

## Marketing and sustainable development: What learning?

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**Summary:** This study aims more precisely, to make a fundamental distinction between the concepts of sustainable development and marketing (as we shall see, they belong to two distinct logical streams) and to know its consequences at the level of education and therefore of knowledge. To realize this study, the clinical approach and the inductive descriptive approach were used through a double questioning, that of the researcher and that of the field specialists. It may be essential to recall, firstly, how this distinction emerged in our minds, before specifying its deeper meaning, and therefore knowing its effects. Emergence, meaning and knowledge will then make the tree pillars of this study. We reached at last the important effects for marketers' education and on the usefulness of organizational learning and on the reality, that marketing development requires addressing practices significantly different from those commonly used.

**Keywords:** Sustainable development; Marketing; Organizational learning; Knowledge.

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### I-Introduction:

Sustainable development and marketing come from two different and distinct schools of thought. In the first case, the solution of the problem goes through the minimum vision of social responsibility, and in the second case by the exploration of stakeholder theory. This hostility is found in the problem of compatibility of the two terms and the choices of making decision.

It is not reasonable to return back, here, to definitional differences which are also important as much as they usually explain the difficulties in field division or, more often, the constructivism of the work, each one of them has its own version of the truth.

It is by no means a question of rewriting a history of the concepts and proving, for example, once again, the English origin of the word marketing and then its journey to the United States.

We will see the elements, which persuaded us to give the distinction between marketing and sustainable development a significant place. Three very different areas had been examined.

#### **I.1.The failure of marketing practices**

It was previously known, through the analysis of the literature, that one could easily guess the importance of the marketing function in our economic systems. The marketing function is the interface between the company and society as a whole (MOORMAN & T RUST, 1999). The role of marketing is therefore major in defining and directing present and future consumption. Today, and thanks to the use of the springs of desire, the feelings and emotions, marketing succeeds in making harmful products attractive or in conveying stereotypes (VEIL, 2011). However, this decomposition was very poorly harmonized to catch the origin of the drifts of our consumer society when they occurred. The postulate often proposed was therefore that of marketing failure, which remained very imprecise.

Moving from a hypothetical to a concrete approach, we have had the opportunity to discover, even recently, the serious drifts of marketing: generating artificial needs by feeding the logic of hyper consumption (GONZÁLEZ, 2017), artificial added value (STEENIS, HERPEN, & LIGTHART, 2017), programmed obsolescence (HODGES & TAYLOR, 2005), stereotypes and

advertising (CRUSH & HOLLINGS, 2017), standardizing cultures with the sole aim of increasing market share in the short term (REISCH, 2008). In short, these last ones were only the final link in a series of testimonials whose origin lay in a lack of marketing perception of the activity.

Another observation, the serious excesses of an important pharmaceutical group, whose management was, in the territory where it was established, a reference of strength, solidity and excellence. *"Most of the studies on antidepressants (the drug Prozac, Seroxat - the generic name for Fluoxetine and Paroxetine -) were directly financed by the pharmaceutical industry. Only positive studies are published. Negatives are hidden in a drawer", he points out (Bilan, 2017). For the sake of convenience, the industry also conducts studies in what is known as the 'golden zone': the patients for whom the test results will be the most favorable. The marketing has paid off... "* (SAHADAT & STOFFELEN, 2012). A prompt assessment could suggest that this group, well placed in a segment of the clinical research, production, commercialization and export of drugs, had fallen victim to deviations in the marketing activity. But of course, the manufacturers never insisted on the above. The results are always presented as if they apply to the whole range of disorders," says Rob Heerdink, a pharmaco-epidemiologist at the University of Utrecht.

As shown in the previous excerpt, in the majority of cases, the term "marketing" is associated with a negative feeling in the mind (BOURGNE, 2013). This illustration, far from being bizarre, is almost a "banal" illustration of some of the excesses experienced by companies with brilliant looks.

## **I.2. The decline of the education system (Business Schools Failure!)**

During the 1980s and even more so in the 1990s, sometimes-furious criticisms began to emerge about the systems of optimization science education (SEIFFERT & GODELIER, 2008). Among these education systems, glorious marketing was not far away.

Considering marketing as a business discipline, it is regularly debated and criticized on a national and international scale: its identity, its historiography, its framing, its purpose, its approaches, its epistemology, its practices, its technology, its discourse, its institutions, its professionalization, its mode of organization, social criticism, artist criticism, etc. (TADAJEWSKI, 2010).

The aggression began in 1940, and in 1970 there was an increase in interest, coming from the theorists outside the discipline who claim to see that the principles of marketing are, in reality, artifices of the capitalist enterprise and, in no way, as one might have thought, means of providing meaningful and valid answers to societal problems. Vance Packard notes the clandestine persuasion (PACKARD, 1979) "Marketing drowning in scandals".

In 1980 and 1990, another interest in critical marketing theory was nurtured by cultural thinkers and sociologists, shouting: *"Since there is no longer any embarrassment, let us dig into the land of marketing"*. The attention is turning to pedagogical training institutions (IVORY, MISKELL, SHIPTON, WHITE, & MOESLEIN, 2008), such as business schools and faculties of business sciences to question their motives of existence.

At the end of these internal and external opinions appears, figuratively speaking, the perception that the Business Schools, educating marketing, identified the real culprits for the imperfection of marketers.

Some business school professors agree. In 1985, we were moving from the unspoken to the expressed, with the corrosive publication of Earl F. Cheit, professor and researcher in economics, H. Edward Wrapp, professor of business policy at the University of Chicago, who, on the subject of the MBA, for example, declared: *"We have created a monster"* (CHEIT, 1985). Clarifying his thoughts, Earl F. Cheit revealed *"Business schools have done more to insure the success of the Japanese and west German invasion of America than anyone thing I can think of"* (PETERS & WATERMAN, 1982).

Not far from us, in 2005, the prolific author Henri Mintzberg did not hesitate to declare and note that Business Schools such as MBA are not the only ones responsible for all the dysfunctions we see around us today, from exaggerated remuneration to failed strategies and mergers, and scandals born of dishonest behavior, all signs of a deep malaise. A specialized press that is prone to sensationalism and consultants with questionable practices have also contributed to this. But they have done so in conjunction with educational programs that have both legitimized and encouraged some of the behaviors they should have been the first to combat (MINTZBERG, 2005).

It is essential to mention that this ferocious aggression, ignited by brilliant thinkers and theorists, was nourished by media contributions and institutions where at least three illustrations can be offered:

- Created in 1961, the Marketing Science Institute (MSI) aims at bridging the gap between research and practice, declaring as early as 1974 study privileges that affirm no interest in the relationship between marketing and society's issues (DESHPANDÉ, 1999);

- The Association for Consumer Research (ACR) was founded in 1970. Among the many reasons for its creation was an obsession to escape the subordination of marketing management, including to "*defend consumers against business practices*" (COCHOY, 1999);

- The exciting research, in terms of content quality that addresses analysis, reflection, criticism and self-criticism, of the Canadian journalist, essayist and filmmaker, a global best seller (No logo) whose Naomi Klein (KLEIN, 2001) attacks the attitudes of corporations and multinationals head-on in a more effective way. She believes that brands function as "*Metaphors of the economic system: restricting individual space, polluting public institutions, reducing the identity of individuals, limiting the scope of the concept of nationality*".

Finally, wiser but less reproachful, the article by Mark Tadajewski and Douglas Brownlie remains assertive with respect to the critical approach of the marketing education system (TADAJEWSKI & BROWNLIE, 2009).

If one abandons the less scientific, and sometimes controversial, idea of some of these accusations, one can be impressed by the intensity and durability of this attack, in other words: the *emancipation, revelation and resistance of this criticism* (BROWNLIE, 2006), with which we know the substance of the predominant perspective: the privilege of specialized functional knowledge and abstract quantitative optimization techniques (COOPER & SKIPTON, 2013), dehumanized, uniform, fragmented, diverted from the substance of business, from the precepts of business schools.

It seems to us that the distinction between marketing and sustainable development, the meeting of these two notions in different logical natures, are the causes that help to grasp the real incentives of the accusation.

As we will develop it further, "marketing" goes back to the alignment of profile maximization (*alignment structure 1*), "sustainable development", social performance, environmental performance, the scrap of satisfaction of a single group (*alignment structure 2*).

The strength of the American university model has been incredible (HURET, 2011) and the other, at the level of alignment structure 1, is optimization science. We will note that this strength is rather more controversial at the level of marketing education.

Generally speaking, in a constantly expanding "business space" and a stable legal and technological environment, developed around a mass production system, much of which was the case during the period of growth experienced by the world in the Glorious Thirties and after the Second World War, therefore the business education system (especially marketing) proved to be particularly well adapted and well controlled. This highly effective education system carried with it, until a certain period, the seeds of its own collapse as problems became exacerbated, growth came to a standstill, changes helped to increase the degree of uncertainty and made the environment more complex, more unstable and therefore more difficult to predict, so the structures of alignment 1 were no longer advantageous. We remember, indeed, following the first oil shock and the resulting distress, the mass media interacted on the subject: "*The age of marketing is over, the age of the accountant and the controller of management is coming ..., the bolts must be tightened*" (LEBRATY, 1992). It would have been much more insightful to have noted in the past: "The age of marketing is over, now comes the age of sustainable development" (certainly does not mean neglecting profits).

The failure of education systems is, therefore, a failure of sustainable development education, not of marketing.

### **I.3. The controversy of decision theory**

A quick look at the history of decision theory in this area tells us that the fundamental dispute between reformists and transformers in the area of epistemology dates back to the first quarter of the twentieth century.

The issue at stake in this dispute is whether the decision is about the search for competitive advantage and firm performance, in other words, the search for a balance between economy, society and environment (a reformist shift), or whether it is about the rejection of growth and the ideology of progress, in other words, the change of economic paradigm (a radical shift).

Emmanuel Raufflet and Diego Mena will summarize the two currents by showing that the definition of sustainable development would be the basis of the dichotomy of decision-making choices of the two currents of thought. On the one hand, the reformist school frames sustainable development as a question of eco-efficiency where the starting point is the current economic system and society, which must integrate principles related to the environment. On the other hand, the transformist school sees the need for an economic paradigm shift where the starting point is the unsustainability of the economy in relation to the planet (RAUFFLET & MENA, 2012).

A sincere and fundamental disagreement emerges between the two decision models. On the one hand, and whatever the level of theoretical fine-tuning, we most often find ourselves in a competitive logic where we have to submit to financial requirements, constraints of speed and immediate profitability, a logic where we are encouraged, in many cases, to use these concepts and tools to reinforce as much as possible the margin (profit) objectives and to surpass the competitors (LOUPPE, 2006), and, on the other hand, we are entering a world where the decision lies perfectly in being framed by rules of the game imposed on all, particularly in terms of corporate social responsibility and environmental responsibility in order to achieve the objective we have set ourselves (more progressiveness, temporary renunciation of certain margin objectives, cooperation in the substitution of competition, prudent strategies).

We suggest deciphering this fundamental dispute as, dissociating, exactly, the nature of marketing from that of sustainable development.

This is how, through three entirely dissimilar spheres, we have been forced to conceive that, beyond each semantic controversy, the distinction between marketing and sustainable development is essential.

#### **I.4. Previous studies**

There is an infinite number of published articles, studies and researches on marketing and sustainable development but few works that deal with learning in this field. Therefore, we have chosen four studies, which are more relevant for this study:

**First study:** Hala-Miada MAHACINE and Mohamed CHERCHEM., (2019). **Sustainable development and marketing innovation in banking services (the case of Algerian banks).** *Finance and Market Review*, (6/1), pp.47-67. This study aims at the link between marketing innovation and sustainable development, often conceived and organized independently, and proposes to analyze the place of sustainable development in the marketing strategy of banks. An exploratory approach to the field of interaction between sustainable development and marketing innovation in banking activity.

**Second study:** Sofiane CHERFI., (2014). **Sustainable marketing: a utopia or a lasting confusion?** *Management and Strategic Review*, (12/2), pp.11-24. This study aims to better understand the interaction between sustainable development and marketing and its involvement in the field of marketing while focusing on the different dimensions or sense of sustainable development in order to offer companies a consistent approach and to accompany them to anticipate changes in economic, environmental and social performance. The addition of this study lies in the manner and forms of the integration of sustainable development in the practice of business including marketing in order to remove the confusion between marketing practices and even its meaning and sustainable development.

**Third study:** Albert LOUPPE., 2006. **Contribution of marketing to sustainable development.** *French Marketing Review*, 3/5 (208), pp.7-31. This study aims to clarify the reasons and the means for establishing closer links between marketing and sustainable development and, more particularly, to analyze the conditions under which the two concepts can best reciprocate and eventually strengthen one another. The author first considers what may be congenial and uncongenial to the two concepts. He then turns to analyzing corporate behaviors facing social responsibility and sustainable development issues, with an attempt to characterize situations

favorable to more marketing involvement. The integration of social and environmental goals into marketing programs is addressed through a five-step plan, starting with the survey of market responsiveness to sustainable development, and ending with the promotion of efforts made and sustainable performances achieved. In his conclusion, the author brings up some of the key elements, which, according to him, could well, characterize a "sustainable marketing" and make the expression meaningful.

**Fourth study:** Eline NICOLAS., 2004/2. **Organizational learning and sustainable development: the AB standard in SMEs.** French management review, N° 149, pp.153-172. This study aims to understand the methods of organizational learning of the SME during the AB labeling. The process of "AB" labeling (organic farming) of the agrifood SME corresponds, in certain cases, to a translation of the precepts of sustainable development. In general, the exercise of standardization requires rethinking work; but how will the SME here develop the necessary skills? This study presents an early stage in this attempt at understanding, namely an exploratory study carried out among agribusiness SMEs.

## **II– Methods and Materials:**

### **II.1. Sample and study tools**

In this study, the clinical approach and the inductive descriptive approach were used through a double questioning, that of the researcher and that of specialists in the field. Fieldwork (interview) must also be a response to the concrete concerns of the study concerned. Therefore, the business case illustrations in this work are all collected from our observation in the field, or are based on data, academic research and on the analysis of other observers. The clinical approach developed here is characterized by the important place given to the actor, his ambition and his perception. It also allows us to study the causes and the consequences of marketers' practices. It is therefore from the confrontation between the two types of knowledge that enrichment is likely to emerge for both. The method is a qualitative research method where the researcher must develop his "listening", learn about the previous studies on the subject (read), observe the relationships between the different actors and levels (observe), present the different possible alternatives to the problem and above all to restore the proposals, methods and tools to the actors.

### **II.2. Data collection**

This study mobilizes both several and multiple data collection tools, these tools are used in combination, for example:

#### **A. Sources**

- Data produced by public and / or private organizations (the reports of the National Statistics Office (NSO);
- The websites of the ministries, observatories and centers (Ministry of Territorial Planning and the Environment; the National Observatory for the Environment and Sustainable Development; the National Waste Agency; the National Centre for Cleaner Production Technologies, the National Observatory for the Promotion of Renewable Energies...);
- The reports *statistics on the environment*'';
- The reports of Ministry of Water Resources and Environment (MWRE);

#### **b. References (literature review):**

- Analysis of literature specializing in marketing and sustainable development, in other words, sustainable marketing;
- Analysis of studies and scientific research carried out on the subject either nationally or internationally;
- Analysis of scientific articles from recognized reviews;
- Analysis of reports.

#### **c. Field work (field intervention)**

- **Internal and external observation:** internal and external diagnosis;

- **Personal interviews:** with marketers or managers of companies and help from professors, experts and business executives.

### **III- Results and discussion:**

#### **III.1. Results and preliminary discussion (Meaning)**

It is now a question of going further than these primordial inspirations and to better clarify what it means to have the distinction between marketing and sustainable development as we have been dreaming of, in order, later on, to draw all the effects at the level of education.

##### **III.1.1. The marketing-sustainable development distinction**

Marketing and sustainable development belong to two different logical natures. "Marketing" means highlighting the solution to a problem, which, by construction, is found in shareholder theory. In this case, "A minimalist vision of social responsibility" is appropriate. We are, therefore, in the field of maximizing profile, financial performance, turnover, impulse buying, quantitative, mass consumption, short-term, individualism, competition "the competitive game", disobedience to the rules of the game, submission to financial requirements, constraints of speed and immediate profitability. "Sustainable development", in turn, means discovering a solution that is not inevitably contained in shareholder theory but in stakeholder theory. It, sometimes even, perceives the extended vision of social responsibility. Beyond profit maximization and the protection of immediate interests, we find ourselves in the sphere of social performance, environmental performance, responsible consumption, reasonable purchasing, the long term, the collective, submission to the rules of the game of "controlled competition", and therefore, frequently, in the field of quality, efficiency, equity, and even ethics and the well-being of all. In short, "marketing" means being able to optimize the satisfaction of a single group of shareholders, in other words, profit maximization; "sustainable development" means daring to refuse the satisfaction of a single group and, therefore, being able to prefer the satisfaction of all partners. It is then two opposing currents of thought, "short termism" and the financialization of strategies, in line with shareholder theory and a strategic approach more in line with stakeholder theory (NICOLAS, 2004). The confrontation between these two currents is a common feature of the way organizations' systems operate. It is also seen in historical and current discussions on marketing and sustainable development.

##### **III.1.2. Testimony: The case of Condor Company**

A competitive industrial operator whose main vocation is the manufacture, communication and after-sales service of electronic appliances, household appliances, computer products and photovoltaic panels (solar panels). Its reputation had flourished locally and globally (Maghreb, Europe, South Africa, Central Africa "Giad, Sudanese industrial group"), leader in its market segment, with 40% of the shares and a significant turnover. Difficult to conquer not on the Algerian market, on which reigned a powerful requirement of high resistance devices that the operator had, developed and for which he showed the totality of the tests of credibility and performance. Algerian consumers no longer have confidence in an Algerian product. The operator therefore made a serious decision (no less than 938 MDA in a "renewable energy" project) to provide an ideal product with the latest PERC technology for a range of services (for use in industry 'solar power plants', housing, agricultural pumping, rural electrification and street lighting) to Algerians. Few months later, it switched from manufacturing 03 BB (bus bar) to 04 BB (bus bar) photovoltaic panels, this time increasing its yields from 15% to 16.5%.

This illustration can be interpreted in this way: the operator, in order to fight an obstacle, in an insurmountable aspect, has altered the tactical protocols. He has swapped to a paradigm of market transaction, a paradigm of gift, to regain, consequently, the initial paradigm. Others will argue that he has redefined or reoriented the situation; whatever the ability, the usefulness of this testimony is to clarify what, in our view, symbolizes a true feat of sustainable development.

### III.1.3. Impacts

Various faces (axes of reflections) can be approached on this examination:

- Initially, it is animated by a differentiation of two bodies that separate on the one hand, the genetic decision "Genetic planning" (called first rank: marketing, market, growth, estimation, empirical norms, monetary circulation, individual counter, calculation, profit maximization, measurement, selfish strategies, competition). On the other hand, the teleological decision "Teleological planning" (second rank: sustainable development, conditioned morality, purposes, limit of freedom, imagination, happiness, caution, conceiving the harmony of nature and freedom, purpose based on the categorical imperative, social values, environmental performance, collective goods "maximization of the well-being of all"). This differentiation has long been witnessed, moreover, in macroeconomic research than in microeconomic research, among others they oppose each other on: the indicative or directive nature of the plan, the place of the individual in the results and the place of the market (PEAUCELLE, 2011). It is regained, underlying another aspect: co-evolutionary change (studying the individual as an isolated entity), intentional change (modification of the norm of functioning of the whole system), in the reasoning of thinker Gregory Bateson (WITTEZAELE, 2006).

At another angle, in a second step, the constructed opposition between divergent (lateral) and convergent (vertical) thinking is to be evoked now. While the first current is that of divergent production which operates in an intuitive mode, the second current is that of the logical or rational mode.

Without discerning, entirely, the two differentiations, we will declare, however, that our understanding of sustainable development goes back, mainly, from divergent (lateral) thinking at the time when marketing would preferably refer to convergent (vertical) thinking, which, we will discover below, is full of effects on the scale of education.

- The marketing-sustainable development distinction helps to dispel a good deal of cross puzzles. Therefore, we frequently encounter a tendency to determine ethical marketing and sustainable development. It also happens that sustainable development and considerable decisions, placed at the top of the command, are thus spontaneously admitted. If we reserve our distinction, we will accept that sustainable development can be found at all levels. A senior manager can contribute to the realization of an approach with a marketing perspective, and vice versa, a product manager can satisfactorily remedy a manufacturing difficulty with a sustainable development perspective. Moreover, the distinction we persuade leads to the imagination that there is no safe sphere or line for marketing on the one hand and sustainable development on the other. On the other hand, there are marketer attitudes (behaviors) and sustainable development attitudes (behaviors) in all spheres and lines.

- Finally, it is emphasized that some perspectives commonly advanced on sustainable, responsible, green, environmental, ecological marketing, and the sum of the designations is not finished, as shown, indeed, by own visions with respect to the distinction that we have inserted. The approach of sustainable development, in its main characteristic, remains marked by the capacity to perceive the extended vision of social responsibility, with the aim of achieving a sought-after and well-founded finality, as a result of changes in the reasoning that may have various aspects, as we will now develop.

#### A. First illustration: modification of the reasoning by a purely typical approach

A state-owned Packaging and Graphic Arts Company (PGAC), a subsidiary of the Paper and Cellulose Industrial Group (PCIG), had arrived, under dangerous circumstances, to solve the problem of printing inks and, despite a range of measures, to defuse it (the problem). The environmental problem of printing inks has been one of the major concerns of PGAC members for many years, and continues to be a permanent factor in the progress of products and techniques. The acquisition of new equipment would manage and reduce the environmental impact of printing inks. This highly tuned filter equipment will be able to provide, over time, many printing and converting alternatives through addressed configurations that meet the needs of a wide variety of manufacturing requirements. At the same time to the debates, which were thus started, the decision-maker of company seizes a resolution, undoubtedly interesting, that to make spend billions of dinars for the realization of the projects of investments (to acquire new machines) and the modernization of its installations. The latter (the decision-maker), debating several times

afterwards with some managers of his company whom he appreciated extremely well, had the assertion that the acquisition of the equipment will be of enormous use in the solution of the problem.

This illustration can be analyzed as the replacement of a reasoning of ample hesitation (indecision) to a reasoning of boldness (decision), at the beginning, then the revival to a reasoning of boldness, and this via a purely typical approach.

### **B. Second illustration: modification of the reasoning by a permanent cessation of activity**

This case concerns the case of carcinogenic asbestos waste (class 1) stored in the open air of a company producing derived products from the east, PDPC (asbestos cement unit), a subsidiary of the ACIG (Algerian Cement Industrial Group): the waste is mainly the result of rehabilitation and demolition in the building and public works sector, which is likely to set fire to the entire industrial zone or even the entire wilaya of Bordj-Bou-Argeridj (the workers, the inhabitants of the town and the neighboring inhabitants). In the absence of a facility for the disposal of special hazardous waste, the consecutive steps taken or planned by those in charge since 2011 have been the following: the use of secure storage in premises reserved and fitted out specifically to receive asbestos, the recycling and recovery of waste whose objective is to avoid its accumulation in order to use it as a resource, environmental protection, health protection and, finally, the strengthening of security. Asbestos has been exploited for its conservative capacity against noise and heat, but it is harmful to health when its fibers, which are suspended in the air, are breathed in. The damage of asbestos lies in its fibers. Asbestos dusts are hazardous when inhaled, especially in the working environment. They can penetrate deep into the respiratory system to affect the bronchial tubes and become trapped in the pulmonary alveoli or pleura. Much later, they will trigger lung and pleural cancers, pulmonary fibrosis and pleural plaques. These conditions do not emerge until twenty, thirty, or even forty years after exposure. The production of asbestos cement has been absent in Algeria for many years, with the cessation of factories specializing in this activity, to be started by the GUE of Constantine plant in 1998, along with those installed in Skikda, Meftah, Mascara and Bordj-Bou-Argeridj. The very consumption of asbestos has been banned since the decision taken by the State in October 2009 to ban the manufacture, import and commercialization of any type of asbestos fiber and products containing it.

Once again, the commentary on this illustration is as follows: in the face of a danger, the inability to have the matter rectified one changes one's reasoning by moving on the track of government responsibility and no longer on that of corporate responsibility.

### **C. Third illustration: modification of reasoning through the use of laws and standards**

This time it is the case of a country that has excelled in encouraging the spread of sustainable development in the Algerian society. The existence of a Ministry of Territorial Planning and the Environment; the National Observatory for the Environment and Sustainable Development; the National Waste Agency; the National Centre for Cleaner Production Technologies and the National Observatory for the Promotion of Renewable Energies is proof of the Algerian government's involvement in this universal cause. Moreover, according to the National Statistics Office (NSO), since the creation of the Ministry of Land Management and the Environment in 2000, several steps have been taken for the protection of the environment and the preservation of natural resources.

Also, the report "*statistics on the environment*" (BERRAH, 2015) mentions that thanks to the large number of texts promulgated and environmental legislation, Algeria is pushing companies and the Algerian population to embark on the path of sustainable development. The Algerian approach to sustainable development 2016-2030, according to the MWRE (Ministry of Water Resources and Environment), is a reference of the government's strategy of sustainable economic and social development encouraging all sectors without exception to contribute and operate in the direction of the vision of the NSAPB (National Strategy and Action Plan for the Biodiversity) is the best example of Algeria's good will to the integration of sustainable economic and social development and adaptation to climate change. In this sense, the MWRE specifies that the number of national reports on sustainable development is a total of five (05) the first one was elaborated in 2000 and the last one is dated December 2014 (MREE, 2016). It involves all sectors (state and private sector), universities, research centers, institutions, etc. are thus invited to develop their sectoral action plan for biodiversity and to set up the necessary conditions for its implementation.



The various illustrations on display, selected, moreover, from among quite a few others, can be considered chronicling. However, this kind of attitude can be found at high decision-making levels.

The professor, Rachid Boudjema (BOUDJEMA, 2009), pointed out that constraints of various kinds such as the insufficient contribution of many private companies, poor information flow, low quality of human capital and lack of good intelligence can affect the degree of commitment of economic actors. That is to say, the greater the number of constraints, the more hesitant economic actors will be to take this route. To sum up, sustainable development in Algeria has been used to integrate the environmental variable into the country's socio-economic development programs, to promote sustainable economic growth and to reduce or even eradicate poverty while replacing an opening strategy with a closing strategy.

All of these illustrations are simultaneous in that they show the firmness of a leader to *change to a new strategy for the situation*, "*To change the situation by framing it by rules of the game imposed on all*", says Albert LOUPPE (LOUPPE, 2006).

From then on, the opposition between marketing and sustainable development became more apparent. "Marketing" means taking a set of homogeneous decisions, within the framework of a competitive logic, distinguished by a set of constraints (speed, immediate profitability). "Sustainable development" means going beyond these rules, because the result we are aiming for is not reflected in the logic we adopt. In other words, the act of sustainable development is fundamentally oriented towards ends (societal and ethical), the act of marketing towards means, which does not mean that the former abandons, later on, profits and the latter does not worry about causes. It is up to the sustainable development manager to discover the keystone of the crossing at the desired end, and it is up to the marketer to design the quickest route afterwards.

This classification of missions would not require any further clarification, except that the obstacles, mentalities, strategies, more detailed knowledge of expectations and motivations, and the behavioral habits of each party do not seem to us to raise any issues from the same sphere, as each of the two concepts has different elements.

### **III.2. In-depth discussion (Knowledge)**

The marketing idea we have unveiled requires, quickly, an infinite number of questions. Is the ability to sustainable marketing a blessing or the harvest of an education? In the case of education, is it a pedagogy (initial education) or andragogy (continuing education - training -) (BOURGEOIS & NIZET, avril 2011)? Does the notion of sustainable marketing have a meaning for education? For learning? How can individual and collective learning be brought together? Moreover, does not every learning process admit unlearning, and how can we harmonize the accumulation of knowledge and needs in order to be inventive? At the end of the day, is an excellent marketer necessarily an excellent person in charge of sustainable development and an excellent person in charge of QHSE (quality, health, safety and environment) necessarily an excellent person in charge of marketing?

The interrogations are numerous, the justifications alone, obscure, doubtful and indeterminate. Therefore necessary to be satisfied with fixing certain vectors of research or feasible paths of operation.

#### **III.2.1. The resurgence of interest in the concept of learning**

For more than 40 years, the notion of learning has been increasingly examined in business science. The plethora of investigations and the richness of the literature confirm this renewed interest in the concept. Let us distinguish between two divisions: on the one hand, research aimed at the learning organization and, on the other, research aimed at organizational learning. In the fields of business and marketing, certainly behaviouralist researchers have associated the concept of learning with that of organization.

In 1998, Valérie-Inès de La Ville proposed a synthetic overview of these perspectives (DE LA VILLE, 1998) by classifying three different approaches to organizational learning (noting the non-existence of a general theory of conceptualization in this field compared to that of individual learning).

First, a perspective from evolutionary theory in biology. The perception of learning mechanisms is centered, in this state, on organizational routine, which is linked to the question of

competences: receptivity, formal routine, informal routine, new routine. A perspective resulting from the work of the systemic, then, associated with cognitive regulation with the loop. The main idea is that of a desired situation of the organization, therefore of a trajectory and learning, centered on the analysis of cognitive maps. A generative perspective towards the development of capacities, finally, completely linked to the cultural phenomenon of organizational regeneration. The latter centered on the processes of cultural impregnation, that is to say, on a dynamic based on the enrichment of common sense.

Admittedly, this research undoubtedly affirms a different dynamic of attracting the interest of the population and addressing a different form of language at the organizational level (a desirable and productive learning), however, absolutely encompasses areas of uncertainty (fuzzy areas) and, ultimately, causes more threats (blockages, traps) to be avoided. This is probably the evidence for which, recently, there has been a serious revival of attention given to the concept of hypothetically upwardly mobile learning. We will provide two illustrations of this (FERRARY & PESQUEUX, 2006).

- Sensemaking. Emergent construction of meaning, according to the explanation once advanced by Karl-Edward WEICK. The author of this proposal seeks to explain the way in which the organization gives meaning to the ambiguous and not very comprehensible processes it faces;

- Smart organization. Peter Senge whose book *"The Fifth Discipline"* is subtitled: *"The Art and Manner of Learning Organizations"*. Through a very close relationship with the meta-knowledge, this author lays the foundations of the disciplines to be practiced to discover the keys to learning in the intelligent organization.

The concept of learning proposed here is intended to be a real renewal of the different ways of adapting, exposing and imagining it, a renewal that is particularly relevant to the multiple fields of the theory of knowledge, knowledge by reason and knowledge of future evolution.

Has the dissatisfaction we have seen with traditional research on organizational learning disappeared with the modern work we have just discussed? Indeed, this is particularly about supports for learning, but one that gives way to fundamental questions without persuasive justification.

### III.2.2. The incessant questioning

In this context, three major questions need to be asked at this time.

- First issue: *"Among the obstacles to learning is the transfer of individual knowledge (individual learning) to collective knowledge (collective learning)"*, Laurence Durat and Marc Bollecker stress (BOLLECKER & DURAT, 2006). The debate on the old question of moving from individual to collective learning is far from settled, marketers know it well. So many approaches are interested in deciphering the enigma of the transition from individual to collective based on similarities, common characteristics. What, then, should we think of the heterogeneities and dissimilarities? And how to examine them?

- Second problem: each learning has a phenomenon in its negative direction. *"Learning in this case is an association of construction of the individual and destruction of the individual, that is, it involves subjectivities and unlearning (unlearnig)"*. But, then, how to combine capitalization on knowledge and unlearning?

- Third problem: the question that arises at the arrival of the game is how to bridge the gap between saying (discourse) and doing (practice) when it comes to learning?

Can we, in this context, declare the prospects of a new marketing andragogy in the sense in which we grasp this notion, andragogy in which learning would have a decisive position?

### III.2.3. Components of a new marketing andragogy

Three vectors of essential elements of this andragogy to be built will be commonly kept here.

#### A. Epistemological trends

The destruction of engraved ways of reasoning, addressing divergent reasoning, inserting experimental reasoning into the education of marketers, these are then the epistemological foundations of an authentic "development" of marketers.

However, at the exploratory scale at which we find ourselves, can we therefore imagine certain practices that could be envisaged along this path?

## **B. Practical trends**

This is generally the context that allows us to state some practical elements of andragogy. The preparation of marketers to develop the skills required to solve problems using a different approach from the well-known classical marketing techniques, the analysis directed at one's own techniques, and the preparation of the marketers to foster openness to other techniques performed in other sectors.

At the marketing level, in fact, the consideration of sustainable development is mainly associated with ethical principles concerning well-being and responsibility towards others. This is, similarly, the third perspective of the few postulates that we will present on the subject of marketing development.

## **C. Ethical trends**

There is no question of giving up what some may see as a new vision of the imagination about profit or what others may see as a modern fashion translated into sustainability. Rather, we are more inclined to reflect that the idea we have outlined of marketing makes attention to ethics inevitable.

This may appear contradictory because, given that sustainable development marketing is above all questioning the rules of the game and therefore codes and charters, is it not a cancellation of ethics? In reality, it is exactly because sustainable marketing is questioning codes and charters that ethics is more essential than ever.

The development of the sustainable marketers must therefore go through a reflection on ethics to try to specify a borderline space between the two moral and technical obligations. Otherwise, it is likely that we will arrive, as the paper (RICŒUR, 1990) states: "It is therefore by convention that I will reserve the term ethics for the aim of a fulfilled life and that of morality for the articulation of this aim in norms characterized both by the claim to universality and by an effect of constraint. In the distinction between aim and norm, it is easy to recognize the opposition between two heritages, an Aristotelian heritage, where ethics is characterized by its teleological perspective, and a Kantian heritage, where morality is defined by the obligatory character of the norm, hence by an ethical point of view. ».

## **IV-Conclusion:**

There is virtually unanimous agreement today that sustainable development is a key factor in competitiveness. It cannot be denied that present-day marketers can no longer, in their profession, restrict themselves by method or means and they must ask themselves questions with what intention, for what reason, in other words, knowing the 'why' from the 'how'.

Finally, and directly to our topic, we have entered the era of generalized teaching. This means that marketing tends to advance, and gradually increase, towards the acceptance of interest in cognitive processes, especially learning. Learning becomes the major concern of everyone, especially companies.

These are some of the main avenues that can lead to marketer development programs. Taken together, these main paths would necessarily lead to marketing education programs that are extremely different from what we know at present. Without absolutely seeking the antinomy, we can still ask ourselves if marketing education as it is, currently being followed is not more or less opposed to what would be essential to the training of good marketers? But what about the inclusion of environmental constraints in marketing strategy. Should we consider this as a simple additional cost factor that only has the sole impact of intensifying marketing strategies or should we take this last requirement as a recent opportunity?

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