Reimagining marketing strategy: driving the debate on grand challenges

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A little less conversation…

A little more action, please. There is no record of Elvis Presley's views on responsible marketing, but his 1968 song, "A Little Less Conversation," could have been written as a reflection on the global marketing community's current progress in transforming our field. At the United Nations (UN) General Assembly in 2015, the leaders of 193 nations adopted an ambitious set of 17 global Sustainable Development Goals (SDGs) combatting poverty, inequality, and discrimination. Since then, it has been an imperative for organizations to reimagine their marketing strategy with an eye towards global impact. This is not only a matter of international policy; important shifts in stakeholder views on responsible marketing are also starting to emerge. For example, supply chain partners and end-customers across many industries are increasingly interested in end-of-life cycle initiatives, product-emission rates, product provenance, and transparency of production. These stakeholders are steadily demanding more environmentally-friendly packaging and lower carbon footprints. Further, stakeholders expect human dignity to be respected along this process. Consequently, long-term supply chain strategies are being redefined to acknowledge climate change and human rights issues in strategy formulation and execution.

In turn, marketing scholars have increasingly become concerned with responsible marketing, and although these issues have not always been the focus of our scholarship, it is evident from current work that they are now. There is a growing, rich conversation involving notions of responsibility within marketing in the current scholarship base. The past decade has witnessed an expansion of concepts and empirical evidence regarding the challenges of environmental sustainability, social responsibility, (mental) health and social care, wealth disparities and poverty, nationalism and its impact on global trade, identity loss, and a wide array of unintended consequences of digitization (Hensen et al., 2016). As an academic marketing community we are well-placed to lead on relevant change across the social, economic, environmental, and political landscapes; doing so will provide further opportunities for novel contributions to marketing strategy knowledge. Moreover, there is a wider call for societal and political action through purposeful engagement with the world's grand challenges, thereby inspiring scholars and industry to work together as partners to reimagine the very definition of effective marketing strategy.

Key to successfully transforming marketing strategy is the creation of forward-looking intellectual frameworks, which can serve as springboards for future research that can inform creative and critical scholarship and practice. At this point, marketing scholars are primed to develop sustainable solutions by aligning the interests of principal stakeholders, not just shareholders, and by balancing longer-term and shorter-term benefits. The conversation about reimagining marketing strategy started with a fundamental and paradigmatic shift away from the discipline's earlier focus on agency and transaction costs. A fruitful lens through which to continue this conversation is the emerging theorizing on stewardship (c.f., Mick et al., 2012), which can simultaneously be aligned with sustaining contributions to (or even reimagining) the bottom-line. Furthermore, and in the spirit of stewardship thinking, we recognize that the strength of extant marketing scholarship lies in its knowledge exchange and co-creation with stakeholders. This collaborative approach during the various stages of research design and execution can, and does, bring about meaningful change. It also involves

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consideration of the interplay between customers/consumers, firms, governmental policies, and society.

We begin by introducing the notion of stewardship as a basis for identifying three complementary principles to guide the continued transformation of marketing strategy (i.e., becoming responsible, respectful, and resilient), which we discuss and integrate with the 17 UN SDGs (https://sdgs.un.org/goals). Importantly, we argue that the application of these principles to the grand challenges faced by society today will be an effective way to frame marketing investigations and achieve substantive contributions that meet these challenges. Subsequently, we take stock of the current marketing scholarship through the lens of these three principles by applying them directly to the results of a bibliometric analysis of the marketing literature. We conclude by reflecting on the opportunities for academic practice in marketing with respect to meeting the grand challenges that the world faces.

Responsible, resilient, and respectful principles

Central to stewardship theory is recognizing the importance of balancing personal goals with goals of a larger entity (Hernandez, 2008). We feel that stewardship provides a robust basis for reimagining marketing strategy for three reasons. First, if individuals are to assume responsibility to support the greater good, they do so based on the development of an ideological and relational commitment. There is an opportunity for marketing scholars to both identify business practices that can promote collective solutions that benefit both society and the firm, and also quantify benefits to firms and customers of taking a broader collective focus in business practices. This may encourage managers and decision-makers to strive for equilibrium between personal and collective interests. For example, how a store manager values collective welfare (e.g., environmental responsibility) can inspire sales associates to engage in selling green products while managing their sales targets, or can shape how novel product attributes, such as recyclability, biodegradability, and ethical sourcing, can best be promoted. Second, the notion of stewardship implies that people may not fully realize the longer-term consequences of near-term actions. Marketing research on self-control and self-regulation can offer insights into the trade-offs between near-term actions and longer-term consequences of such decisions. This underlines marketing's unique capacity to conceive solutions that are both resilient and sustainable to collective interests across time; this could involve intergenerational product positioning, and potentially influence environmentally-friendly behaviors across different stakeholders. Third, stewardship affords an equitable distribution of rewards, which indicates

the integrity and respect of a shared value approach to contributors to economic and social activity. Marketing's deep understanding of value can inform facilitation of shared value(s) between stakeholders in multiple domains. This is, perhaps, particularly the case in complex services, which are often characterized by complex power, knowledge, and experiential asymmetries (Keeling et al., 2021). Based on this foundation from the stewardship literature, we identify three principles to guide the transformation of marketing strategy in becoming increasingly *responsible*, *resilient,* and *respectful*.

The *Responsible* principle requires giving voice to all marketing stakeholders for a shared vision of what constitutes a well-balanced and sustainable offering. This principle can be advanced by being approached in a manner that is mutually beneficial to other long-term organizational goals, especially when these offerings challenge conventional thinking or center on short-term benefits. For example, marketing scholars can collaborate with organizations to understand how service firms can adapt to support refugees, and how novel approaches can also strengthen relationships with existing customers. This approach requires extending the focus of scholarly marketing research to include themes that are traditionally not considered to be 'marketing', as well as articulating social benefits alongside economic ones. For example, marketing scholarship can make a substantive contribution to public health policy by addressing such issues as how to combat stigmatization in mental health campaigns and how to heighten engagement in health communities among stigmatized patients. Conversely, it also involves taking a fresh look at traditional topics of academic inquiry and revisiting them with a responsibility perspective, in which balancing the needs of individuals and societal concerns are in fact key priorities of the organization. For example, the Responsible Research in Business and Management network encourages research that aligns with this principle (www.rrbm.network). Thus, marketing scholarship can help to advance UN SDGs, such as promoting good health and wellbeing (SDG 3), and responsible consumption and production (SDG 12).

The *Resilient* principle is based on continuous improvement through self and group reflections. Here, the focus is on ensuring and enculturating operational effectiveness and sustainability. This is achieved through establishing world class infrastructure and supply chains, and appropriately harnessing innovation and entrepreneurship. The Covid-19 crisis has exposed the vulnerability of international supply chains, as well as cash and information flows; firms need to develop resilience strategies to deal with this moving forward. Firms are currently revisiting their (ethical) sourcing and procuring (e.g., support of local suppliers), and manufacturing and contactless delivering systems (e.g., Amazon's last mile concept) to fulfil the changing needs of channel

partners and end-consumers. Furthermore, the pandemic-driven surge in peer-to-peer home delivery services (e.g., Instacart, UberEats) has introduced novel dilemmas for firms in terms of product safety, brand management and uniformity, and developing a sustainable workforce. Resilience could also be viewed in terms of marketing's contribution to alleviating poverty and addressing potential issues associated with climate change, natural resource sustainability, and social instability.

The *Respectful* principle focuses on enabling different levels of aspiration within a fair society. Equality, diversity, and social inclusion underpin this principle to ensure that vulnerable, disadvantaged, and previously marginalized communities are empowered to make their own meaningful contributions in marketplaces. Mars (a manufacturer of confectionery, pet food, and other food products) revised its advertising code based on the principle of respect, pledging to facilitate casting that '*reflects the true diversity of the consumer base that we sell to, as determined by gender, race, sexuality, age, ability, class' and to portray people as 'empowered actors and full personalities, rather than using stereotypes*' (Whiteside, 2021). There is a plethora of research themes stemming from the respectful principle, such as implicit gender bias in conversational AI-agents, and rebranding and advertising in times of increased social-political movements (e.g., MeToo, Black Lives Matter). Conversely, uncovering research themes from cases like The Wine Noire, an African American women-owned wine collective organized around an equitable and sustainable supply chain and logistic services for female winemakers and winemakers of color, might inform an agenda of research action.

Mapping the conversation

To further the discussion of the Responsible, Resilient, and Respectful principles, we illustrate current scholarly conversations using a bibliometric approach. This approach organizes the literature by identifying important contributors, contributions, and knowledge structures (Zupic & Čater, 2015). Informed by past *JAMS* editorials, four authors debated and selected keywords relevant to the three principles.[1] We used

this curated set of keywords to identify and select articles published in the six leading marketing journals listed in the FT 50 journal ranking.[2] An initial search and article extraction performed on Scopus (www.scopus.com) resulted in a sample of 536 articles. We examined each article's title, keywords, and abstract to determine its relevance to the three principles and retained a final sample of 254 articles.

Annual scientific production (in terms of publications) in our sample has increased substantially over the period considered (1973 to May 2021), exhibiting a compound annual growth of 6.12%. The first production peak is in 1997 with nine articles that broadly examine pro-environmental and pro-social marketing strategies, as well as the impact of these strategies on consumers' perceptions of firms. The annual scholarly outputs have grown steadily every year since 2011, as evidenced by the 18 articles already published by May 2021. Among the six leading marketing journals we selected, the *Journal of the Academy of Marketing Science* dominates this literature domain (86 articles), followed by the *Journal of Marketing* (57 articles) and the *Journal of Consumer Psychology* (51 articles). We assessed authors' influence by examining the total number of articles published and citations accumulated by each author. Julie Irwin (McCombs School, University of Texas) is the most prolific author in our sample with a total of seven articles, whereas CB Bhattacharya (Katz Graduate School of Business, University of Pittsburg) leads the citations ranking with 5012 total citations across five publications.

To identify the intellectual structure of this literature domain, we constructed a bibliometric network with VOS Viewer using bibliographic coupling (Fig. 1[3]). Bibliographic coupling examines similarities between articles in a collection by considering the number of cited references that the articles share (Zupic & Čater, 2015). This analysis revealed seven clusters of articles representing distinctive lines of inquiry. We named these clusters to reflect the substantive focus of the scholarly contributions included therein, and then grouped them according to the principles (Table 1).

The conceptual building blocks of the Responsible principle are reflected in Clusters A, B, and C. Articles in the largest cluster (A – Green consumption) examine factors leading to consumer preferences for environmentally-friendly and ethically sourced products, as well as associated persuasion strategies. Taking a broader perspective, contributions in the

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[1] Our selection of keywords included: *societal, corporate social responsibility, social responsibility, CSR, sustainability, sustainable, ethics, ethical, cause-related, environmental, stewardship, vulnerable, disenfranchise, equality, diversity, inclusivity, morality, empowerment*. This set of keywords allowed us to extract a comprehensive literature sample that delineates the core themes in marketing strategy relevant to the three principles. We acknowledge that this set of keywords is not comprehensively conclusive. Within the context of this editorial, our analysis is intended as a conversation and action starter.

[2] Journals included: *Journal of Consumer Psychology, Journal of Consumer Research, Journal of Marketing, Journal of Marketing Research, Journal of the Academy of Marketing Science, Marketing Science.*

[3] To reduce visual complexity and aid interpretation, we set the minimum number of article citations to five and excluded articles without links in the collection. This resulted in a total of 196 articles that were visualized in the figure by normalized number of citations.
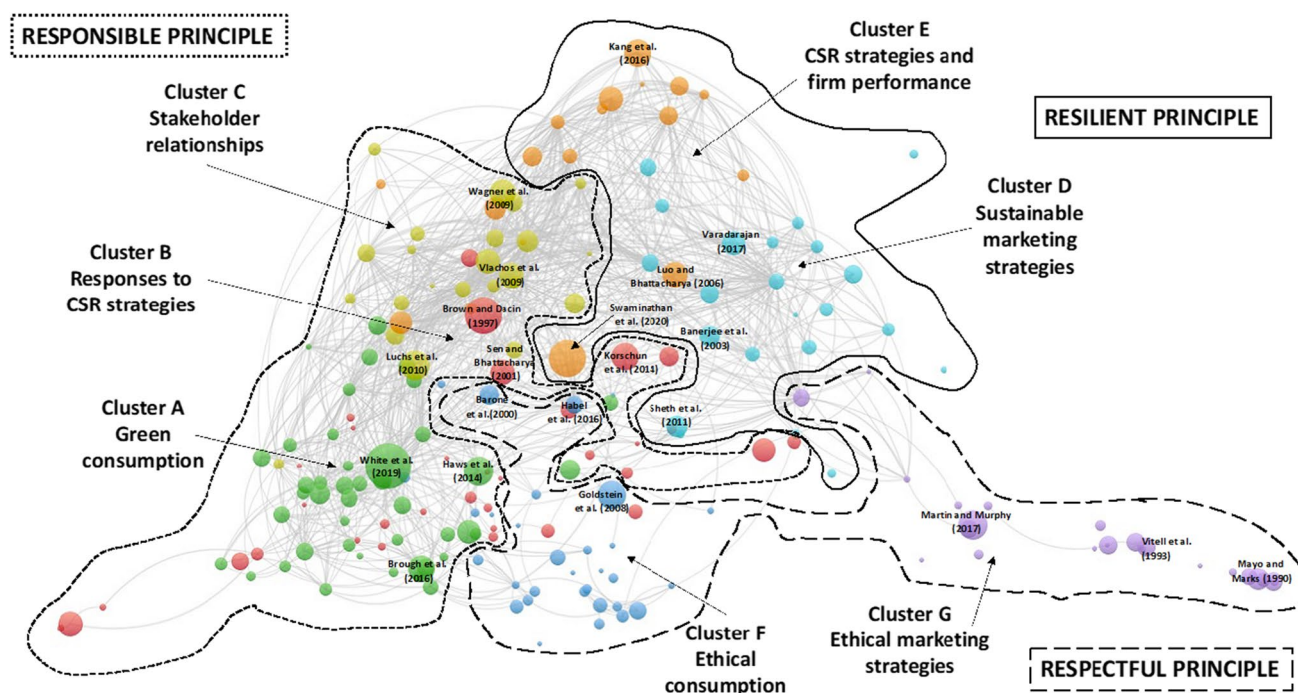
Fig. 1 Bibliometric visualization of the literature according to the Responsible, Resilient, and Respectful principles

second largest cluster (B – Responses to Corporate Social Responsibility (CSR) strategies) examine how consumers' react to firms' CSR associations. The articles within these clusters are closely connected with the research in Cluster C (Stakeholder relationships) that explores how CSR contributes to corporate reputation among external firm's stakeholders. In short, despite the extensive conversations regarding corporate responsibility issues, further research needs to focus on how marketing approaches the CSR agenda to encourage even more sustainable behaviors that appeal to a wider range of stakeholders.

The Resilience principle is well represented by Clusters D and E. Cluster D's (Sustainable marketing strategies) research revolves around green approaches that inoculate marketing from environmental challenges, including enviropreneurialism, corporate environmentalism, and organizational capabilities for resilience. Articles in Cluster E (CSR strategies and firm performance) examine strategic outcomes of CSR investments, including firm market value, firm idiosyncratic risk, and customers' product and brand evaluations. In sum, the Resilience principle incorporates seminal conceptualizations of sustainability and CSR marketing strategies as drivers of firms' competitive advantage. However, recent external challenges (e.g., the COVID pandemic) call for a re-examination of these ideas to re-imagine marketing capabilities that will increase the resilience of firms.

The Respectful principle is represented by Clusters F and G. Cluster F's (Ethical consumption) research concentrates

on ethical consumer choices in the context of environmental sustainability, cause-related initiatives, stakeholder collaborations, and other ethical initiatives. Articles in Cluster G (Ethical marketing strategies) includes contributions elucidating the relationship between marketing strategy and CSR initiatives to achieve organizational effectiveness and ethical managerial decision making. As depicted in Fig. 1, research on the Respectful principle is somewhat more dispersed and often disparate from other conversations. However, research inspired by the Respectful principle has the potential for many substantive future contributions that will shape how organizations interact with diverse, vulnerable, and underrepresented stakeholder groups.

A little more impact please …

Current societal expectations set within the broader context of the UN SDGs, recognition of the individual value of research endeavors (San Francisco Declaration on Research Assessment, DORA, https://sfdora.org/), and the move towards wide-scale Open Access of research, mean that the position, nature, and value of academic research in society is being reexamined. This is also the case for business research. For instance, the Association to Advance Collegiate Schools of Business (AACSB, www.aacsb.edu/) has expanded its accreditation standards to include 'engagement and social impact', a change which is directly tied to the UN

Table 1 Responsible, Respectful, and Resilient principles literature clusters

Principles & Clusters	Cluster Focus	Most influential contributions[a]		Journal[b]
		Citation	Title	
RESPONSIBLE PRINCIPLE				
Cluster A *Green consumption* 44 articles	*Influences on consumer preferences for environmentally-friendly and ethically sourced products*	White et al. (2019)	How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework	*JM*
		Haws et al. (2014)	Seeing the world through green-tinted glasses: Green consumption values and responses to environmentally-friendly products	*JCP*
		Brough et al. (2016)	The green-feminine stereotype and its effect on sustainable consumption	*JCR*
Cluster B *Responses to CSR strategies* 34 articles	*Consumers' reactions to firms' CSR associations*	Brown and Dacin (1997)	The company and the product: Corporate associations and consumer product responses	*JM*
		Korschun et al. (2014)	Corporate social responsibility, customer orientation, and the job performance of frontline employees	*JM*
		Sen and Bhattacharya (2001)	Does doing good always lead to doing better? Consumer reactions to corporate social responsibility	*JMR*
Cluster C *Stakeholder relationships* 23 articles	*CSR contributions to corporate reputation among external stakeholders*	Luchs et al. (2010)	The sustainability liability: Potential negative effects of ethicality on product preference	*JM*
		Wagner et al. (2009)	Corporate hypocrisy: Overcoming the threat of inconsistent corporate social responsibility perceptions	*JM*
		Vlachos et al. (2009)	Corporate social responsibility: Attributions, loyalty, and the mediating role of trust	*JAMS*
RESILIENT PRINCIPLE				
Cluster D *Sustainable marketing strategies* 22 articles	*Green approaches that inoculate marketing from environmental challenges*	Varadarajan (2017)	Innovating for sustainability: A framework for sustainable innovations and a model of sustainable innovations orientation	*JAMS*
		Sheth et al. (2011)	Mindful consumption: A customer-centric approach to sustainability	*JAMS*
		Banerjee et al. (2003)	Corporate environmentalism: Antecedents and influence of industry type	*JM*
Cluster E *CSR strategies and firm performance* 19 articles	*Strategic outcomes of CSR investments*	Swaminathan et al. (2020)	Branding in a hyperconnected world: Refocusing theories and rethinking boundaries	*JM*
		Kang et al. (2016)	Washing away your sins? Corporate social responsibility, corporate social irresponsibility, and firm performance	*JM*
		Luo and Bhattacharya (2006)	Corporate social responsibility, customer satisfaction, and market value	*JM*
RESPECTFUL PRINCIPLE				
Cluster F *Ethical consumption* 31 articles	*Ethical consumer choices in the context of ethical initiatives*	Goldstein et al. (2008)	A room with a viewpoint: Using social norms to motivate environmental conservation in hotels	*JCR*
		Barone et al. (2000)	The influence of cause-related marketing on consumer choice: Does one good turn deserve another?	*JAMS*
		Habel et al. (2016)	Warm glow or extra charge? The ambivalent effect of corporate social responsibility activities on customers' perceived price fairness	*JM*

Table 1 (continued)

Principles & Clusters	Most influential contributions[a]		Journal[b]
	Citation	Title	
Cluster G *Ethical marketing strategies* 23 articles *Linking marketing strategy and CSR initiatives to organizational effectiveness and ethical decision making*	Martin and Murphy (2017)	The role of data privacy in marketing	JAMS
	Mayo and Marks (1990)	An empirical investigation of a general theory of marketing ethics	JAMS
	Vitell et al. (1993)	Marketing norms: The influence of personal moral philosophies and organizational ethical culture	JAMS

Notes: [a]The table includes the top three articles in each cluster by normalized number of citations. The normalization takes into consideration that more recent articles had less time to accumulate citations. The formula is as follows: $Normalized-citations-for-an-article = \frac{Ave.-citations-for-all-articles-published-in-the-same-year-incl.-in-sample}{Total-citations-of-an-article}$

[b]Key: JM = Journal of Marketing; JCP = Journal of Consumer Psychology; JCR = Journal of Consumer Research; JMR = Journal of Marketing Research; JAMS = Journal of the Academy of Marketing Science

SDGs. In parallel, the traditional academic role is changing within Higher Education, as distinct career pathways develop that recognize differing, yet complementary, expertise in research, education, and enterprise. Together, these drivers offer opportunities for further innovation in the field of marketing, integral to which is a change in how marketing scholars and practitioners understand, discuss, and measure research 'impact' and how changes in our academic environment offer further channels for development.

With respect to research impact, marketing, as an applied discipline, has consistently examined the 'fitness' of research as defined by its relevance and robustness in today's dynamic environment. The Responsible, Resilient, and Respectful principles that we outline can provide a guide toward articulating impactful contributions to knowledge and practice. As a discipline, marketing is well-placed to develop the opportunities within each of these principles with respect to marketing strategy. We offer Table 2, which identifies example research questions that connect each of the stewardship principles to the UN SDGs, as an initial template in framing research impact for marketing strategy moving forward.

With respect to the changing academic environment, like many other disciplines, the marketing discipline's application of impact metrics is in flux and will continue to change in the coming years. The current assessment of output impact based on output levels (typically published journal articles) and using mainly numerical indicators is being challenged (e.g., through institutions committing to the San Francisco Declaration on Research Assessment). Instead, applying the Responsible principle, there is now a demand for broader (e.g., AltMetrics) and more qualitative evaluations of research impact. This demand will drive change in the types of output that articulate how marketing scholars undertake research that generates value for multiple stakeholders. In developing a cohesive narrative of the impact value of scholarly marketing research, there is an opportunity to broaden the definition of impact to include impactful *outcomes*, in addition to impactful *outputs*. For example, impactful outcomes due to changes in the marketing strategies that promote electric vehicle adoption will bring a corresponding positive change in the quality of life of consumers by improving air quality. Or consider the example of altering marketing strategies to combat youth obesity by restricting when and where sugary drinks and other junk food can be advertised. At the same time, marketing scholars can also examine the thresholds and timeframes for reasonable expectations about the impact that marketing strategy can achieve.

Furthermore, researchers often navigate the tension between generating research that addresses the need for academic relevance and robustness alongside the need for societal relevance and robustness. Academic relevance (in how

Table 2 Examples of future marketing research questions at the intersection of stewardship principles and United Nations Sustainable Development Goals (UN SDGs)

Principle Guided Questions	Corresponding UN SDG
Responsible Principle	
• How can industries enhance the transparency of their production and marketing processes to provide tangible evidence of their sustainability or CSR commitments? In the wake of corporate scandals and malpractices, how can genuine CSR strategies be crafted to rebuild or repair brand reputations and have measurable impact on affected stakeholders?	Responsible consumption and production (12)
• How can industries that are directly linked to quality of life (e.g., financial services, healthcare) be improved in terms of broader access to services, enhanced service quality, and delivery that preserves consumer dignity?	Good health and wellbeing (3) Reduced inequalities (10)
• What are the crucial changes organizations need to make to their business practices to have substantial and sustained impact on environmental protection? How can such change be effectively measured and communicated to consumers and other stakeholders?	Industry, innovation, and infrastructure (9) Climate action (13) Life below water (14) Life on land (15)
Resilient Principle	
• How can systematic bias be removed from technological applications in the marketplace? What biases exist in customer-facing technology that could reduce customer satisfaction and wellbeing? What benefits accrue to the firm for the elimination of bias?	Sustainable cities and communities (11) Responsible production and consumption (12) Peace, justice, and strong institutions (16)
• How does a focus on collective welfare impact firm performance and related marketing metrics (e.g., relationship quality, brand equity, customer loyalty)? How can this be measured? What is the effect of key moderating factors (e.g., industry, product type, product lifecycle, customer journey stage)?	Decent work and economic growth (8) Responsible consumption and production (12)
• As markets adapt to changing customer demands (e.g., peer-to-peer home delivery services), and customers and employees have more direct interaction outside of the workplace, how will customers perceive the firm's relationship with their employees? What role and responsibility does the organization have in ensuring a livable wage for workers, and what are the tensions that impact the firm's bottom line?	No poverty (1) Decent work and economic growth (8)
Respectful Principle	
• How can firms better reflect the diversity of their employees and customers in a manner that retains the dignity and distinctiveness of their community and culture (beyond generalizations and stereotypes)? How does this impact the brand and the bottom line of the organization?	Gender equality (5) Reduced inequalities (10)
• How can marketing strategy help inform other business disciplines about respectful treatment of stakeholders (e.g., privacy or customer surveillance, unconscious biases, belief systems)? How might this expand the relevance of marketing in organizations and in business schools?	Gender equality (5) Reduced inequalities (10) Peace, justice, and strong institutions (16)
• What considerations are key for organizations as they expand their customer base to be inclusive of new or overlooked consumer segments? How can marketers determine the distinct needs such segments possess to create a win–win of inclusivity with dignity and profitability for the organization? How can underserved communities be incorporated in the customer base, as well as the employee base?	Decent work and economic growth (8) Reduced inequalities (10) Sustainable cities and communities (11)

contributions and implications are framed) and robustness (in how methodological approaches are framed) are familiar building blocks in the literature. However, due to a broad scope, the marketing discipline has less clarity and consensus on *societal relevance* and *societal robustness*. Societal relevance directly asks: 'What societal challenge does this research contribute to?' Societal robustness demands not only value for money, but also, more fundamentally, research accessibility and usefulness. An impact framework that integrates outcomes valued by multiple stakeholders can help guide the marketing discipline's pursuit of high impact research with a societal focus. Such a framework can readily be devised in directly linking the reimagining of marketing strategy to the UN SDGs (such as in Table 2) to enable

researchers to articulate the value of their research in terms of mutual relevance, robustness and value.

The Resilient principle calls into question the longevity of what marketing research and practice offers, and how this contributes to sustainable solutions for society. The nature of published content undoubtedly needs to be more diversified to effectively meet the demands of differing audiences. Journal articles are an important means of mobilizing knowledge in academia and for other 'users' of research who are able to access such sources. However, journal articles are one part of a wider portfolio of content and services that could fulfil the different needs and purposes of society. Many universities and academics are already diversifying their research portfolios, both in terms of the content produced and services offered (e.g., professional development opportunities

directly extending from research), alongside the approaches to communication of outcomes (e.g., podcasts, open access toolkits). This trend will help develop sustainable solutions, especially with respect to the UN SDGs. For example, creating health communications in collaboration with the intended audiences can result in tools that are readily accepted by those audiences, in terms of language, format and content, to bring about the intended impact.

The existing tension is often a simple one: How might we best develop and share proven methods or tools to embed them in practice, and in such a way that this effort is also recognized as a valuable scholarly activity? Companies and communities want to work with academics, but the outcomes they value are not always easily aligned with the outputs valued by academia. This is by no means a new challenge, but the conversation about impact potentially changes the perspective of said challenge. One promising development, in our view, to meet this challenge is the current change in emergent specialist career pathways. These pathways will broaden the way in which academic work is conducted and delivered, thus, impacting traditional research portfolios (i.e., in terms of outputs and outcomes). That is, marketing academics specializing in education are updating pedagogical approaches for future academics and practitioners to aid marketing strategy in coping with global challenges. Those specializing in knowledge exchange are innovating how knowledge about developing marketing strategy is mobilized in multiple formats to reach wider and more diverse user groups. Finally, those specializing in relevant enterprise are driving practical changes in marketing strategy through the commercialization of academic research into valuable products to society. The emergence of these new pathways provides opportunities to not only better address the questions laid out in Table 2, but also presents exciting opportunities for academics to further develop new capabilities, for example, their entrepreneurial skills, that complement existing academic skillsets.

More fundamentally, the move towards embracing representatives of a broader society as both co-creators and drivers of the research process is completely changing the conversation between marketing and society. The Respectful principle assumes co-creation. A distinctive strength that marketing strategy scholars bring to the literature is their experience and expertise in working with stakeholders in the field (e.g., consumer groups, nonprofits, companies, governmental agencies). Thus, marketing strategy can leverage these insights to support the development of rigorous research focused on pursuing the grand challenges that are more directly linked to those who are most impacted. The concept here is that outputs and outcomes are not delivered to 'users', but rather co-created with stakeholders in society. There are multiple emerging co-creation processes across disciplines and

sectors. In healthcare, for example, the principle of respect is embedded within the process of co-production (e.g., https://www.nihr.ac.uk/documents/co-production-in-action-number-three/26382). Engaging non-academic partners as co-creators means being respectful of their lived experiences and how it shapes their active creator roles, as well as rebalancing power structures to allow multiple voices to be heard.

At the same time, it is important to respectfully acknowledge and accommodate individual or group heterogeneity in terms of motivation, knowledge and ability to co-create. New approaches (that are to be celebrated in our estimation) involve training non-academic co-creators in research methods. Conversely, in the future, non-academic co-creators can also train academics in this manner. As marketing scholars are aware, the integration of resources in the form of knowledge, skills, experience, enterprise, and networks creates connections and builds awareness between stakeholders to heighten impact. This connectivity is especially valuable where stakeholders have not had an opportunity to meet, discuss, and share ideas previously. Using the UN SDGs, it is possible to identify situations in which stakeholder groups have not had this opportunity, especially groups who are perceived as more vulnerable. An additional benefit of building co-creation opportunities with vulnerable groups is increased transparency and trust between the academic and wider communities. Conflicts can emerge during such collaboration, especially where there has been little previous interaction, but facilitating resolution of this conflict is impactful in its own right. Marketing, with its keen understanding of stakeholder perspectives, can empower groups of stakeholders to move away from normalized or entrenched expert knowledge and solutions. In doing so, groups of co-creation partners can truly deliver outcomes that are very much 'fit for purpose' (e.g., in relation to innovative solutions to address aspects of the UN SDGs). We see marketing as a discipline that is well-positioned to take the lead in developing and fostering diverse multi-disciplinary groups to bring about this shift.

Embracing the broader changes in academia, the outcome we seek here is a renewed call for the facilitation of better marketing strategy that will boldly address society's grand challenges, and contribute to tackling the UN SDGs through responsible, resilient, and respectful research collaborations with stakeholders.

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