

Cette présentation a été effectuée le 26 novembre 2012, au cours de la journée « Conférence annuelle de l'ASPQ – Regard critique sur les pratiques et les conséquences du marketing commercial » dans le cadre des 16es Journées annuelles de santé publique (JASP 2012). L'ensemble des présentations est disponible sur le site Web des JASP à la section Archives au : <http://jasp.inspq.qc.ca/>.

*'We have come to define ourselves not by  
what we make, but by what we consume'*

Richard Sennett (2006)

# the marketing matrix

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Montréal  
November 26 2012

ISM Institute *for* Social Marketing



UNIVERSITY OF  
STIRLING



## structure

### 1. Problems of marketing

- Are not new
- Individual harm (esp children)
- Collective harm

### 2. Solutions to these problems

- Critical awareness
- Social marketing & collective action
- Marketing as if people mattered

## Two stories

### The King's Head pub

Marketing is benign, as old as culture  
and definitively human



### The lifeboat

Marketing has been used to drive  
greed and materialism

## history

‘After the mid twentieth century there was, for the first time in world history, enough food in the world to feed everybody adequately. The problem was that it was very unequally distributed.’ ....

‘By the late twentieth century the people of the industrialised countries of western Europe, Japan and north America ate half the world’s food though they constituted only a quarter of the world’s population....

...a domestic cat in the US ate more meat than people living in Africa and Latin America.’

(Clive Ponting 2000)

## Two stories

### The King’s Head pub

Marketing is benign, as old as culture and definitively human



### The lifeboat

Marketing has been used to drive greed and materialism

Harness this

Minimise this

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## history

*“the bank – the monster has to have profits all the time. It can't wait. It'll die. ... When the monster stops growing, it dies. It can't stay one size...”*

*“those creatures don't breathe air, don't eat side-meat. They breathe profits; they eat the interest on money. If they don't get it, they die the way you die without air, without side-meat. It is a sad thing, but it is so. It is just so”*

(John Steinbeck 1939)

## history: 1961

*'military industrial complex'*

(Dwight D Eisenhower 1961)

*'unwarranted influence - economic, political, even spiritual'  
'felt in every city, every Statehouse, every office of the  
Federal government', 'we must not fail to comprehend its  
grave implications. Our toil, resources, and livelihood are all  
involved. So is the very structure of our society.'*

## history: 1999

*'We have unleashed a monster that no one can  
control, even that minority that profits from it.  
Unashamed self-interest is a vice, not a virtue. We  
must recognise that the usefulness of an activity is not  
necessarily measured by its profitability, and that what  
someone earns is not an indicator of their talents and  
abilities, still less of their moral stature'*

Michael Thomas, Professor of Marketing (1999)

## history: ongoing

### Obscene boardroom pay

ATLANTA BUSINESS NEWS 6:30 p.m. Thursday, March 10, 2011 Text size: T

#### Coca-Cola boosts CEO pay package to \$25 million

» Share This Print E-mail

By Jeremiah McWilliams  
The Atlanta Journal-Constitution

**Credit crunch? Barclays boss lined up for a £10m bonus payment set to spark fresh anger over bankers' perks**

## structure

### 1. Problems of marketing

- Are not new
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### 2. Solutions to these problems

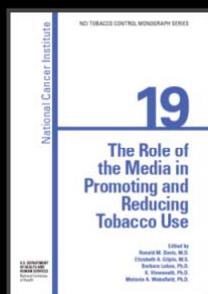
- Critical awareness
- Social Marketing & collective action
- Marketing as if people mattered

## the marketing matrix

The holy trinity of public health: food, alcohol and tobacco

The unholy trinity of corporate marketing

The obvious truth that it has an effect



children and tobacco

*'We don't smoke this shit, we just sell it. We reserve the right to smoke for the young, the poor, the black and the stupid'*

RJ Reynolds executive

## Consumer Psychology for Marketers

*'Children are important to marketers for three fundamental reasons:*

- 1. They represent a large market in themselves because they have their own money to spend.*
- 2. They influence their parents' selection of products and brands*
- 3. They will grow up to be consumers of everything; hence marketers need to start building up their brand consciousness and loyalty as early as possible.'*

Foxall and Goldsmith (1994) *Consumer Psychology for Marketers* Routledge p203

## Why is Heineken sponsoring James Bond?

*"They [young men] think about 4 things, we brew 1 and sponsor 2 of them"*

*"Build the image of the brand and recruit young male drinkers"*

**'Olympism is a  
philosophy of life which  
places sport at the  
service of human kind'**  
(IOC Olympic Charter, 2011)

## Facebook strikes Diageo advertising deal

'Facebook has struck a multimillion-dollar advertising partnership with Diageo, owner of drinks brands including Smirnoff and Guinness, in the latest move by the social networking website to form closer ties with marketers....

*Financial Times, 18 September 2011*

*Facebook are working with us to make sure that we are not only fan collecting but that they are actively engaged and driving advocacy for our brands. We are looking for increases in customer engagement and increases in sales and share...*

Kathy Parker, Diageo's Senior Vice-president Global Marketing

If you're not paying for it, you're not the customer.  
You're the product being sold

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- **Collective harm**

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# inequalities

The source of so much hardship in our society...



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## Coca-Cola boosts CEO pay package to \$25 million

» ShareThis Print E-mail

By Jeremiah McWilliams  
The Atlanta Journal-Constitution

How do you spend \$25 million every year?

'The solution to the problem appeared some years ago in the form of automatic winders ...a box equipped with an electric motor and an "artificial wrist" on which to mount the timepiece'

'the Thesaurus (Euro 86,000) a desk entirely dedicated to the storage of watches'

40 years ago Schumacher warned us that we have to learn the difference between:  
'enough being good and more than enough being evil.'

Unlocked by melting ice-caps, the great polar oil rush has begun  
Independent 6/9/11

planetary harm

mental harm

in summary: physical harm

community harm

Political harm

Ninety one of the largest 150 economies on our planet are corporations, not countries

## the problem in a nutshell

every increasing  
growth

=

every increasing  
consumption

marketing

(gets us shopping;  
keeps us quiescent)

this is a catastrophe....

## structure

### 1. Problems of marketing

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### 2. Solutions to these problems

- Over to you
- Do you agree we have a problem?
- What are your solutions?

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## Solutions

### Critical awareness

1. Understand that the world has changed  
– utterly
2. Take responsibility: we are in the  
lifeboat
3. Change our values...

## Rabindranath Tagore

### Materialism

“Whatever we treasure for ourselves separates us from others; our possessions are our limitations”

“We [poets] set men free from their desires”

### Sustainability

“The tragedy of human life consists in our vain attempts to stretch the limits of things which can never become unlimited, to reach the infinite by absurdly adding to the rungs of the ladder of the finite”

## education

“Everything becomes crystal clear after you have reduced reality to one – one only - of its thousand aspects. You know what to do – whatever produces profits; you know what to avoid – whatever reduces them or makes a loss. And there is at the same time a perfect measuring rod for the degree of success or failure. Let no-one befog the issue by asking whether a particular action is conducive to the wealth and well-being of society, whether it leads to moral, aesthetic, or cultural enrichment”

Schumacher (1991 p 215)

We have to start befogging the issue

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## social marketing

Marketing is as old as human society

Working collectively, recognising everyone's contribution

The good news for public health, climate change, international development is the great extent of human potential

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## marketing as if people (and the planet) mattered

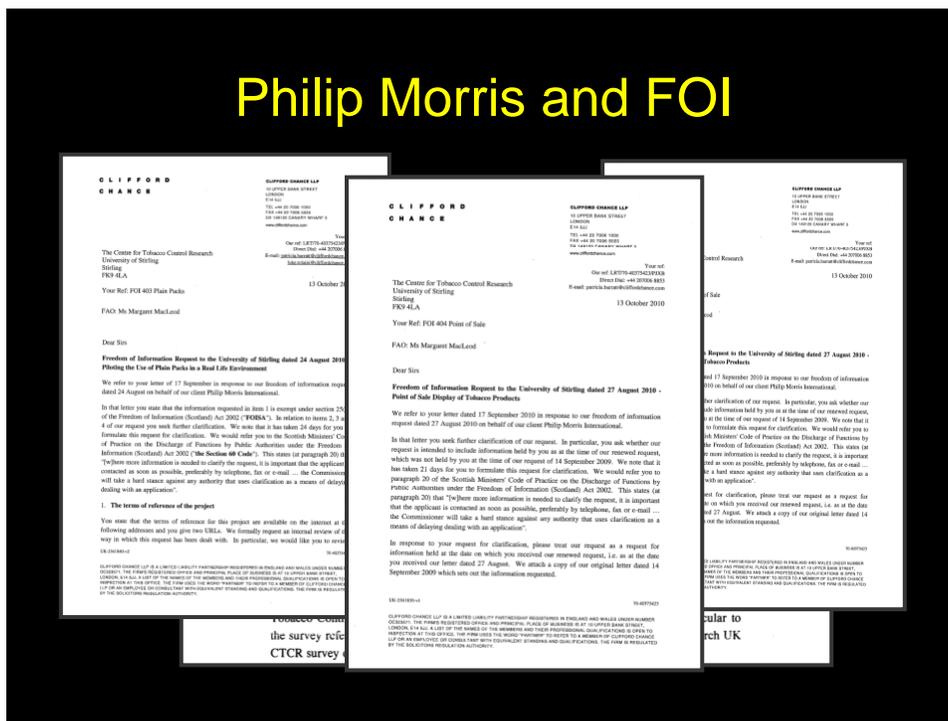
Independent, rigorous and effective regulation

We need to recognise that marketing is not a right; it's a responsibility

The purpose of marketing: profit or human and planetary welfare

it will be difficult  
but it can be done  
and it is popular

# Philip Morris and FOI



the survey ref  
CTCR survey

ular to  
rch UK

# Philip Morris and FOI

## Broadcast

- BBC 1
- ITV 1
- Al Jazeera
- Radio Five Live
- You and Yours
- BBC Radio Wales
- Central FM
- BBC Radio
- BBC Wales
- Real Radio
- ABC Australia
- Radio Bath
- Radio Scotland
- Radio Ireland
- Newstalk Ireland

## Press

- Independent (3 days)
- Telegraph
- Guardian
- Mail
- Express
- Metro
- Sun
- Scotsman
- Herald
- Daily Record
- Der Spiegel

## Record View

### Unscrupulous and deadly

THERE is something insidious and sinister about cigarette giants Philip Morris and their efforts to force Scottish researchers to turn over their secret work with children.

Scientists at Stirling University spoke to over 1,000 young people aged 11 to 16, promising anonymity as they tried to find out why they started smoking and what they thought of tobacco marketing.

But Marlboro man wants in on the act. They didn't have the guts to reveal their identity first time round and hid behind a law firm before unmasking themselves when the data was refused.

They claim they want to know more about the research methods. The reality would appear to be that, as their customers die, they want to know how to attract more.

Around 15,000 people aged 13 to 24 start smoking each year in Scotland - 41 a day. At 13, four per cent are regular smokers. At 15, it's 15 per cent. The Stirling data would be gold dust to tobacco barons.

Our researchers are 100 per cent correct in blocking them. The Stirling centre was established in 1999 by Cancer Research UK to discover why children start smoking so it would be unthinkable if this data fell into the hands of cigarette firms.

Around 15,500 Scots are killed every year by smoking, the biggest single preventable cause of ill-health and premature death in Scotland.

It costs the NHS £400 million and the Scottish economy £837 million a year.

Hell should freeze over before a cigarette company are given help to kill more of our fellow scots.

THERE is something insidious and sinister about cigarette giants Philip Morris and their efforts to force Scottish researchers to turn over their secret work with children.

Hell should freeze over before a cigarette company are given help to kill more of our fellow scots.

(Daily Record editorial 2/9/11)

heraldscotland

WEATHER

For example: how many newly-addicted teenagers are required annually, here and in the Third World, to fill the shoes of dead customers and satisfy the stockholders? What's the corpse-to-investment ratio in a modern brand-leader's marketing budget? How much does it cost, exactly, to frustrate medical science and governments the world over for the sake of a toxic product?

## Battle of Stirling where freedom is not an option

Published on 3 Sep 2011

I'm thinking of submitting an information request to Philip Morris International, the world's biggest tobacco company.

Nothing too elaborate. I only want to know a bit about its methodology, if you like. Little things.

For example: how many newly-addicted teenagers are required annually, here and in the Third World, to fill the shoes of dead customers and satisfy the stockholders? What's the corpse-to-investment ratio in a modern brand-leader's marketing budget? How much does it cost, exactly, to frustrate medical science and governments the world over for the sake of a toxic product?

The company should be feeling generous. In Missouri, in concert with five other firms, they have just defeated a \$455 million lawsuit brought by 37 hospitals demanding reimbursement for treating uninsured, often destitute, casualties of smoking materials alleged to be "unreasonably dangerous". Big Tobacco won.

Or as a spokesman said afterwards: "The jury agreed with Philip Morris USA that ordinary cigarettes are not negligently designed or defective." This happens to be absolutely true: cigarettes do exactly what they are supposed to do, with remarkable efficiency. Their singular side-effect - early death - is otherwise a matter of consumer "choice".

That must be why Philip Morris Asia is threatening the Australian government with legal action. In the antipodes, the firm wants compensation, possibly running into billions, if legislators proceed with a scheme to introduce plain and brandless packaging for cigarettes. If users can't find the logo on their favourite toxic product, the multi-national might lose



IAN BELL

Dear Gerry

Great appearance on BBC - see my message below this am to external relations re ethics dimension

I suspect it is not in human rights for an FOI to be granted that will actually kill ordinary people.

Note that Cranfield University got 500k for a VTD to improve supply chain in BAT and were talking th

**Subject:** Philip Morris tobacco research bid

As a member of the public I wish to support the center in it's bid not to release information to Philip Morris Is there a petition I can sign? The only reason the want the information is to hinder the public knowing how to stop smoking.

Yours sincerely

Colin Dyer

I request by Philip Morris

Dear Sir or Madam

I am writing in a personal capacity to express in the strongest possible terms my support for your refusal to disclose any information to Philip Morris under FoI.

## conclusion

- We are consuming ourselves to destruction
- The marketing matrix is driving this insanity
- Regulating it will help
- But we have to become more critical – both individually and collectively
- This is about people

The wisdom of  
Margaret Mead

'A small group of  
thoughtful people could  
change the world.  
Indeed, it's the only  
thing that ever has.'

social movements

- 'politics by other means' (Dobson 2001)
- 'optimise expectations' (ibid)
- 'facilitate not deliver' (Morhamburn 2012)

We need a social movement away from  
our utterly unsustainable way of life