

and nongovernmental organizations (NGOs) take up the mandate of using 2 per cent of those profits in a socially responsible manner? These could have been one of the focus areas of these case studies. Authors are silent in this regard. I think these are extremely important questions to ask in the current scenario.

My biggest disappointment with this book is that authors do not attempt to come up with a formal definition of CSR, which I think is a must when you are writing a book on CSR. In Chapter 11 they do outline their concept of CSR but do not define it precisely and compare it with the existing theories of CSR. I also feel that Chapter 11 could have been written in greater detail. Milton Friedman in his famous *New York Times* article poses the following question:

What does it mean to say that 'business' has responsibilities? Only people have responsibilities. A corporation is an artificial person and in this sense may have artificial responsibilities, but 'business' as a whole cannot be said to have responsibilities, even in this vague sense. The first step towards clarity in examining the doctrine of social responsibility of business is to ask what it implies for whom.

Chapters 11 and 12 attempt to answer this question by introducing the notion of integrating individual social responsibility in a corporate framework via the 'SAI' way. Authors introduce the concept of individual transformation and associational transformation leading to spiritual transformation. However, a better exposition of this idea would have helped readers to follow through this evolution. This is where I thought authors would bring in the shining examples of various social initiatives of Bhagawan Sri Satya Sai Baba such as the education, health care and drinking water projects. These are examples of how an individual's socially responsible actions (motivated not because of any legal obligation but because of compassion for mankind) grow and become a collective mission for millions. This entire discussion presented in appendix 2–4 could have been brought in the main body of the book.

The book also could have been written in a more organized manner. I would have preferred the authors to concentrate on one big common underlying theme in a chapter and build around that. Instead, the authors have tried to cover a lot of ground in one chapter thereby making it difficult for the readers to keep track of the big picture. An overview or key message of each chapter could also have been highlighted. Some chapters could have been shortened, for example, you do not need four chapters to convey a basic idea that there are several social, economic and environment problems facing the world today and corporations need to do their part to find solutions. At the

same time, chapters 11 and 12 that are the true contribution of this book should have been developed further.

Despite these limitations, this book is of profound value to those involved with CSR, be it academicians, corporations, NGOs or government bodies. This book looks at CSR from a values-based perspective wherein the fundamental values of human life can provide the much desired balance between social well-being and corporate profitability.

Reference

Friedman, M. (1970, September 13). The social responsibility of business is to increase its profits. *The New York Times*, pp. 32–33, 122 & 126.

Hariom Manchiraju
Assistant Professor, Accounting
Indian School of Business
Hyderabad

J.A. Quelch and K. Jocz, *Greater Good: How Marketing Makes for Better Democracy*, 2007, Boston, MA: Harvard Business School Press, 331 pp.

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Over the years, marketing has increasingly been viewed as a major cause for many social and environmental problems. The role of marketing has been widely perceived to be prospering at the expense of society. Marketing decisions taken primarily to increase market share and profits have had a great impact on society at large and thus have significant implications. The concepts of marketing and society have become trendy and almost every organization is beginning to embrace some responsibility towards bringing business and society back together. *Greater Good: How Marketing Makes for Better Democracy* is one of the recent attempts to connect marketing and society with the argument that marketing is like democracy and that citizens should be treated more like consumers. This builds the context for understanding how marketing performs an essential societal function because marketing is more democratic than politics. It also reflects how people may benefit if the political and public realms are guided by the best of practices of marketing. With a multitude of concepts from marketing, the author goes on to explain that citizens can learn from the customers and governments can learn from marketers.

Spread over 10 chapters that reflect the essence that marketing performs an essential societal function, the authors have divided the book in two parts; part 1 'Marke-

ting as Democracy' and part 2 'Marketing for Democracy'. The chapters in part 1 are organized around the six core benefits of marketing: *exchange, consumption, choice, information, engagement and inclusion*. It contends that marketing is democratic and the commercial practice of marketing develops and reinforces capabilities among consumers that they can put to good use as citizens in the political marketplace (p. 16). Part 2 turns to the interrelationships between marketing and societies. The chapters include Politics, Media, Programmes and Nations. It covers arenas in which marketing and democracy intersect or where marketing can help serve citizens and the public interest (p. 21). Drawing on current and historical examples, this work provides an overview of each benefit, and argues marketing's critical role in the development, growth and governance of societies, which may spark further discussion and debate.

The first chapter traces marketing back to the view of 'marketing as exchange' where consumers obtain their goods and services through voluntary transactions. An exchange creates value to both parties. This value can be analogous to the value individual citizens seek in political democracies where voluntary consent provides the basis for legitimate governments. The authors compare marketing exchanges and exchanges between citizens and the government, that both exchanges have a pursuit of self-interest and a pursuit of common good. People can use marketing exchanges to achieve political goals. Chapters 2 and 3 identify *consumption* and *choice* and offer benefits that are similar to democracy. There is an argument that both marketing and democracy aim to satisfy the fundamental needs for life and to foster human development. Consumption has raised the standards of living and there is a presumption that consumption is democratic and all should have an equal opportunity right to consume. Choice allows people to satisfy a full range of needs, a democracy allows people to make a choice through elections and marketplace through alternatives. The fourth chapter, Information, makes an interesting argument about how freedom of information in democracies allows citizens to make choice and hold government accountable. On the other hand, in marketing consumers need information to make good choices from alternatives, whereas marketers need information so that they can learn what consumers want. In this information age, it is taken for granted that access and use of information enable individuals to accomplish more, but the authors conclude that it is not clear that greater information alone will galvanize citizens to engage in politics or better democracy.

Chapter 5 is devoted to understanding *engagement*; in marketing consumers are engaged and involved with marketing and the marketplace. The consumers relish being part of a community; however, by contrast, in many political democracies it appears that citizens are becoming less engaged, yet participation still plays a huge role in the political marketplace. In Chapter 6, the authors explain how democracies have grown progressively more, with *inclusion* with respect to rights and liberties of all citizens, although democratic governments need to do their part to foster economic inclusion even though many democratic nations are exclusive rather than inclusive. The authors' interesting insights about the similarities between politics, democracy and marketing through the first part of the book offers standard arguments on how governments can use marketing to have a better democracy, with the central argument that if citizens are treated like consumers, democracy would improve. In other words, marketing can also be used as a tool to improve citizen engagement in politics and democracy.

Part 2 of the book turns to the interrelationships between marketing and democracy and excessively focuses on the stakeholders involved in politics. The four chapters, Politics, Media, Programmes and Nations, are devoted to propose areas in which marketing and democracy intersect and how theories and principles of marketing can be used to improve democracy. The authors may have been able to bring democratic ideas together from a business perspective but the synthesis between politics and marketing has not been very convincing; however, they are likely to be accepted by people outside the marketing domain. Their conviction that marketing is not superficial irrelevance but is of fundamental importance to society is evident in the discussions in the second part of the book.

In the concluding chapter, the author focuses on the movement of 'good marketing' that is shaping up in the near future and seeks to establish that marketing may be necessary for a good democracy. By focusing on the concept of 'good marketing', the authors agree to the fact that marketing is far from perfect, but its value is growing. Marketing can flourish only in a healthy democracy and, in turn, democracy needs marketing. 'Better democracy and better marketplace are possible if only people aspire to combine the strengths they have as citizens with the strengths they have as consumer' (p. 227). As a concluding thought they claim that 'to recognise the commonalities between marketing and democracy is to grant people the power to create a greater good'.

The author's arguments on the link between democracy and marketing may have not been very convincing; however, it is a laudable effort that the authors have taken a different course to look at marketing, rather than the usual routes of marketing to improve profits or exploitations of marketing. This book should be a good read for not only marketers and politicians but also socially conscious

citizens. There may be hope that good marketing and true democracy can lead to a better society.

Teidorlang Lyngdoh
*FPM 06/08-Marketing, Indian Institute of
Management Kozhikode*