for Service-Dominant (S-D) The logic is that the traditional Goods-Dominant logic fails to accurately explain value creation in a modern, service-based economy (Vargo & Lusch, 2004). This philosophy challenges the economic worldview that value is embedded in tangible goods during the manufacturing process (value-in-exchange). Instead, it argues that "goods" are merely distribution mechanisms for service provision (Vargo et al., 2023). For instance, a consumer purchasing a car is not buying the metal and rubber but rather the service of mobility. By reclassifying all economic exchange as service-for-service exchange, this orientation provides a more robust theoretical framework for understanding the "gig economy" and subscription models (e.g., Netflix, Uber) where ownership is secondary to access (Vargo & Lusch, 2016). This orientation represents a major philosophical departure because it relocates the locus of value creation from the factory to the consumption process (value-in-use). In traditional philosophies, the customer is viewed as a passive recipient of value created by the firm. In S-D Logic, the customer is an active "co-creator" of value; the firm can only offer a value proposition, but value is not realised until the customer integrates the offering with their own resources and context (Vargo et al., 2023). This shift necessitates a change in marketing strategy from "marketing to" customers to "marketing with" customers, fundamentally altering the power dynamic between the firm and the market (Vargo & Lusch, 2004).

2.2.3 The Data-Driven (Anticipatory) Orientation

The existence of the Data-Driven philosophy is justified by the fundamental shift in the epistemological stance of marketing from reactive to proactive (Bradlow et al., 2017). The traditional Marketing Concept relies on a "sense and respond" mechanism, conducting surveys or focus groups to identify needs and then developing products. This process is theoretically too slow for the real-time nature of the modern digital landscape (Adeleye et al., 2024). The Data-Driven philosophy utilises artificial intelligence and big data analytics to move firms toward a "predict and prescribe" model. By analysing vast datasets of behavioural cues, algorithms can anticipate consumer needs before the consumers themselves are consciously aware of them (Anto, 2025). This constitutes a new philosophy because it changes the source of marketing intelligence from explicit customer feedback to implicit behavioural data and algorithmic prediction (Rolando, 2025). It introduces the concept of "hyper-personalisation," where the market segment is effectively reduced to a "segment of one". Unlike the Mass Marketing of the Production Era or the Segmentation of the Marketing Era, the Data-Driven orientation allows for the dynamic customisation of pricing, product features, and messaging in real-time (Adeleye et al., 2024). This creates a deterministic market environment where the firm's ability to compete is defined not by its creative positioning but by its predictive accuracy (Anto, 2025).

2.2.4 The Human-Centric (Authenticity) Orientation

The argument for the Human-Centric orientation is based on the collapse of trust in institutional messaging and the saturation of digital perfection (Kotler et al., 2021). In an era dominated by automation, chatbots, and deepfakes, the "professionalism" and polished imagery advocated by the Selling and Marketing concepts are increasingly perceived as artificial or manipulative (Patrizi et al., 2024). This philosophy argues that "authenticity" has replaced "persuasion" as the primary driver of consumer engagement. Consumers are rejecting brands that present an idealised facade in favour of those that display vulnerability, admit faults, and behave like humans

rather than corporations (Vijayakumar & Davidova, 2025). Consequently, this represents a distinct orientation because it prioritises "Human-to-Human" (H2H) connection over the "Business-to-Consumer" (B2C) transaction model (Kotler et al., 2021). While the Societal Marketing Concept focuses on ethical duty, the Human-Centric orientation focuses on emotional resonance and relatability. It requires firms to de-market their corporate identity and adopt a persona that is imperfect, transparent, and empathetic (Patrizi et al., 2024). This philosophy contends that in a high-tech world, the ultimate competitive advantage is "high touch" human interaction, forcing a strategic pivot from "selling the dream" to "sharing the reality" (Vijayakumar & Davidova, 2025).

2.2.5 The Experiential Marketing Orientation

The Experiential philosophy exists because the primary source of economic value has shifted from commodities and goods to memories and sensations (Pine & Gilmore, 1999). This orientation argues that the functional utility emphasised by the Product Concept is no longer a sufficient differentiator in a globalised, commoditised market (Jashwant, 2024). Instead, customers seek immersive experiences that engage them on a personal, sensory, and emotional level. The product itself becomes a secondary artifact, or a "souvenir", of the experience (Kalyoncuoğlu, 2024). For example, the value of a coffee at a premium chain is not the beverage itself (commodity) but the ambience and social signalling (experience).

This constitutes a philosophical shift because it treats the marketplace as a stage and the consumer as a guest, rather than a target (Pine & Gilmore, 1999). The goal of marketing shifts from highlighting features and benefits to "staging" memorable events that capture the consumer's attention and time, the scarcest resources in the modern economy (Jashwant, 2024). Unlike the Service philosophy, which focuses on saving the customer time and effort, the Experiential philosophy often encourages the customer to spend time and effort to be immersed in the brand narrative (Kalyoncuoğlu, 2024). This necessitates a new set of metrics focused on engagement and emotional intensity rather than simple satisfaction or transaction volume.

2.2.6 The Agile (Adaptive) Marketing Orientation

The argument for the Agile philosophy is rooted in the obsolescence of long-term planning in Volatile, Uncertain, Complex, and Ambiguous (VUCA) environments (Kulkarni et al., 2024). Traditional marketing philosophies, including the Marketing Concept, assume a relatively stable environment where annual plans can be researched, developed, and executed linearly. However, the speed of cultural trends and technological change renders such static planning ineffective (Quero et al., 2025). The Agile philosophy applies the principles of software development, such as iterative sprints, rapid prototyping, and cross-functional collaboration, to marketing strategy (Kulkarni et al., 2024). This represents a distinct philosophy, as it prioritises "responding to change" over "following a plan" (Quero et al., 2025). It shifts the organisational mindset from a "Big Bang" launch approach to a "test and learn" methodology. Under this orientation, failure is not an outcome to be avoided but a necessary data point for rapid iteration (Kulkarni et al., 2024). This requires a structural transformation of the marketing function, breaking down silos between departments to allow for real-time decision-making (Quero et al., 2025). The Agile orientation argues that in 2025, the speed of adaptation is a more critical determinant of success than the precision of the initial strategy.

3. Approach to Theory Development

This study employs a qualitative desk research design, specifically utilising a Theory Construction approach, to propose necessary extensions to the existing marketing philosophies (Dixon-Ogbechi et al., 2013). Unlike empirical studies that measure existing variables, this research aims to conceptualise new theoretical frameworks that address the emerging complexities of the twentyfirst-century marketplace (Snyder, 2019). The methodology is grounded in the discoveryorientated approach to literature review, which seeks to identify gaps in established theory and propose novel constructs to fill them (Vargo & Lusch, 2004).

3.1 Data Sources and Selection Criteria

To ensure the proposed extensions are grounded in current empirical reality, data were sourced from

high-impact academic journals and seminal texts published between 2015 and 2025. The primary inclusion criterion was relevance to three specific macro-environmental shifts: the digital transformation, the ecological crisis, and the service-dominant economic structure. Sources were selected from databases including Scopus, Web of Science, and reputable marketing journals such as the *Journal of Marketing* and the *Journal of Business Research* (Salonen et al., 2025; Adeleye et al., 2024).

3.2 Method of Analysis: Conceptual Extension

The analysis was conducted using a Logical Extrapolation technique (Hunt, 2011). This involved three distinct steps. First, the study identified current market phenomena, such as algorithmic prediction and net-positive business models, that cannot be adequately explained by the traditional Societal Marketing Concept (Kotler et al., 2021). Second, these phenomena were abstracted into distinct philosophical orientations; for example, the practice of using AI to anticipate needs was abstracted into the Data-Driven philosophy (Anto, 2025). Finally, each proposed extension was evaluated against the criteria of a marketing philosophy to ensure they represent a true paradigm shift rather than merely a new tactic (Bartels, 1976).

4. Analysis and Discussion

4.1 The Imperative for Extending Marketing Philosophies

The review of the traditional philosophies indicates that marketing thought has historically evolved to address the dominant economic challenges of the time (Bartels, 1976). The Production and Product philosophies addressed scarcity, the Selling philosophy addressed surplus, and the Marketing philosophy addressed competition (Keith, 1960). Although the Societal Marketing Concept of the 1970s introduced ethical considerations, contemporary scholars argue that it is no longer sufficient to capture the complexity of the modern marketplace (Salonen et al., 2025). The analysis reveals that a significant theoretical gap exists between the established Societal era and the current reality of the twenty-first century. While the Societal Marketing Concept focuses on consumer welfare and doing less harm, the emerging challenges of the Anthropocene require a shift toward Regeneration and Net-Positive Impact

(Richardson, 2021). Furthermore, the traditional sense and respond framework of the Marketing Concept is theoretically inadequate for an era where artificial intelligence allows firms to predict and prescribe consumer needs (Anto, 2025). Consequently, the timeline of marketing philosophy must be extended to include orientations that address regeneration, co-creation, and predictive algorithms.

4.2 The Proposed Modern Extensions

Based on the synthesis of recent literature (2015–2025), this paper proposes six distinct marketing philosophies that represent the modern extension of the discipline. These are summarised in Table 1 below, following the structural format of the historical analysis.

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; 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
	Agile (Adaptive) Marketing	Rapid iteration; Pivotability; Responding to change over following a plan.	2016 till date

Source: Compiled by the author.

4.3 Theoretical Discussion of the Paradigmatic Shifts

The analysis of these extensions reveals profound paradigmatic shifts that distinguish the Modern Era from the Traditional Era described in earlier literature. These shifts are not merely additive; they fundamentally alter the axioms of how marketing value is defined and delivered. From Steward to Healer: The Shift to Regenerative Marketing

The regenerative marketing orientation represents a radical departure from the societal marketing concept. Historically, the societal marketing concept was framed as a constraint on profitability, a mechanism for doing less harm while pursuing economic goals (Feldman, 1971). However, the analysis of recent literature confirms that in the Anthropocene era, sustainability, which implies maintaining the status quo, is mathematically insufficient to prevent systemic collapse (Richardson, 2021). The regenerative philosophy views ecological restoration as the primary driver of economic value. Theoretically, this shifts the firm's role from a steward to a healer (Sempels, 2025). Under the societal concept, a firm might aim for carbon neutrality; under the regenerative philosophy, the firm must achieve Net-Positive Impact, ensuring that its operations actively replenish the social and natural capital they utilise (Sempels, 2025).

From Value-in-Exchange to Value-in-Use: The Shift to S-D Logic

The Service-Dominant (S-D) Logic fundamentally challenges the economic worldview of the Product and Production philosophies, which are grounded in Goods-Dominant Logic. Traditional philosophies assume that value is created by the firm in the factory and then exchanged for money in the marketplace, known as Value-in-Exchange (Vargo & Lusch, 2004). However, the analysis confirms that in the modern economy, value is co-created by the customer during usage, known as Value-in-Use (Vargo et al., 2023). This implies a redefinition of the customer from a passive target to an active resource integrator. For example, a smartphone has zero value until the user installs apps, customises settings, and integrates it into their daily life. This philosophical extension is necessary to explain the rise of the Subscription Economy and platform ecosystems where the

ownership of goods is secondary to the access to services (Vargo & Lusch, 2016).

From Persuasion to Authenticity: The Human-Centric Shift

The Human-Centric Orientation emerges as a necessary counter-balance to the Data-Driven orientation. The traditional Selling and Marketing philosophies relied on persuasion and polished imagery to project the perfect product or lifestyle. In contrast, the Human-Centric philosophy posits that imperfection and vulnerability are now the primary drivers of connection (Patrizi et al., 2024). The analysis suggests that modern consumers actively de-market brands that appear too corporate or artificial, preferring brands that admit faults and engage in transparent dialogue. This confirms that Authenticity has replaced Persuasion as the core currency of the marketing discipline (Vijayakumar & Davidova, 2025). It frames marketing as a Human-to-Human (H2H) interaction rather than a Business-to-Consumer (B2C) transaction (Kotler et al., 2021).

4.4 The Reality of Hybridisation: Coexistence of Philosophies

While this paper proposes distinct modern extensions, it is critical to acknowledge that in practice, these philosophies often coexist within a single firm (Baker, 2014; Kotler & Keller, 2016). Marketing philosophies are not static or mutually exclusive; they provide adaptable strategic guidance that helps organisations align their behaviour with changing market conditions (Armstrong & Kotler, 2020). Modern firms rarely rely on a single philosophy exclusively; instead, they often adopt hybrid approaches that draw from multiple philosophies to address the diverse demands of their markets (Goi, 2009). For example, a global technology firm may simultaneously utilise the Product Concept to drive R&D innovation while employing Data-Driven strategies to personalise customer engagement (Payne & Frow, 2005). Similarly, e-commerce firms often integrate mass production efficiencies, personalised digital experiences, and data-driven customer engagement to achieve both operational and relational objectives (Rust, Moorman, & Bhalla, 2010). This challenges the notion that new philosophies simply replace old ones; rather, they form a layered strategic complex where operational

efficiency supports high-touch interaction. Furthermore, the coexistence of multiple philosophies reflects the strategic complexity of contemporary business environments (Sheth & Sisodia, 2015). In such contexts, rigid adherence to a single philosophy may limit responsiveness and innovation (Grönroos, 2000). By combining elements of different philosophies, organisations can balance operational efficiency with customer-centric practices, ethical considerations, and long-term value creation (Sheth & Sisodia, 2015). This hybridisation illustrates the practical utility of marketing philosophies as flexible frameworks rather than prescriptive rules (Kotler & Keller, 2016).

5. Conclusion and Implications

5.1 Conclusion

This desk research was undertaken to critically review the historical evolution of marketing thought and to propose a necessary theoretical extension that reflects the empirical realities of the twenty-first century. The study was necessitated by the observation that the traditional evolutionary timeline, which typically culminates in the Societal Marketing Concept of the 1970s, has become insufficient to explain the dominant logics of the modern marketplace. While the traditional philosophies of Production, Product, Selling, Marketing, and Societal Marketing adequately described the industrial and post-industrial eras, they lack the theoretical vocabulary to address the systemic disruptions caused by artificial intelligence, the climate crisis, and the service dominant economy. Marketing is a dynamic discipline that reflects the society in which it operates. The findings of this comprehensive review indicate that the discipline has entered a distinct Modern Era characterized by six emerging philosophical orientations: Regenerative, Service-Dominant (S-D) Logic, Data Driven (Anticipatory), Human-Centric (Authenticity), Experiential, and Agile. These extensions represent a fundamental paradigmatic shift from value-in-exchange to value-in-use and from minimising harm (sustainability) to net-positive impact (regeneration). The analysis confirms that marketing is no longer solely an organisational function for creating exchanges but a systemic institution for co-creating value and restoring ecological systems.

5.2 Implications for Marketing Thought and Theory

The identification of these six extensions has profound implications for academic theory. Primarily, it challenges the long-standing sense and respond framework of the traditional Marketing Concept, suggesting that it must be updated to a predict and prescribe model driven by data analytics. Theoretically, this moves the discipline away from a linear understanding of value (firm to customer) to a network understanding of value (firm to customer to ecosystem). It implies that future marketing theory must integrate variables from ecology (Regenerative), computer science (Data-Driven), and psychology (Human-Centric) to remain scientifically valid.

5.3 Implications for Managerial Practice

For practitioners, the study implies that the 4Ps and traditional strategic planning are no longer sufficient for survival in a VUCA (Volatile, Uncertain, Complex, Ambiguous) environment. Managers must adopt an Agile mindset to navigate rapid change and a Human-Centric approach to build trust in an automated world. Furthermore, the shift to Regenerative Marketing suggests that a firm's license to operate will increasingly depend on its ability to demonstrate a net-positive impact on the environment, moving beyond mere corporate social responsibility (CSR) compliance. Crucially, this paper argues for a hybrid approach to strategy. Managers should not view these philosophies as mutually exclusive but rather as a flexible toolkit. As noted in recent literature, firms rarely rely on a single philosophy exclusively; instead, they often adopt hybrid approaches that draw from multiple philosophies to address the diverse demands of their markets. For instance, a manager might employ the Production Concept to ensure efficiency in the supply chain while simultaneously applying Human-Centric principles to customer service interactions. This adaptability allows organizations to balance operational efficiency with customer-centric practices and ethical considerations.

5.4 Implications for Marketing Curriculum

Finally, this extension has significant implications for marketing education, particularly in developing economies where curricula often lag behind global trends. Current academic programs that stop at the Societal or Relationship concepts risk preparing

students for a business environment that no longer exists. To remain relevant, marketing education must integrate these modern philosophies. This entails teaching students not just how to sell products, but how to design regenerative business models, manage service ecosystems, and ethically utilise predictive algorithms. By acknowledging and teaching these extensions, the discipline can ensure it continues to provide valid guidance to practitioners and policymakers in a rapidly evolving global environment.

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