

52 IDEAS

FOR PERSONAL FINANCE SUCCESS

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Resources in Education, 1975 Stakeholder Thinking in Marketing Michael Jay Polonsky, 2005

Stakeholder thinking is becoming a core part of marketing as well as other business-related disciplines. A search of the business source primer database found that prior to 1995 there are 58 articles using the term stakeholder in their title and 27 academic marketing related articles with stakeholder as a key term. The interest in stakeholder theory has however grown rapidly between January 2000 and November 2004 there were 228 articles using stakeholder theory in the title and 140 academic marketing related journal articles that examined stakeholder issues. In fact the American Marketing Association's AMA 2004 new definition of marketing expressly incorporates our responsibility to consider how marketing activities impact stakeholders. Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. Thus the AMA has recognised the core role of stakeholder thinking. While there is an increased interest in stakeholder thinking in marketing an examination of the literature would seem to suggest that there is no unified view of how stakeholder thinking can be or should be integrated into theory or practice. Many of the stakeholder works in marketing and in other disciplines still focus on the social and ethical impacts of stakeholders. This may have been where much of stakeholder thinking initially gained its prominence but it is a broader strategic tool that can benefit a range of areas and was in fact the focus of Freeman's 1984 original work in the area. This is not to suggest that the general strategic implications of stakeholder thinking are not being considered as an increasing number of works are looking at stakeholder implications in regards to exchange networks, relationship marketing and other issues related to strategy development. The papers in this special issue have considered a range of varying perspectives including corporate social responsibility, the impact of interacting with stakeholders, relationship issues and broader discussions of stakeholder theory as a strategic tool. These papers have taken a diverse range of perspectives including conceptual works, case studies, qualitative approaches and various empirical approaches to examining the issues of interest within various pieces. The scope of papers included in the special as well as those not included identifies the breadth of relevance stakeholder thinking has for the application of all aspects of marketing theory and practice. The question of how stakeholders and stakeholder theory can be considered in organisational activities and marketing theory is an issue that most certainly seems to warrant further consideration. The works in this special issue have advanced this debate and identified some directions that could be considered. Stakeholder thinking is however not necessarily a paradigm shift in marketing thinking although some might believe it is but rather it broadens existing concepts such as relationship marketing, network theory, organisational social responsibility and other areas. Hopefully the papers presented in this special issue will encourage others to consider the inclusion of stakeholders into broader areas of marketing. Any special issue editor has to thank a range of people for assistance with developing the special issue. I would like to thank Audrey

Gilmore and David Carson editors of EJM for allowing the special issue to be developed Their input through the process has been invaluable I would also like to thank the many authors of unsuccessful papers for submitting their work It was of course impossible to include all papers in the special issue but the breadth of coverage in regards to topics and geographic areas would seem to demonstrate the growing interest in stakeholder thinking within marketing Lastly it is imperative that I thank the reviewers without their assistance the special issue would not have been possible The following people reviewed papers for the special issue Anupam Jaju Gorge Mason University Bill Kilbourn Clemson University Bob Heiser New Mexico State University Catherine Elder eabode visi net Cathy L Hartman Utah State University David Waller University of Technology Sydney David Stewart Monash University Devashish Pujari McMaster University Dr Russell Casey Clayton State University Duane Windsor Rice University Edwin R Stafford Utah State University Felix Mavondo Monsah University Frank de Bakker University of Amsterdam Hamish Ratten University of Queensland J Tomas Gomez Arias St Mary s College of California Jeanne M Logsdon University of New Mexico John F Mahon University of Main John Stanton University of Western Sydney Kamal Ghose University of South Australia Kelly Strong Iowa State University Kirk Davidson Mount St Mary s University Kim E Schatzel University of Michigan Dearborn Les Carlson Clemson University Linda McGilvray Massey University Marie Louise Fry University of Newcastle Australia Mary McKinley ESCM School of Business and Management Michael Beverland Monsah University Michael Hyman New Mexico State University Mike McCardle Western Michigan University Mike Reid Monash University Nick Grigoriou Royal Melbourne Institute of Technology Peter Scholem Monash University Rita Ferreira University of Navarra Romana Garma Victoria University Australia Ruhi Yahan Victoria University Australia Rujirutana Mandhachitara Long Island University Sabrina Helm Heinrich Heine University Duesseldorf Scott Vitell The University of Mississippi Sema Sakarya Bogazici University Srikanth Beldona University of Delaware Stacey Hills Utah State University Taras Danko National Technical University Ulrich Orth Oregon State University and William E Martello St Edwards University Michael Jay Polonsky Guest Editor Previously published in European Journal of Marketing Volume 39 Number 9 10 2005

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