**Archives of Business Research – Vol. 9, No. 9**
**Publication Date:** September 25, 2021
**DOI**:10.14738/abr.99.10740.
Kortam, W., & Abbas, A. (2021). Foundations of a Relativity Marketing Theory. Archives of Business Research, 9(9). 1-12.

# Foundations of a Relativity Marketing Theory

**Wael Kortam**
British University in Egypt, Egypt

**Abdelhameed Abbas**
International Academy For Engineering & Media Sciences, Egypt

**ABSTRACT**

**This research aims to open the way to review of the philosophical postulates and ideological pathways that govern the contributions in marketing theory, to reflect the scientific marketing truth. We do not mean by this to trace the history of marketing thought, but rather, a re-investigation of the logic of its existence and being. It is an attempt to re-explore and depart from the axioms that ruled marketing thought. Marketing theory emerged from being a scientific theory that can be true or false, to be an "ideology" defended by its supporters. From this point; this research set the foundation for developing a new general marketing theory based on the relativity concept, has the ability and adaptation to exceed the boundaries of "product, technology, time, place, context and customer", acquires its being and existence from the verification of the current philosophy of marketing science, and considering the marketing experience**

**Key words:** Relativity Marketing, Marketing Theory, Marketing Truth, Relative Perceived Customer Value.

## INTRODUCTION

Business organizations adopt many marketing strategies in targeting their customers. Based on conducting marketing research or not, marketing managers are developing their market segmentation phase according to some of basis to present specific customer value proposition to match customer expectations, thereby; achieve the customer satisfaction and loyalty, in contrast; a gap between presented and perceived customer value is usually existed. Although; marketing research has played a core role over the years to improve the understanding & professionalism of marketing management, the forecast models of consumer behavior remains low.

The essence of the marketing- theoretical foundations appears cloudy, marketing still needs a central theoretical identity & definition, still continue on the same well-worn pathway of theories testing based on the borrowing from other disciplines (Didia& Adiele, 2017). Despite several endeavors by marketing scientists during last decades in developing theory, research methodologies and its tools to achieve the scientific truth, it is still being built on epistemological principles and postulates that bear distortions and obstacles in its se. many marketing perspectives should be considered as ideological pathways, marketing research in last years related or built-up around specific thoughts & ideology (Morris et al., 2002), that impacted on scientific marketing research influences to be more traditional & follow quantitative approaches instead of discovering and advancement (Chan, 2012), in addition to

another several endeavors by marketing scholars to get out general marketing theory, because of, the continuous gap between theory and practice comes from the different changed context that business organizations are working, although of that; literature in holistic marketing neglects the transformational eras and thoughts-perspective, when discussing and researching the dimensions of holistic marketing in different contexts (Jha, 2012, Herciu & Ogrean, 2017). moreover; the contextual marketing literatures presented it as result of e-commerce, web & Technological environment , This reflect a superficial concept of contextual marketing-philosophy, in addition to; the methodologies of studies are varied significantly, without rational justification, and were be unsuitable in some cases, this variation significantly led to conflicting findings. This observed variations & its results threaten generalization and theory building (Eisend, 2015). on the other hand; statistical linear relationship analysis has dominated on business science thinking, that prevent in-depth understanding and discovering into complex systems (May et al., 2008), while many of researches prove that marketing phenomena has nonlinear relationships, whatever it positive or negative because of the nature of industry and organizational contexts, while a nonlinear relationship may be more in line with the reality.

Based on the previous, in addition to an observation of marketing phenomenon from reality (business and customer perspective, secondary data analysis of "measuring the customer perceived value in the Egyptian furniture market, end-user market, by AMI research agency, Egypt 2018) by authors, which reveals about a baseline concept; *"the only absolute is a relativity perceived customer value proposition"*, whatever; the level of scope or analysis and measurement. Consequently; the authors proposed a conceptual model of relativity marketing-dimensions to be the cornerstone of developing a new relativity theory in marketing has ability of adaptation to exceed the boundaries of business market – changes. according to the proposed model; the relativity customer‟s satisfaction depends on the relativity of perceived value proposition, which is determined by a three relative dimensions; 1) customer dynamics, 2) relativity Space & Life-time, and 3) relativity context.

## THEORETICAL BACKGROUND

### Holistic & Contextual Marketing, comprehensive and relevance- controversies, but the gap still existed

Many scholars‟ researches have been revealed a wide gap and controversies of marketing academics and practitioners (Foltean, 2019). academic marketing is losing its way, because of the gap is growing between the interests, criteria, and priorities of academic, on other hand; the increased needs of marketing executives dealing with fast-changing, and complex market, consequently; academic marketing should be search for innovative connections with consultancies and market research firms(Reibstein et al,2009), in addition to rethinking in the purpose, premises and models of marketing, because of; the business landscape is changing, so it is necessary realizing solutions to meet these challenges (Kumar, 2017). this generate the need and importance of relevance to marketing practices, which is already widely accepted by marketing scholars. However, marketing scholars concentrate on the theoretical and methodological developments at the detriment of relevance. In other words, they lost their concentration on both rigor and relevance (Wind, 2008).

The several endeavors by marketing scholars to get out general marketing theory, because of, this continuous gap between theory and practice, which comes from the different changed

context that business organizations are working, . Marketing has taken many transformational decades from holistic perspective, to introduce a total business solutions for all types of business models of profit and non-profit organizations; 1) Value-based marketing triggered by company value, profitability and cost. 2) Knowledge-based marketing; data / information / intellectual capital, 3) Relationship marketing caused by relationship and intimacy, 4) Social marketing caused by social values and contributions, 5) Convergence marketing generated by planned organizational change and development, 6) Brand-based marketing driven by branding concepts, 7) Transformational marketing triggered by marketing revolution initiatives (Kortam, 2017). According to (Tushi, 2014); The core concept of holistic marketing-strategy triggered from the word Holism, that is not possible to determine or explain all the properties of a particular system through its component parts alone. the holistic marketing-philosophy, that type of marketing works to sustain customers‟ satisfaction as well as profitability, through combination of all component variables impact, it could give more result than when they are employed singularly. (Herciu & Ogrean, 2017); Holistic marketing, on the other hand, has appeared against the background of the traditional model of marketing which became obsolete (Stengel and Officer 2004); it could no longer dealing with the increased complexity of the interrelations in the with different constituents in the business environment, additionally; the growing requirements pressure from its various components. (Govindarajan 2007; Faarup 2010),(Keller and Kotler 2006). (Jha, 2012, Herciu & Ogrean, 2017); As proposed by Kotler et al. (2007) Although of that; The literature in holistic marketing neglects the transformational eras and thoughts-perspective, when discussing and researching the dimensions of holistic marketing in different contexts.

Another point of view by scholars attempt to provide realistic and relevant solutions through the transformation from holistic view to the context- contextual marketing- which refers to contextual factors should be understood to enhance marketers in relevant targeting, solutions & etc, for their customers. The literature focus on the create marketing knowledge & Appling general marketing theory and concepts as a response to specific context, that refers to the extent to which provide customers with relevant information in the right context and in real-time (Lee & Jun 2007, Kenny and Marshall, 2000), while (Morrish & Harris, 2011) The essence of Contextual Marketing is building-up around “situation specific”, this triggers to develop a marketing approach and application response and dealing with an individual focal firm, subsequently, this creates an original and inherent complexity. Although this complex, there are “essential key factors” should be identified that allow how marketing is implemented within each context. Though, these factors are inter-dependent, inter-related and synergistically significant in that for effective interface to take place between the firm and the market, firms “simply have to perform” (Carson and Gilmore, 2000, p. 5) these activities – they cannot be overlooked if it is to do business. Although the previous concepts of CM refers to contextual factors should be understood to enhance marketers in relevant targeting, solutions & etc., for their customers, it present contextual marketing as result of e-commerce, web & Technological environment , This reflect a superficial concept of contextual marketing- philosophy. According to; (Lee & Jun 2007);( Schilit et al.,1994, Chen and Kotz,2000 and Figge, 2004), (Luo X, 2003,2015); Their definitions focuses on many aspects of context: personal context (emotion, physical state) and environmental context (location, the number of people nearby the user). computing context (network connectivity, communication costs, etc.), user context (user profile, location, etc.), and physical context (lighting, noise, etc.), time context (time of day, week, month, and season of the year), and “situation dependency” as a new concept to adaption.

(Yu Ping, 2019); Meanwhile, the essential characteristics of contextual marketing are summarized, including situation dependency, mobility and personalization, intelligent adaptation and connection. The theoretical building of contextual marketing research concentrated on the contextual technology forces, that influence the operation of contextual marketing, including mobile devices, big data, sensors, social media and positioning system. On other hand; 96 published studies has been reviewed , discussions and explanations, with separate partitions relating to methodological and contextual matters, the context and methodologies of study is varied significantly, without rational justification, and were be unsuitable in some cases, this variation significantly led to conflicting findings. this observed variations & its results threaten generalization and theory building ( Bhaskaran& Sukumaran, 2007). By this token; according to (kortam,2017); From the body of literature on contextual marketing, we can conclude that the main inconstant marketing contexts that create for new marketing knowledge are: 1) country& culture, 2) market segment & customer base, 3) industry& organization type, 5) technology, 6) product; service, place, person, idea and 7)time.(Rust 1982, Christen et al 1997, Tax et al 1998, Pros and Summers 1975 and Kenny and Marshall 2000).

Although; of the previous contextual marketing contributions, the current researches in contextual marketing has been presented as result of e-commerce, web & Technological environment, which reflects a superficial concept of contextual marketing- philosophy. moreover; The context and methodologies of studies are varied significantly, without rational justification, and were be unsuitable in some cases, this variation significantly led to conflicting findings. this observed variations & its results threaten generalization and theory building. Marketing knowledge has increased but does so at a decreasing rate, and it has reached a stage of maturity. The current era of marketing research is characterized by specialization and fragmentation, and increasingly specialized scholars might lack the comprehensive marketing knowledge needed for research that provides strong results (Eisend, 2015).The Marketing discipline has become at two different paths (Lehmann, McAlister, & Staelin 2011; Reibstein, Falls & Wind 2009). Marketing academics can continue on the same well-worn pathway of theories testing based on the borrowing from other disciplines, or make a significant difference in marketing theory & practice through the engagement in professional experience such as; TIU (theory In Use),which can create novel concepts or/ and theories, that can enhance and advance academic marketing & practice(Zeithaml et al, 2020). moreover; The essence of the marketing-theoretical foundations appears cloudy, marketing still needs a central theoretical identity & definition. this because of; marketing discipline has depended in its development on many other disciplines, such as; economic, social, behavioral, cultural, & mathematics theories, which marketing academics still rely on today (Didia& Adiele, 2017).

**Marketing Theory and Scientific Truth**

Despite several endeavors by marketing scientists during last decades in developing theory, research methodologies and its tools to achieve the scientific truth, it is still being built on epistemological principles and postulates that bear distortions and obstacles in its se. It is a scientific knowledge built according to induction, which starts from observation of partial issues to ascend to a general law, this generalization is building-up on two principles, the first; The „principle of causality" refers to that each phenomena or any event whatsoever has a cause that preceded and explained in addition to predicate it deductively. The second is "principle of uniformity of nature"; Presupposing that the current phenomena & events are extension of the

past in the same trend governed by some of laws(Hume,2018), the problematic of induction, that is an observation aims to develop specific hypothesis, therefore it is preceded by an expected hypothesis. On other hand; the previous mentioned principles are unsound from the epistemological perspective, so, Hume's view, scientific knowledge is a Probability and uncertainty, which reflects a real unawareness of the phenomena causes (Thornton, 2002 p.139, Popper,2002 p.39). this reflect the endeavors & scientific contributions by marketing scholars has been built-up on incorrect philosophical & epistemological postulates. many marketing perspectives from social marketing, relationship marketing, to value creating marketing& Social network marketing and social media, that should be considered as ideological pathways(Morris et al., 2002), marketing research in last years related or built-up around specific thoughts & ideology, that impacted on scientific marketing research influences to be more traditional & follow quantitative approaches instead of discovering and advancement(Chan,2012), the traditional pragmatic approach has is highlighted from marketing discipline . This has created an progressively marked distinction between the marketing studies aimed at management, and the academic. The postmodern perspective on marketing requires a rethinking in the scientific nature of marketing as an investigative field, moreover; The main point is that marketing cannot be a scientific discipline only by adopting a scientific method. Marketing research is by definition different in nature, it can generate a different knowledge, not better(Addis& Podestà,2005).

On the other hand; statistical linear relationship analysis has dominated on business science thinking, that prevent in-depth understanding and discovering into complex systems (May et al., 2008). Many of researches prove that marketing phenomena has nonlinear relationships, whatever it positive or negative because of the nature of industry and organizational contexts, while a nonlinear relationship may be more in line with the reality. According to (Kohtamak et al,2019); The previous extensive researches on entrepreneurial orientation is agreement that a positive direct linear performance effect or a positive but nonlinear effect (Wales, 2016), nevertheless open questions still regarding the linearity of the relationship, moreover its mediators and moderators, in the different industrial boundaries organizational contexts. (Wales, 2016). The EO–performance relationship has demonstrated to be affected by external environmental factors and conditions, which lead to take into the consideration the context factors in interpreting the results (Saeed, Yousafzai, & Engelen, 2014). According to Dost, 2015; Olsen and Granzin, 1990, Wilkinson, 1990,Wilkinson and Young, 2013, Hibbert and Wilkinson, 1994; Layton, 2007; Wilkie and Moore, 1999), Marketing system has a potential bi-directional relationship related to the economic system, while there are a lack of empirical researches investigates about these intricate interrelations, this reveals about a gap that; marketing discipline, neglect the interactions between marketing and macro-system (May et al., 2008). (Dhar& Weinberg, 2016); it is important to measure and evaluate the variables and its interaction effects, to understand the factors that are controllable and uncontrollable at individual and market outcomes-levels, this consider a critical subject at theory and practice, so it establish the need for more researches that measure the interaction effects of marketing-mix variables (Narayanan, Desiraju, and Chintagunta,2004). based on that; non-linear interaction models provide a richer results than linear interaction models, and it is better to assess these models at many different points, finally; measuring the interaction effects is common in economics field and other social science disciplines, not only in marketing. (Shen et al,2018); In their study to investigate about the person-environment fit, moreover; the commitment customer impact on online brand community, in addition to previous studies the

results demonstrated that; the effect of commitment on behavioral intention might be expressed in more reality way when it takes nonlinear forms, but with more focusing on the normative or continuance commitment. (Morin, Vandenberghe, Turmel, Madore, & Maïano, 2013; Siegrist et al., 2004). Consequently; The marketing phenomenon cannot be formulated in a straight line equation, nonlinear models provides a richer results more than linear, and it preferable to estimate and evaluate these models at many different points ; (Kortam, 2015, Hibbert and Wilkinson, 1994, Priesmeyer, 1992, Follmer, 1974, Bonanno and Zeeman 1985, Schaninger et al 1980, Bischi and Baiandi, 2015, and Sheth and Sisodia 2015).

In construct; the quantitative methods has dominated on the published researches in marketing, based on the reviewing of top five marketing journals over twenty year(1990–2009); (JM), (JAMS),(JMR), (JCR) and (MKS). 85% of published researches are empirical and relied on three quantitative methods, which is driving a disturbing downward trend in methods diversity(Davis et al, 2013), in addition to; 14.8% only are conceptual articles from a total 5520 articles has published on the top five major marketing journals over 30 years(1978–2007),(Yadav,2010) . Based on the previous; according to the quantitative methodology, which is the statistical method, the hypotheses testing acceptance or rejection by in comparing with tabulated values(Z.t & etc), this absolute acceptance or rejection not expressing about marketing phenomena and truth for several reasons; 1)acceptance or rejection is conducting based on the logic of probability theory and on the basis of uniformity principle, in addition to a preceded assumption of the linear relationships in marketing phenomenon , which is not completely correct, 2) a completely acceptance or rejection of hypotheses does not represent marketing- essence, which is not subjected to absolute a true or false logic, 3) the expression of marketing phenomenon in statistical logic is an abstraction and reduction of phenomenon-essence, which is not consistent with the complexity, uncertainty, and chaos in the most cases.

## EXPLORATORY SECONDARY DATA- EVIDENCE

Assuming that; a business firm that its presented customer value proposition is expected to achieve a satisfaction rate more than 95% for its customer. After several months, the measurement of customer satisfaction recorded 70% in average overall. In the side of customer segments the satisfaction level divided into three sectors, the first; recorded 85% in average overall, the second; recorded 65% in average overall, while the third sector recorded 55% in average overall. The previous satisfaction index represents an overall average for each sector, while the satisfaction is different between customers form a minimum to the highest value, moreover; at one customer of his satisfaction level on value dimensions-scale, while less; if the perceived value is measured on a scale that consists of 15-20 elements, there are no similarities between them, due to the relative difference in the perceived value between each customer according to his characteristics such as; life style, age, gender, income level & etc.( figure.1). On the other hand; based on an actual study that measuring the customer perceived value in the Egyptian furniture market- 2018, end-user market, (AMI research agency, 2018), the analysis of data reveals that; the perceived customer value differs from customer to another. The following graphic forms show the assumed case & the representation of the selected random sample of 12 customer's data (measured perceived value) in Egyptian furniture market, end user, 2018 (figure.2).

## PROBLEMATIZATION AND THE FOUNDATIONS OF BUILDING A NEW THEORY OF MARKETING

The previous observation of Marketing phenomenon (measurement of the perceived value in furniture market & assumed case) reveals about a critical conclusion and concept is; the relativity perceived customer value proposition, whatever the level or scope of measurement and analysis. this open the door for several fundamental observations and questions; 1)Why did this difference and gap happen between the presented value proposition by business firm and its customer sectors, sub-groups and at the one customer-level?, 2)The previous measurement and analysis conducted according to cross-sectional design, to what extent and How the perceived value will differ from total to one customer, in case this measurement conducted based on longitudinal research design?, 3) The previous analysis had done according to satisfaction levels, What if the analysis was done according to geographical area, or characteristics?, 4)To what extent the current statistical techniques, which are based on the logic of probability theory, and event occurrence probability, are fit with the concept and logic of relativity, which is seeking to determine the location of the event, not the probability?, 5)To what extent the reliance on the current statistical methods will continue, especially regarding to the quality of the measurement phase, by using Cornbach alpha for reliability test, and validity by using the factor analysis?, 6)Why do we look forward to generalizing theories ..,the cursed paradise?.. By this token; the previous marketing phenomena observation, and questions, moreover; the review and verification of marketing scholars‟ contributions epistemological perspective; this open the need of building and developing a new general marketing theory has ability and adaptation to exceed the boundaries of “product, technology, time, place, context and customer”, acquires its being and existence from philosophy of science and marketing experience. Consequently; the new marketing theory should its foundations characterized by; 1)stand on an ontological base; satisfaction by perceived individually- based value, not based on total customer market, 2) should reflect the nature and essence of marketing phenomenon, which characterized by complexity, uncertainty, and chaos, 3)Reflects the subjectivity and objectivity nature of marketing phenomenon in measurement phase at the same time not in sequence, 4) from the epistemological perspective, it should exceed the preceded assumption of linear relationships to non-linearity marketing phenomenon, combines between induction & deduction (rationalism & empiricism), in addition to revisit the using of and formulation of “hypotheses“ in research as the main pillars in building marketing models & theories, 5) Methodology of research should take into consideration the previous ontological & epistemological postulates through research phases; (problem/opportunity identification, execution phase, and findings & recommendations).

These philosophical foundations leads to a logical postulates, that present a new perspective of marketing phenomena-understanding, marketing strategies development and conducting marketing research; 1) from mass market to relativity perceived customer value, based on individualism, 2) from total market context to specific and relative context, 3) from total timeline to current customer time, 4) from general to domain competition- Analysis, 5) from general to relative brand equity based on high personalization, 6) from group- based segmentation to one customer segmentation.

## A PROPOSED CONCEPTUAL MODEL; RELATIVITY MARKETING-DIMENSIONS

Grounded on the previous observation of the marketing phenomenon (secondary data analysis), and the foundation of building a new theory of marketing, in addition to the concept of Einstein -relativity theory & its relative dimensions; (time, space, mass, & field relativity); There is no absolute concept or meaning, the truth is different and relative to the recipient, according to his relative perception, and therefore there is no real world, but rather an "idiomatic world." (Einstein,1916; Einstein&Lawson,1996), so the only thing that is constant is change (Heraclitus), everything flows and nothing stays, consequently; *"the only absolute is a relativity perceived customer value proposition"*. By this token; the relativity customer‟s satisfaction depends on the relativity of perceived value proposition, which determined according to the following formulation:

**The Relativity Perceived Customer Value =**

***f;* (Customer dynamics, Space-time , Context)**

**The Relativity Perceived Customer Value =**

***f;* (Customer dynamics, Space-time , Context)**

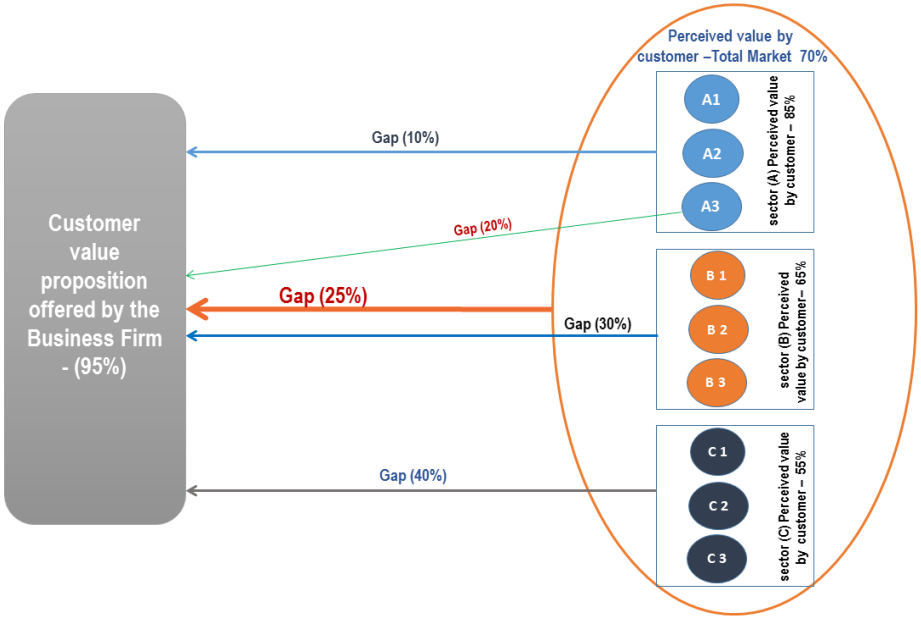
1. **"Customer dynamics"**; refers to the customer characteristics- interaction inside the customer, that reshapes his mind-set, relativity value concept towards specific product or services. The customer dynamics are the interaction of customer characteristics- such as; continuously changed values, beliefs, life-style, purchasing power, education, age, gender&... etc. 2) "**Relativity Space & Life-time"**: Relativity perceived value on timeline & sectional scale, from geographic area to another, moreover relativity convenience. 3)**"Relativity context":** based on relativity dealing climate, competition noise, and its effect on customer loyalty & WOM-relativity. These relative dimensions leads to a research propositions; R(1); "the relativity perceived customer value" depends on "relativity customer value– concept", which is determined by "customer dynamics-interactions". R(2); the relativity perceived customer value is determined by the "relativity space & life-time". R(3); the relativity perceived customer value is determined by "relativity context". R(4); the relativity perceived customer value is determined by interrelated relativity dimensions; "customer dynamics, space-time, context".

## CONTRIBUTION AND FURTHER RESEARCH

This paper opens the way to a re-investigation of the philosophical postulates and ideological pathways that govern marketing theory and its contributions, with the aim to reflect the scientific marketing truth. We do not mean by this to trace the history of the development of marketing thought, but rather, a review of the logic of its existence and being. It is an attempt to re-explore and depart from the axioms that ruled marketing thought. Marketing theory emerged from being a scientific theory that can be true or false, to be an "ideology" defended by its supporters. From this point; this research set the foundation for developing a new general marketing theory based on the relativity concept, has the ability and adaptation to exceed the boundaries of "product, technology, time, place, context and customer", acquires its being and existence from philosophy of science and marketing experience. Moreover; works to improve our understanding of marketing phenomenon in reality, how it does work!.

*"As far as the laws of mathematics refer to reality, they are not certain; and as far as they are certain, they do not refer to reality",(Albert Einstein,1879 - 1955).*

*"The characteristic of scientific progress is our knowing that we did not know". (Gaston Bachelard,1884 – 1962)*




Satisfaction differences based on a relative perceived customer value between sectors & sub groups of customers as result of relative context & characteristics such as; competition, life style, age, gender, income level & etc.

**Figure.1: Perceived customer value – gap at customers & business firm levels**

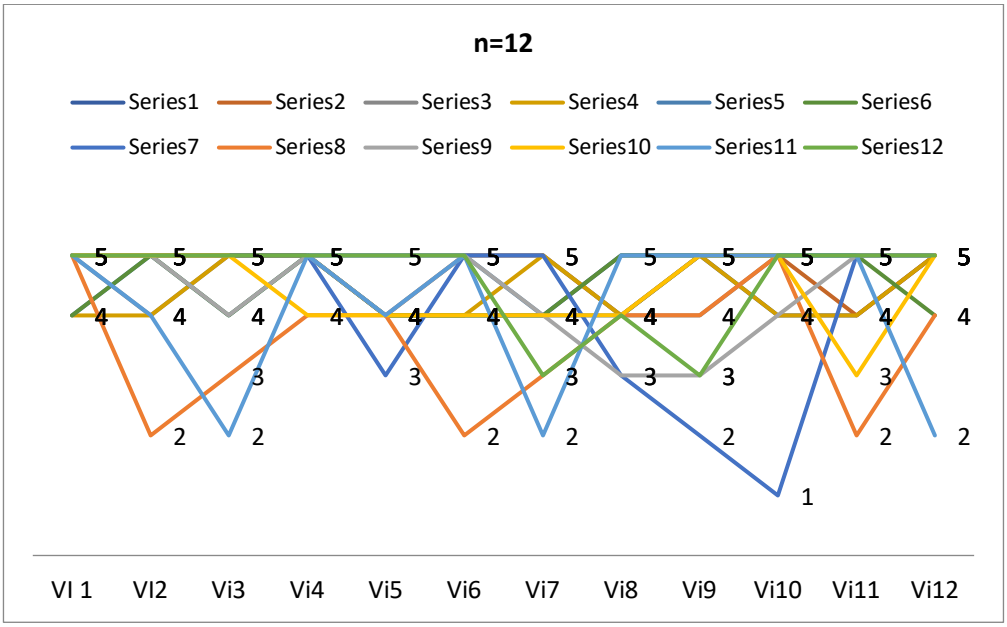
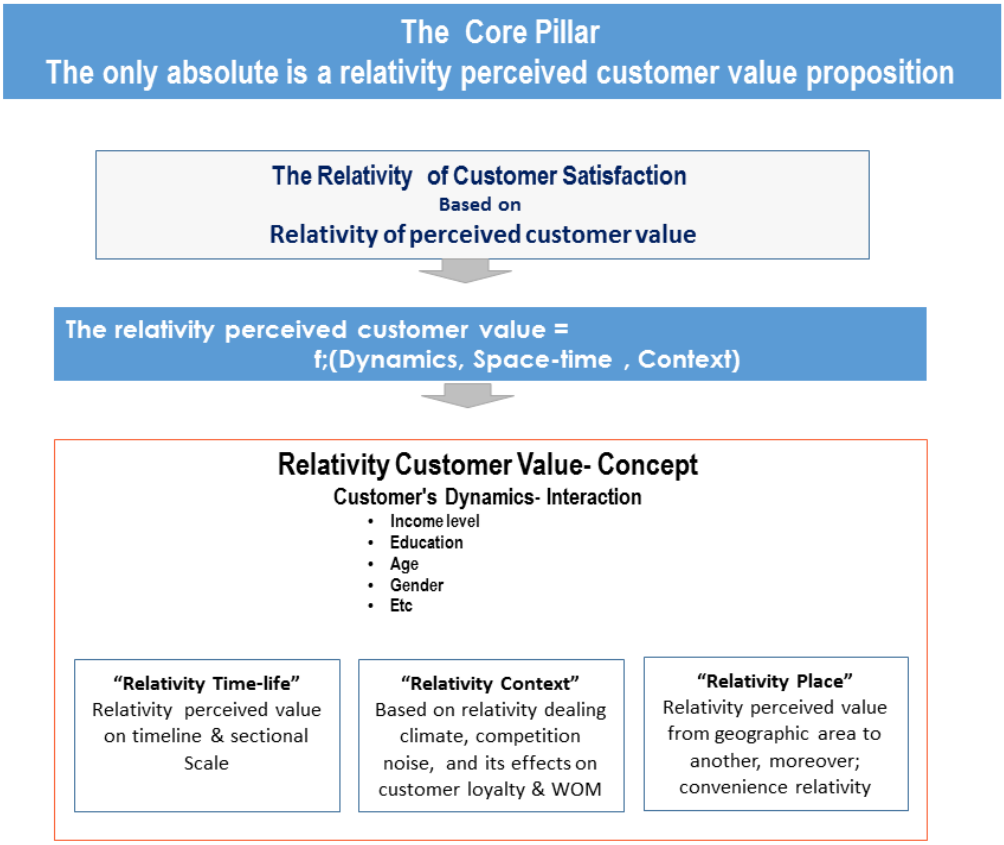



**Figure.2: Relative perceived customer value, in Egyptian furniture market- end user Measuring Perceived customer value, in Egyptian furniture market, end user, 2018- AMI Research Agency**
**n=12**




Model of relativity marketing-Dimensions

**Figure.3: Model of relativity marketing-Dimensions**

## References

Addis, M., & Podesta, S. (2005). Long life to marketing research: a postmodern view. European Journal of Marketing, 39(3/4), 386-412.

Ali,N.(2012). An exploratory study into the implementation of internal marketing in small insurance brokers in the United Kingdom. Journal of Financial Services Marketing, 17(3), 242-254.

Bhaskaran, S. and Sukumaran, N. (2007), "Contextual and methodological issues in COO studies", Marketing Intelligence & Planning, Vol. 25 No. 1, pp. 66-81.

David, H. (2018). *Enquiry Concerning Human Understanding*. Charles River Editors.

Davis, D. F., Golicic, S. L., Boerstler, C. N., Choi, S., & Oh, H. (2013). Does marketing research suffer from methods myopia?. *Journal of Business Research*, *66*(9), 1245-1250.

Dhar, T., & Weinberg, C. B. (2016). Measurement of interactions in non-linear marketing models: The effect of critics‟ ratings and consumer sentiment on movie demand. International Journal of Research in Marketing, 33(2), 392–408.

Didia, J. U. D., & Adiele, K. C. (2017). The Growth and Development of Marketing Theory, in Search of Roots: Economics and Psychological Perspectives. *International Journal of Marketing and Communication Studies*, *2*(1), 39-45.

Dost, F. (2015). A non-linear causal network of marketing channel system structure. Journal of Retailing and Consumer Services, 23, 49–57.

Einstein, A., & Lawson, R. W. (1996). Relativity: the special and the general theory, a popular exposition/by Albert Einstein; authorised translation by Robert W. Lawson.

Eisend, M. (2015). Have we progressed marketing knowledge? A meta-meta-analysis of effect sizes in marketing research. Journal of Marketing, 79(3), 23-40.

Foltean, F. S. (2019). Bridging marketing theory-practice gap to enhance firm performance: Introduction to the special issue. Journal of Business Research.

Herciu M., Ogrean C. (2017) Integrating Holistic Marketing into the Stakeholder Management Approach. In: Ellermann H., Kreutter P., Messner W. (eds) The Palgrave Handbook of Managing Continuous Business Transformation. Palgrave Macmillan, London

Jha, M. (2012). Holistic Rural Marketing. International Journal of Rural Management, 8(1–2), 121–132

Kohtamäki, M., Heimonen, J., & Parida, V. (2019). The nonlinear relationship between entrepreneurial orientation and sales growth: The moderating effects of slack resources and absorptive capacity. Journal of Business Research, 100, 100-110.

Kortam, W.(2017). Nonlinear Marketing: A Universal Philosophy of Marketing Thinking and Doing. Proceedings of The British Academy of Marketing Conference, University of Hull, UK.

Kumar, V. (2017). Integrating theory and practice in marketing. Journal of Marketing,81(2), 1–7.

Lee, T., & Jun, J. (2007). Contextual perceived value? Business Process Management Journal, 13(6), 798–814.

Luo X. (2015) Contextual Marketing: The New Business Model for Electronic Commerce. In: Spotts H. (eds) Creating and Delivering Value in Marketing. Developments in Marketing Science: Proceedings of the Academy of Marketing Science. Springer, Cham

Luo, X. (2003). The performance implications of contextual marketing for electronic commerce. Journal of Database Marketing & Customer Strategy Management, 10, 231-239.

Mahajan, P., & Suresh, G. (2017). Appealing diversified enrollments: A Holistic Marketing and Promotion Mix for Technical Education. IJMH-International Journal of Management and Humanities, 4(2017), 6-15.

May, Robert M., Levin, Simon A., Sugihara, George, 2008. Complex systems: ecology for bankers. Nature 451 (7181), 893–895.

Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives. Journal of marketing theory and practice, 10(4), 1-19.

Morrish, S., Deacon, J. and Harris, J. (2011), "Contextual marketing: A conceptualisation of the meaning and operation of a language for marketing in context", Journal of Research in Marketing and Entrepreneurship, Vol. 13 No. 2, pp. 146-160.

Nigam, A. (2011). Holistic marketing of software products: the new paradigm. Journal of Commerce and Trade, 6(1), 42-48.

Patwardhan, A.M. (2014). "A Partial Theory of Holistic Firm level Marketing Capability". Journal of Management and Marketing Research, 16,1-46,.

Ping, Y. (2019). Contextual Marketing in the Mobile Internet Environment: A Literature Review and Prospects. Foreign Economics & Management, 41(05), 3-16.

Popper, K. (2005). The logic of scientific discovery. Routledge.

Purcarea, T.V. & Ratiu, M.P. (2011). " How to Keep Loyal Relationships with Service Customers Using Holistic Marketing". Holistic Marketing Management Journal, 1(1), 39-45.

Reibstein, D. J., Day, G., & Wind, J. (2009). Guest editorial: is marketing academia losing its way?. Journal of Marketing, 73(4), 1-3.

Shen, X.-L., Li, Y.-J., Sun, Y., & Zhou, Y. (2018). Person-environment fit, commitment, and customer contribution in online brand community: A nonlinear model. Journal of Business Research, 85, 117–126.

Tushi, T.E., (2014). "Holistic Service Marketing Strategies and Corporate Objectives of Firms". Global Journal of Management and Business Research, 14( 1),7-27

Virginia Lazar, 2011. "Marketing Management – Marketing Orientation And Holistic Schools Marketing," International Conference Modern Approaches in Organisational Management and Economy, Faculty of Management, Academy of Economic Studies, Bucharest, Romania, vol. 5(1), pages 247-251, November.

Wind, Y. (2008). A plan to invent the marketing we need today. MIT Sloan Management Review, 49(4), 21–28.

Yadav, M. S. (2010). The decline of conceptual articles and implications for knowledge development. *Journal of Marketing*, *74*(1), 1-19.

Zeithaml, V. A., Jaworski, B. J., Kohli, A. K., Tuli, K. R., Ulaga, W., & Zaltman, G. (2020). A theories-in-use approach to building marketing theory. *Journal of Marketing*, *84*(1), 32-51.