

Demarketing a Global War

Abu N. M. Waheeduzzaman

ABSTRACT. On the 75th anniversary of the United Nations, we are observing recurring wars, resurfacing of nationalism, refugees, mass starvation, climate change, and a coronavirus pandemic. A good portion of the suffering owes to our national war machines that we claim to have built for self-defense and peace. Additionally, our conduct has not eliminated the possibility of World War III. In this backdrop, we ask, how can we demarket a product that is not demanded at all by the customers? This study is a modest ontological inquiry addressing the question. It postulates a binary logistic model explaining the factors that can ignite a global war. They are global governance architecture; shifting economic paradigms; military alliances and expenditures; and ethnolinguistic fractionalization. The study opposes war and suggests a proactive demarketing strategy through education and training. Based on attitude towards demarketing and level of activism, four segments emerge for education and training in demarketing. They are uninformed majority, silent mass, peace activist, and war beneficiaries. The role of leadership is crucial in implementing a demarketing campaign. Unless checked, bad leaders can dump us a product (war) that we did not ask for. The paper should be useful to political leaders, academics, civil society, NGOs, international organizations, peace activists, and citizens across the globe in understanding war and peace.

KEYWORDS. Demarketing, Social Marketing, Global War, Peace Marketing, Peacebuilding, World War III and United Nations

INTRODUCTION

Kotler and Levy (1971, p. 75), in their classic Harvard Business Review article, formally define demarketing “as that aspect of marketing that deals with discouraging customers in general or a certain class of customers in particular on either a temporary or permanent basis.” The ultimate goal of demarketing is to

shrink the level of total demand (general demarketing) or discourage the demand coming from certain customer classes (selective demarketing). Ideally, demarketing a global war is a perennial effort.

Last year we celebrated the 75th anniversary of the United Nations (UN). The establishment of the UN is one of the greatest demarketing of war efforts of the century. Churchill, Roosevelt, Stalin, and the Allied

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Powers signed a Charter that states, "We the peoples of the United Nations determine to save succeeding generations from the scourge of war, which twice in our lifetime has brought untold sorrow to mankind." Ever since then, under auspices of UN umbrella of organizations, national governments, nongovernmental organizations, and multinational corporations a "world order" was established.

Globally, we spend \$2.0 trillion dollars on the military per year (<https://data.worldbank.org>), and it is increasing steadily. Since 1989, 4.4 million (www.data.un.org) people have died in battle-related deaths in the world during one of the most peaceful periods in modern history. About 71 million (nearly 1% of the global population) are forcibly displaced every year as a result of conflict or persecution. Among them, 26 million are refugees, and half of the refugees are under 18. Some of them lived their entire life in refugee camps. Over two thirds of the refugees come from five countries: Afghanistan, Iraq, Palestine, Syria, and South Sudan (<https://www.unhcr.org/en-us/figures-at-a-glance.html>).

So far, a hegemonic balance of power prevails at the system level through an umbrella of organizations that include United Nations (UN), International Monetary Fund (IMF), World Trade Organization (WTO), and the World Bank (WB). This has resulted relative global peace. The UN System did not fall apart like the League of Nations, and we did not see a global war.

The irony is that during this period of relative peace, the world has developed large stockpiles of weapons of mass destruction (WMD), which include nuclear warheads (about 14,000), biological, chemical, and other lethal weapons, powerful enough to destroy the planet in minutes (<https://www.un.org/disarmament/wmd/nuclear/>). Also, we have experienced a large number of bilateral and regional wars.

The UN System could not stop the proliferation of weapons of mass destruction and local

wars. The threat of World War III looms on the horizon. The question is, *how can we bring sanity in the process?* Perhaps, the answer lies in demarketing. This article is a modest ontological presentation in demarketing war, a utopia worth pursuing (?).

Nobody wants war, be it local or global. It is not a sought-after product. Yet then we engage in war. Sometimes leaders hard sell war to the citizens. We engage in fatalities that could have been avoided if we had had conscientious leadership and countervailing opposition.

Demarketing is a winning strategy against war. It can save lives, lessen refugee problem, favor economic growth, alleviate social misery, and deliver peace. The resources diverted from the war machine can be used for education, healthcare, quality of life, and general well-being. People who are at the bottom of the income pyramid would be its greatest beneficiary.

The paper is organized into different sections. Section II provides a brief literature review on demarketing; Section III elucidates a demarketing global war model underscoring the elicitation factors provoking war; Section IV proposes a demarketing strategy to educate and change; Section V suggests an implementation strategy; and Section VI concludes with a vision for the future.

EXPLORING DEMARKETING

In this section, a brief literature review that has *contextual relevance* in achieving the objectives of the study is presented. We build our paradigm in view of the broadening of marketing concept (Kotler & Levy, 1969). Under this notion, marketing has been extended to nontraditional products, causes, and nonprofit organizations: We market brotherhood in the same way we market soap. In this article, we are applying the concept in the context of war. Philosophically speaking, demarketing began as a corollary to planned social change by reducing

the demand for those products or services that are detrimental to consumer wellbeing or society. Kotler and Levy (1971) ask marketers to be creative in their demarketing approach because of the unique nature of these products

and the institutions that govern their promotion and delivery.

Table 1. Conceptual Focus in Demarketing

Focus	Studies	Description
Demand, excess demand, and shortages issues	Cravens 1974, Cullwick 1977, Dadzie 1989, Demirdjian 1975, Harvey and Kerin 1977, Kotler 1974, McGuire 1974, Papadopoulos 1983, Saddik 1977.	Studies focused on demand and consumption. Excess demand calls for a reduction in demand. Shortages also force us to look for alternatives.
Behavior, moral, ethical, and social issues	Armstrong and Kern 2011, Bates and Dillard 1976, Beeton and Benfield 2002, Borkowski 1994, Chin-Feng 2012, Coyne and Traflet 2008, Cui and Choudhury 2003, Foxall 1995, Hanna et al. 1975, Hasan et al. 2009, Innes et al. 2008, Kindra and Taylor 1995, Krapfel 1982, Lee, Cutler, and Burns 2004, Lepsito 1983, McLean, Havitz, and Adkins 2002, Post and Baer 1979, Sem and Vogt 1998.	Studies extended the concept to social and behavioral issues. Ethical and moral aspects are emphasized. Intervention is sought to affect behavior.
Cause-related and societal betterment issues	Gnepa 2007, Grinstein and Nisan 2009, Haq et al. 2011, Kavas and Kavas 2011, Lefebvre and Kotler 2011, Medway et al. 2010, Moore 2005, Munish, Payal, and Priya 2014, Salem 2010, Sodhi 2011, Varadarajan 2014, Wall 2005, Wansink and Huckabee 2005, Yang et al. 2013.	Covered a wide range of topics. Studies continued extend the concept to various causes. Social betterment, sustainability, climate change, and environment were focused.

During last 50 years, the notion of demarketing has been discussed extensively by marketers in various academic publications. Interestingly, most papers refer to the *application of demarketing*. And rightfully so, because of its social implication and moral appeal. Comprehensive theoretical development or categorization is less attempted. Two contributions stand out when we consider developing a taxonomy in the literature. One is a content-analysis-based historical literature review (Cintron et al., 2017), and the other is an edited book by Bradley and Blythe (2014). Cintron et al. notes that 81 articles were published during 1971-2014 in various journals. They provide an excellent historical review of the development of the concept of demarketing over four decades. Bradley and Blythe provide a broad overview

of the topic, elaborate its dimensions, and express concern about theoretical obstacles. We take these studies into consideration, consider the latest inquiries, and make our observations.

The inquiries in demarketing can be generalized in three broad categories. They are (1) demand, excess demand, and shortages issues; (2) behavioral, moral, ethical, and social issues; and (3) cause-related and societal betterment issues. Though simplified, the categorization serves the purpose of this study and is presented in Table 1.

The primary demand and consumption have been the target of the demand, excess demand, and shortage studies. How to reduce demand and manage shortages were their focuses. Both products and services were considered. Perhaps, the notion of excess demand and

shortages are two sides of the same coin. Behavioral antecedents and consequences were also investigated. Most studies underscored the practical applications of demarketing, suggesting reduction in demand and consumption. Managing global resources, especially the energy sector gained attention. The oil crisis accentuated the situation. Both short and long-term implications were considered.

The behavioral, moral, ethical, and social studies focused on the popular behavioral issues. The studies underscored behavioral changes that in turn would reduce the demand. Consumption of alcohol, cigarettes, and drugs in various societies and age-groups were studied. Addiction to gambling or pornography were also discussed. Other behaviors included road-rage or giving finger behavior, unwanted pregnancies, drunk driving, obesity, AIDS/HIV infection, misuse of healthcare or governmental services, and environmental damage. The notion demarketing was also applied in the area of tourism. Studies suggested strategies for managing the hot spots and highly demanded natural, historical, and touristy places.

The cause-related and societal betterment studies covered a wide range of areas. Studies continued to extend the concept of demarketing to various lofty ideals and social causes. Specifically, social betterment, sustainability, climate change, saving the planet, and environment were focused on. Government and the public sector services gained attention because of the ethical and societal importance attached to the notion. Many governments and their agencies got involved in the demarketing campaigns. Policy suggestions were made to affect public behavior.

Conceptually speaking, demarketing a global war would fall in the third category of studies described in Exhibit 1. No studies considered the issue seriously. We have seen a few studies that discussed "marketing peace" but not "demarketing war." Demarketing war is not an easy proposition to sell. Though related,

the behavioral factors affecting the two notions, *war* and *peace*, can be different. This is elaborated in the next section.

DEMARKETING GLOBAL WAR MODEL

Demarketing war is a unique proposition. A proper understanding of the paradigm should assist us in answering the question we posed at the beginning of the article: How can we demarket a product that is not demanded at all by the customers? War evokes a complex meaning in our mind. It is tied to our belief system, duality of nature, understanding of reality, and cognitive morality. This section attempts to define and explain the "demarketing war" paradigm.

The story of war and peace is tied to our faith, our belief system. It is a contentious postulation. The monotheistic religions believe that our human civilization began with Adam and Eve as narrated in Torah, Bible, Quran, and other religious books. These books describe beautiful stories of peaceful life that has been disturbed by intermittent wars. War and peace coexisted as two sides of the same coin throughout history and will end on the Day of Judgment. Such belief presupposes a destiny that has been ordained. As humans, we have little control over the destiny in our lives; any effort to counter what has been ordained is not likely to succeed.

The duality of nature as stated by "Yin and Yang" in Chinese and "Usry and Yusra" in Arabic lends us believe that war and peace go together. We can compare this with Newton's first law of motion, which states that every object in a state of uniform motion will remain in that state of motion unless an external force acts on it. Peace is a uniform motion that is undermined by the force of war. Peace is a physical, biological, personal, social, or economic state in which we live. It is an umbrella that provides us stability, income, family and social life, and safety and security. Positive

utilitarian benefits of peace are enormous and observable.

International relations studies define war as “large-scale organized violence” between political units, and “peace is defined as the absence of war.” The wars can be of various types— big or small, high or low intensity, and global or local. The antecedents (causes), correlates (near-causes?), and consequences (results) vary according to the type or level. The complexity confounds a general theory of war. In an excellent review article, Levy (1998) notes as follows:

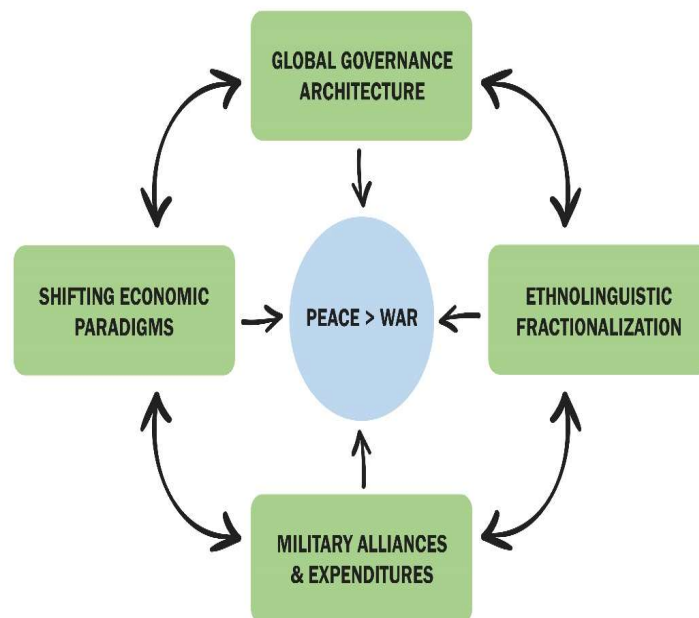
There is no consensus as to what the causes of war are, what methodologies are most useful for discovering and validating those causes, what general theories of world politics and human behavior a theory of war might be subsumed within, what criteria are appropriate for evaluating competing theories, or even whether it is possible to generalize about anything as complex and contextually dependent as war (Levy 1998, p. 140).The demarketing model presented in this paper offers a system level (global) analysis whose units are the nation

states. It is a known paradigm. There is a long chain of political, economic, and sociocultural events that affect the model and explain the rise and fall of nations.

The current global nation-state structure has evolved after World War II following the collapse of the empires and kingdoms. It is only 75 years old, a noticeably short period of time in human history. This limits the generalizability of the model. If, for some reason, the “nation-state-based world system” collapses, a new ideological basis for war and peace will evolve.

War kills, produces miseries, and breaks down our social and economic systems. It also leaves us with a lasting divisive bitterness. The consequence of war morally compels us to oppose war, a teleological reasoning to which we tend to subscribe (decisions are based on the consequences of the action). Demarketing war also means a perpetuation of peace. It has a strong utilitarian (an action is right if it produces greatest amount of good) argument. It is a moral imperative.

Figure 1. Demarketing War Model



Demarketing Global War Model

War is not demanded. It is provoked by an array of factors. Sometimes it is induced by leaders. They have taken us to wars that we have never wanted. The schematic relationship of the duality of war and peace is presented in Figure 1. A mathematical model of the relationship is postulated in Equation 1. It is a logistic function with two possible outcomes: war and no war (peace). In this paper, the notion of demarketing is applied in the case of global war. The equation for the model relationship is described below.

$$Y = f(X) + K \text{ [Equation 1]}$$

Equation 1 is a logistic regression where Y can have two outcomes, $Y = 1$ (war) and $Y = 0$ (peace or no war); $f(X) = f(X_1, X_2, \dots, X_n)$ are the factors affecting war and peace; and K is an external random variable. The model makes intuitive sense and provides a conceptual basis for demarketing. Since the establishment of the United Nations Y has been equal to 0. We identify four factors that contribute to such stability (explained in this section).

K is an external random variable, an unlikely event or phenomenon that can drastically affect the whole function and incite war. It adds complexity to the analysis. Each of the events in K can be unique. A few examples are given below.

- UN intervention diffused the situation in the Korean Peninsula during the early 1950s (June 25, 1950 - July 27, 1953). The creation of the Korean Demilitarized Zone along the 38th Parallel kept the belligerent parties at bay. President Truman's prudent decision of "not to escalate" averted a global war.
- The Cuban missile crisis (October 16-28, 1962) during the Kennedy Administration hurled the hegemony off balance. The U.S. and Soviet Union came close to a nuclear conflict. Again, UN diplomacy averted the war.
- Historically, the Balkans have been a trigger point for conflicts. World War I started from there. During 1990s, the U.S. intervention literally prevented a regional war that could have instigated a bigger war.

- In 2020, the killing of the Iranian General Qasem Soleimani during the Trump administration created a hostile situation in the Middle East. A major conflict in the region has the potential to incite a global war.

It is nearly impossible to identify, list, and elaborate all factors in $f(X)$. We have taken only four factors for our purpose. The factors are as follows: global governance architecture; shifting economic paradigms; military alliances and expenditures; and ethnolinguistic fractionalization. The simultaneous and dynamic interplay of these factors can induce or deter war. Their conceptualization, operationalization, relative weights, validity, reliability, and channels of influence vary. No attempt is made to empirically test the model. The factors are briefly presented in Table 2 and are elaborated in this section.

To reiterate, the goal of demarketing would be to diffuse these conditions and prevent war. We need constant surveillance at national and international level. Normative interventions are also necessary by the governments and the civil society. Positioning and implementation of the demarketing strategy are elaborated in the next sections.

Global Governance Architecture

A workable global governance architecture (GGA) sets the condition that averts war and establishes peace. The current GGA operates under the auspices of the United Nations System (<http://www.unsceb.org/>). It has been established after World War II that accepts the hegemony of five permanent veto-power members: China, France, Great Britain, Russia, and the United States. The UN General Assembly and the Security Council are the two most relevant organizations that operate by accepting the role of hegemonic powers. The role of veto power has been under scrutiny in the UN. Various proposals have been considered over these years. So far, no agreement has been reached.

Table 2. Factors Affecting War and Peace

- **Global Governance Architecture:** So far, the Global Governance Architecture under a United Nations umbrella has deterred war by maintaining the hegemony of the superpowers. A proper functioning of the global governance architecture is essential in harnessing peace and preventing war. Lately, its weaknesses are becoming noticeable.
- **Shifting Economic Paradigms:** Globalization, Internet, technology, demographic shift, economic growth, and cultural change have brought forth serious structural change during past 40 years. The economic hegemony of the superpowers in a core-periphery relationship has been challenged by the rise of emerging nations, multinational companies, and regional economic integration efforts. This economic shift, as we observe in history, has the potential to ignite war.
- **Military Alliances and Expenditures:** After the collapse of the Soviet Union, NATO turned out to be a super military alliance dictating global order. China or Russia is not in a position to rival this coalition. Globally, increased military expenditures have caused reasonable instability. Superpower proxy wars have also fed the war machine.
- **Ethnolinguistic Fractionalization:** Perhaps we shall never be able to remove the influence of ethnolinguistic fractionalization that has contributed to so many wars. It also contributes to terrorism. We must strive to ensure that ethnolinguistic fractionalization does not rise to a level that can start a global war.

By and large, the current GGA has maintained a reasonable balance. The hegemony of the superpowers is recognized. Most nations of the world are benefiting from peace and stability provided by the UN System. The system has its drawbacks, but it is not broken. A collective goal of demarketing would be to ensure a proper functioning of the global governance architecture that shall maintain the balance of power and deter a global war.

Interestingly, the smaller nations understand their weakness and vulnerability in the current global system. They tend to improve their bargaining power by aligning with a Veto Power member for political and economic gains. Sometimes they are coerced into it. The evolution of “superpower protection umbrella” defines a different kind of hegemonic relationship. Israel enjoys enormous political power because of the U.S. support. Unlike Israel, the Arabs, despite their large population and resource base, do not have a competing voice in the United Nations.

The United Nations receives favorable ratings for their performance. It has played a positive role in diffusing wars and in negotiating

peace. Pew Research polls of 32 countries surveyed indicate that a median of 61% have a positive view of the UN and a median of just 26% have a negative view. The favorable rating has been stable over the years and is higher among the youths. The UN enjoys very high favorable rating in Philippines (86%), South Korea (82%) and Sweden (80%). In United States, its overall rating is favorable, but a partisan divide is observed: Democrats favor the UN more than Republicans do (Fagan & Huang, 2019).

The current economic reality does not represent the veto power status in the UN. Both Germany and Japan enjoy more economic power than France and the U.K. The economic and military power of the emerging nations present a different reality. It is substantially different from what we were left with in 1945. Their individual and collective economic and military weight is distinctly notable. The world has to recognize this new reality and adapt accordingly.

The three other organizations, viz., International Monetary Fund (IMF), World Trade Organization (WTO), and the World Bank (WB) maintain the hegemonic balance of power. The

IMF Quota System and Voting Rights give more importance to the richer nations. A US Dollar-based system helps the continuation of U.S. hegemony in global trade and finance. France maintains its colonial hegemony through the CFA Franc zone in Africa. Various rounds of trade negotiations in WTO denote a different kind of economic power. The Doha Round impasse owes to agricultural subsidies, service industries, intellectual property rights, and other conflicting interests. The World Bank has done better than others. Its contribution in poverty alleviation, education, basic health and nutrition, gender equality, and life expectancy is notable.

Perhaps we shall never be able to understand the true influence of good global governance. About 60 million people died during World War II. An estimated 3 million (5% of the population of Bengal, India) died because of starvation. These people never heard of Churchill, Hirohito, Hitler, Roosevelt, or Stalin. The colonies and the smaller nations have always been the most vulnerable groups. Usually, they get crushed between the big players. This underscores the need for a *conscientious* global governance architecture that can protect common people across the globe, especially from the weaker nations.

Shifting Economic Paradigms

The global governance architecture ensures the hegemony of the superpowers in the political arena. It also sustains economic interdependency among the core, semi-periphery, and periphery countries. It is postulated by a wide range of theories that include Modernization Theory (Irwin, 1975; Levy, 1966; Moaddel, 1994; Rostow, 1971), Dependency Theory (Caporaso, 1987; Chirot & Hall, 1982; Namkoong, 1999; Prebisch & Pollock, 2006), and World Systems Theory (Chase-Dunn & Grimes, 1995; Goldfrank, 2000; Skocpol, 1977; Wallerstein, 1974). Both hegemony and interdependency are a *carryover* of the colonial

past. The core countries (e.g., U.S., Japan, Germany, Australia, and Other European Countries) are highly industrialized with large service sectors. The peripheral countries (e.g., most African, Asian, and South American low-income countries) are less industrialized and predominantly agrarian. The semi-peripheral countries (e.g., South Korea, Taiwan, Mexico, Brazil, India, and South Africa) lay between the core and the periphery. They are less developed than the core, but more developed than the peripheral countries. Now-a-days, they are popularly labelled as Emerging Nations.

The core-periphery relationship has undergone a fundamental structural shift during last 40 years. Globalization, Internet, technology transfer, multinational companies, and emerging markets have redefined the global economic relationship. Most multinational companies originate from the core countries. They own most of the world's capital, technology, or licenses and have greater control over world trade, economic agreements, and governance. They have higher leverage in setting the price, exchange rates, and rules of engagement. Now, some of the multinationals from the emerging nations are challenging the existing paradigm.

The economic paradigm shift is accentuated by the rise of BRICS, especially China. BRICS and Emerging Nations provided more than half of the global growth during the 21st century. China has superseded United States and is now the largest economy of the world in terms of PPPGDP. China and a few emerging nations filled vacuum in manufacturing as the Western economies shifted to service sectors. China's trade surplus, cash reserve, and FDI inflows have put her in a precarious position. Will the economic rise of China lead to a major conflict? Harvard Professor Graham Allison is concerned. He cites 16 conflicts between the Ruling Powers and the Rising Powers (Thucydides Trap) and notes that in 12 cases it ended in war (Allison, 2017).

The structural changes in the global economy have been significantly influenced by various regional economic integration efforts. These include, North America (USMCA), Europe (EU), Asia (ASEAN, APEC, SAARC), Middle East (GCC), Latin America (ALADI, LAIA, MERCOSUR) and Africa (AMU, COMESA, EAC, ECOWAS, SADC). The integration efforts have affected the balance of power. Germany is in a much stronger position in Europe. Japan, despite her economic strength, remains to be an isolated power in the Pacific. Feeling threatened, Japan may consider abandoning Article 9 of the post-WWII constitution and rearm. Brazil, India, and South Africa are strong regional contenders.

The shortage of skilled and unskilled labor and ageing population have affected the paradigm shift in the Western World. Immigration filled the void, and, in some cases worked as a lubricant for their economies. Unfortunately, the positive contribution of the immigrant population has been ignored by the rightwing political groups. The immigrants have become the scapegoats and targets of hate crimes. Furthermore, the planned and unplanned (illegal?) entry of the refugees from the developing nations to the Western world added fuel to the fire. Especially, the Muslims from the Arab and African nations were pointed out as they did not blend in easily because of their looks, skin color, religious beliefs, and lifestyle.

One of the critical corollaries of the shifting economic paradigm is global income equality. It is closely related to the core-periphery relationship. The gap between the richer and poorer nations can have grave consequences. More than half of the world still lives in less than two dollars a day. Historically, inequality has been an underlying reason for most political and socioeconomic conflicts, within or between nations. Consider the facts below. (<https://inequality.org/facts/global-inequality/#global-wealth-inequality>).

- “According to the Credit Suisse Global Wealth Report, the world’s richest 1 percent, those with more than \$1 million, own 44 percent of

the world’s wealth. Their data also shows that adults with less than \$10,000 in wealth make up 56.6 percent of the world’s population but hold less than 2 percent of global wealth. Individuals owning over \$100,000 in assets make up less than 11 percent of the global population but own 82.8 percent of global wealth. Credit Suisse defines ‘wealth’ as the value of a household’s financial assets plus real assets (principally housing), minus their debts.”

- “Since 1980, the World Inequality Report data shows that the share of national income going to the richest 1 percent has increased rapidly in North America (defined here as the United States and Canada), China, India, and Russia and more moderately in Europe. World Inequality Lab researchers note that this period coincides with the rollback in these countries and regions of various post-World War II policies aimed at narrowing economic divides. By contrast, they point out, countries and regions that did not experience a post-war egalitarian regime, such as the Middle East, sub-Saharan Africa, and Brazil, have had relatively stable, but extremely high levels of inequality.”

Wealth creation and distribution are equally important to a policy agenda. If the social goals are not achieved, extreme inequality prevails, and people live in substandard conditions, then the very purpose of living together in a collective group gets defeated. Without proactive policy agenda to favorably affect the bottom of the income pyramid, at national or international levels, the world may dive into major political chaos.

Military Alliances and Expenditures

After World War II, the world was divided into two ideological camps—the Eastern Bloc and the Western Bloc. The Cold War and *Détente* prevailed between NATO and Soviet Union. Both blocs are heavily armed with various types of weapons that include conventional, biological, and nuclear armaments. The mutually assured destruction (MAD) has reduced the possibility of war. We observed a lot of proxy

wars, but the two blocs did not directly engage in military conflicts.

With the collapse of the Soviet Union in 1990, NATO became the single most prevailing military alliance. Russia and China are both Superpowers. Lately, the two countries have come closer to each other through diplomatic moves, economic cooperation, and joint military exercises. However, they are not in a position to form any military alliance against the West. NATO remains to be the formidable unipolar military force. There is no other organization that matches its military diktat in global politics. Compared to that, the Shanghai Cooperation Organization (SCO) is a ceremonial regional alliance.

The superpowers are not the only nuclear armed nations. India, Israel, North Korea, and Pakistan also have nuclear weapons. All four have strong regional influence. The destructive capability of the regional nuclear powers cannot be underestimated. The world will have to be vigilant of the leadership in these countries. Also, their ability to draw the superpowers into a global military conflict has to be recognized.

In military sphere, three other issues deserve global attention: (1) *reduction* of military expenditure, (2) *modernization* of weapons, and (3) *reduction* of existing stockpile. Suspicion, fear, national rivalry, competition, and various international conflicts have negatively

contributed to these issues. Since World War II, we have observed continuous expansion and modernization of the weapons industry. National military expenditures have increased substantially.

We do not expect the military expenditure to decline given the interest of the nations, ethno-linguistic fractionalization, regional conflict, and superpower inducements. The expenditures are disproportionately large in the regional theatre of conflicts. The Council for Foreign Relations regularly tracks these conflicts (<https://www.cfr.org>). A few examples are Afghanistan, India-Pakistan (Kashmir), Korean Peninsula, Middle East, South China Sea, Myanmar (Rohingya Crisis), Ukraine, and Venezuela. Let us look into a few of these regional conflicts that have the potential to provoke a global war (see Table 3).

It appears that the reduction of the existing stockpile of nuclear weapons through various arms limitation talks, popularly known as Strategic Arms Limitation Talks (SALT), has been halted. We are not sure when both Russia and the U.S. will again resume the talks. This is where academicians, civil society, journalists, and peace activists need to be proactive in influencing the leaders of both nations. The work on restoring mutual trust, respect, and understanding should continue.

Table 3. Regional Conflicts that Can Provoke Global War

- This is not the first time Afghans are facing foreign interventions. Historically, no foreign power could last long in Afghanistan. The mighty Greek Army Alexander got defeated by the tribal people in Afghanistan, Pakistan, and India. Anecdotally, the region is known as the “graveyard of civilizations.” In August 2021 the Taliban forces have formed a new government in Kabul. A 20-year-old conflict is about to end. A new realignment of regional powers will determine the future of the region.
- The India-Pakistan-Kashmir issue is nearly 70 years old. Both India and Pakistan are nuclear armed. No one will be a winner in a regional war. The consequence will be grave. The rise of Hindu nationalist forces under Prime Minister Modi has affected the power balance in a secular India. The situation can shift regional power alignment and result a bigger war.

- A united Korea, if it ever happens, could redraw the war and peace paradigm in the region. A combined army of millions of soldiers, nuclear weapons, an educated workforce, and technological advancement will make Korea an enormously powerful nation. Regional realignment will shift the power balance. Japan may consider rearming. The situation can incite a global war.
- The situation in the Middle East is rooted in ethnic, religious, and cultural complexity. The countries are Egypt, Jordan, Iran, Iraq, Israel, Jordan, Lebanon, Saudi Arabia, Syria, and Turkey. Oil complicates the situation. Superpowers are deeply tied to the region. Historically, this has been, and will remain to be a global hot spot. Any major shift can incite a global war.
- The rivalry between China and the U.S. in the South China Sea and Taiwan Straits has the potential to ignite a major war. Professor Allison describes the rise of China as a “Thucydides Trap.” Though his notion is an overstated reality, the facts on the ground are very provocative. Regional domino effects can start a long-term war.
- The Rohingya crisis and Myanmar military coup should not be taken lightly. The Superpower stake is remarkably high in the country and the region. Myanmar’s military has strong ties with Russia and China. The region has the potential to provoke major regional conflicts. Domino effects are possible.

In this regard, the role of International Campaign to Abolish Nuclear Weapons (ICAN) is notable. ICAN is a coalition of non-governmental organizations promoting adherence to and implementation of the United Nations nuclear weapon ban treaty. It is an “international campaign to stigmatize, prohibit & eliminate nuclear weapons” (<https://www.icanw.org/>). Additionally, there is a large number of organizations who are involved in global peacebuilding.

A good portion of the military expenditure is now spent on fighting domestic and global terrorism. Historically, the term terrorism has been used to label different groups of people for political purposes. During the 1960-70s, the term was used to label the communists and the leftist political activists. In a post-9/11 world, Muslim extremists are branded as terrorists. The local militia groups (e.g., white supremacists) or the drug lords who have significant firepower to disturb peace are also termed as homegrown terrorists. While we recognize the power of these groups in disturbing peace, it is highly unlikely that they will be able to ignite a global war.

Demarketing is not opposed to having a national Defense Force needed for our safety and protection. National defense is a public good.

It is a recurring maintenance expenditure for all nations. However, we have to be concerned when such industry takes over the political discourse and the destiny of a nation.

The moral arguments for peace and against war are well established. Yet then our hegemonic desire to control the world and its resources puts us in conflicts. War constantly looms on the horizon. As nation states, we create industries that thrive on war. The size of the war industry, its economic rationale, investment portfolio and scientific advancement overshadow our moral reasonings. No one understood this better than U.S. President Dwight D. Eisenhower. In his Farewell Address to the nation on January 17, 1961, he notes:

This conjunction of an immense military establishment and a large arms industry is new in the American experience. The total influence—economic, political, even spiritual—is felt in every city, every state house, every office of the Federal government. We recognize the imperative need for this development. Yet we must not fail to comprehend its grave implications. Our toil, resources and livelihood are all involved; so is the very structure of our society. We must never let the weight of this combination endanger our liberties or democratic processes. We should take nothing for granted. Only an alert and knowledgeable citizenry can compel the proper

meshing of the huge industrial and military machinery of defense with our peaceful methods and goals, so that security and liberty may prosper together.

Perpetuation of war favors the military industry, worldwide. And privatization and profit have only degenerated the process. As a paradigm, demarketing war is likely to face natural opposition from the people who benefit from war. It is an uphill ideological and practical battle.

Ethnolinguistic Fractionalization

As postulated in the model and in Equation 1, the nation state is our unit of analysis in this study. How a nation maintains peace or prepares for war depends on its national identity, ethnic, linguistic, and religious affiliation; its geopolitical status; its relationship with superpowers; its resource base, economic competitiveness, wealth creation, and distribution; its trade and cooperation with other nations; its political structure and stability; its military and defense capability; and above all, its leadership.

Today, the nation states formally operate under a UN System. The System provides political recognition to a nation state. However, it does not incorporate the social power of the ethnolinguistic or religious groups that are cardinal to our identity. Three largest language groups, Spanish, Arabic, and Hindi have no collective group recognition in the UN. The religious divide is also notable. The Muslims and Hindus constitute 1/4th and 1/6th of the global population. But they have no collective group recognition.

Historically, ethnicity, language, and religion have been the reason for many conflicts, globally. We fought and are still fighting wars along these lines in various parts of the world. The multitudes of ethnolinguistic fractionalization are a complex constant in war and peace. We will continue to engage in war because of our divisions. The political reality is, sometimes these wars are instigated and/or supported by the Superpowers. The Council for

Foreign Relations has identified a few of the global hot spots, and they have been described in the previous section.

The question is whether the ethnolinguistic fractionalization has the potential to ignite a global war. For example, historically, the Balkans have been very divisive in Europe. World War I started from the Balkans. During the 1990s, European powers were not able to contain the war despite the genocide and ethnic cleansing. American intervention literally quelled the issue. The situation is similar in the Middle East. China, East Asia, and the Korean Peninsula should also come under the radar. Can a regional conflict in Europe, Middle East, Africa, or Asia escalate to a full-fledged global war? Let us inquire.

The instability (and breakdown in some cases) of the nation states in the Middle East and Africa has weakened the political system of governance. Today, Ethiopia, Iraq, Lebanon, Somalia, Syria, and Yemen are barely functioning as nation states. The presence of Israel has complicated the power balance. The constant fighting in the Middle East is very pronounced. About 15 million refugees come from four countries—Afghanistan, Iraq, Palestine, Syria, and South Sudan. The abysmal economic conditions, social conditions, and unemployment have fueled the rise of nationalistic forces. Despite the sufferings of the people, we do not see any solution to the problems in these countries in the near future.

The rise of China and the conflicts in the South China Sea has the potential to contribute to a different kind of polarization. Ethnic Chinese in Singapore, Taiwan, and other Asian countries may regroup, a possibility many do not envision. Despite the difference in political system, Malaysia, Singapore, and Taiwan are among the top trading partners of China. Ethnic Chinese play a dominant economic role in these countries. This is further reciprocated by Chinese international travel and people to people interactivity (telephone, Internet, or social

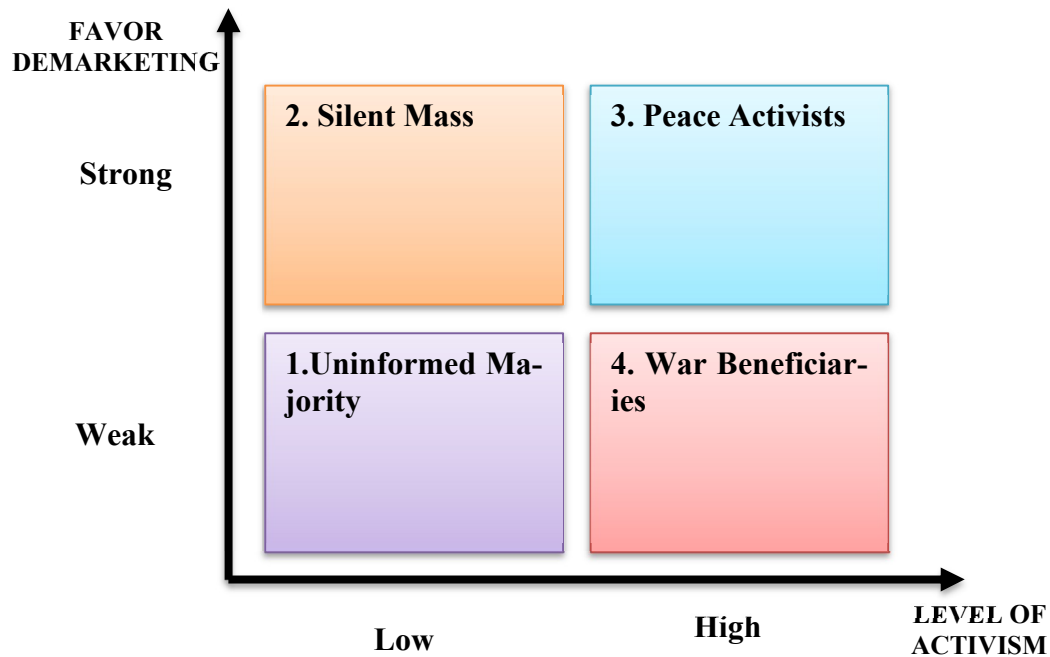
media). Chinese Tik Tok is one of the most popular social media platforms.

Additionally, the current rise of nationalism in America, Brazil, Europe, and other parts of the world has the potential to destabilize the global economic and political order. The coronavirus pandemic and broken supply chains affected our competition for resources. It encourages inward looking nationalist forces. History tells us that this kind of polarization led to World War I and II.

The United Nations strongly denounces ethnolinguistic division. It promotes multilateralism. António Guterres, the UN Secretary General declared this on September 21, 2020, International Day of Peace. He states,

Already we know that we need more — and more effective — multilateralism, with vision, ambition and impact. National sovereignty — a pillar of the United Nations — goes hand-in-hand with enhanced international cooperation based on common values and shared responsibilities in pursuit of progress for all. No one wants a world government — but we must work together to improve world governance. In an interconnected world, we need a networked multilateralism, in which the United Nations family, international financial institutions, regional organizations, trading blocs, and others work together more closely and more effectively. To reiterate, multilateralism should be the policy goal of the conscientious citizens of the world. All efforts must deter conflicts arising from ethnolinguistic fractionalization.

Figure 2. Segmentation and Program Strategy



SEGMENTATION AND STRATEGY

Every citizen of the world is a market for the demarketing campaign. For all practical purposes, the politicians, educators, social leaders, businessmen, and opinion leaders are

the primary targets. They are the leaders who profoundly influence the course of history in war and peace.

A large number of people sitting at home and opposing war cannot stop the proliferation of war. *Activism against war is a necessary*

condition for peace. It requires educating a large number of people who would actively oppose war. Both right attitude and moral activism should be able to sustain peace.

How do we segment the market for the demarketing program? We suggest a pragmatic approach based on the *attitude towards demarketing* and the *level of activism*. This results in four market segments presented in Exhibit 5. The markets are (1) Uninformed Majority, (2) Silent Mass, (3) Peace Activists, and (4) War Beneficiaries. The segments are universal with country level variations. Education and training strategy for each segment is discussed.

Uninformed Majority

This is the largest segment in most countries. They are less educated, less affluent, have little understanding of the world, and less engaged in a civil society. They are less likely to have a strong opinion about war. They accept authority and the rule of law. They are likely to believe in their local leaders, religious establishments, opinion leaders, mass media, and even politicians.

This is also the most vulnerable group. Leaders can sway them to war under various pretexts—religion, racism, or communist utopia. Programs need to be designed to reduce their vulnerability.

By providing the right kind of information, a demarketing program can shield uninformed citizens from the demagogues. A good portion of the uninformed segment is the youths whose ambivalence towards war or peace is not conducive to a civil society. The task of the program would be to inform, educate, and persuade against war and its consequences—move them from Quadrant 1 to Quadrant 2.

Silent Mass

This is the second largest segment who are morally opposed to war. They are better educated, more affluent, understand and enjoy the benefits of globalization, and participate in the

civil society. They are well conversant with social media and have a fair understanding of the surroundings. They understand war and its consequences. Some of them are local opinion leaders. They engage in local civic associations including schools, religious organizations, and political groups. They are likely to favor demarketing efforts, peace, and the status quo (happy life). However, they are not actively participating in events, marches, and political and social platforms opposing war.

The task of the demarketing program would be to reinforce their beliefs against war and persuade them towards activism, i.e., move from Quadrant 2 to Quadrant 3. The education process should equip them with the right knowledge so that they become active participants. Attitude change should be the focus. Let education reinforce their beliefs against war and persuade them to actively participate against war. As a group, they should be good deterrent.

Peace Activists

The peace activists are the leaders of the movement. This is the most progressive group against war. They are composed of conscientious citizens who are educated, media savvy, gainfully employed, and open to global ideas. Academics, writers, poets, journalists, actors and actresses, talk-show hosts, and celebrities fall in this category. They provide leadership for war protests and peace movements, globally. Historically, their activism has sustained peace in the world. Unfortunately, the size of this group is not large. They also lack resources.

Let them continue what they are doing. Politicians and civil societies should stand behind them. Gaining critical mass against war is conducive to peace. They should be provided moral support and resources for their activities. They would develop curricula, programs, literature, and campaigns. High school and college curricula for peace could be developed by this group. They would educate the uninformed

majority and the silent mass. Let them achieve the critical mass needed against war.

War Beneficiaries

The war beneficiaries are the military personnel and civilians engaged in activities and industries that benefit the war machine. They sell weapons worldwide. Their association with the industry puts them in a moral dilemma; they are likely to be ambivalent towards war. Since World War II, this group has escorted America to major wars in almost every decade. Through newer wars, the industry gets an opportunity to empty their old inventory and build newer and more lethal weapons.

Ideologically, the peace activists and the war beneficiaries are in two opposite camps. War beneficiaries significantly outweigh the peace activists in terms of money, influence, and power. Their activism behind the scenes is evident—wars do not end.

The program would counter them with right information, moral suasion, and public engagements. Politicians, civil societies, and religious leaders can play an active role here. We need support from national leaders to influence their behavior.

IMPLEMENTATION

Ignorance is the breeding ground of war. Warmongers have relied on ignorance to instigate people and sell a product they did not want. The campaign initiatives can come from the top (responsible governments) or the bottom, i.e., conscientious citizen groups comprised of peace activists, academics, businessmen, and social elites.

The primary purpose of the demarketing program is to educate citizens and build leaders who would not rely on war to resolve disputes. Building awareness about the scourge of war, underscoring the consequences of war, and developing conscientious citizens are its *sine qua non*. It shall consist of materials that would in-

form, educate, and persuade citizens worldwide against war—make them believe in peace and peaceful social discourse.

The program is a proactive effort to prevent war. As stated in Equation 1, comprehensive knowledge on various topics including global governance architecture, shifting economic paradigms, military alliances, and expenditures, and ethnolinguistic fractionalization shall be helpful.

Need for Conscientious Leadership

Leaders start war and negotiate peace. They motivate or coerce common people into war. Unless checked, they can dump us a product (war) that we did not ask for. Many believe that the Gulf of Tonkin (Vietnam, 1964) and Weapons of Mass Destruction (Iraq, 2003) stories were used by the U.S. leaders to sell war to their citizens. Americans did not ask for them. Eventually, both wars have turned out to be very contentious.

It is our moral obligation to *elect those leaders* who will not coerce us to buy a product that we did not ask for. Electing leaders like Adolf Hitler, Benito Mussolini, and Hideki Tojo could be fatal. In a good functional democracy, people are likely to exert more control over their leaders through institutional checks and balances. Most European democracies have achieved a level where conscientious citizens are able to affect war-related decisions of the governments. In the U.S., the President needs to get the approval from the Congress to go to war. However, not all U.S. Presidents have followed the War Power legislation by the book.

Leaders can galvanize the spirit of a nation for war or in peacebuilding. There are quite a few leadership models in social science disciplines. A proper discussion of them is beyond the scope of this paper. Our functional model is stated below. A dynamic interplay of the traits and characteristics of the *leader*, characteristics and loyalty of their *followers*, and the

situation determine the success or failure in leadership.

Leadership (L) = f(l, f, s); where l = leader, f = follower, and s = situation. There are a good number of studies that underscore the importance of traits and characteristics of the *leader* in war or peace. A leader's faith, vision, integrity, and ability to motivate people sway the outcome. Winston Churchill's "determination and perseverance" against Hitler steered a victory to the Allied Forces. Franklin Roosevelt's Post-World War II "calm and poised" leadership and Harry Truman's "pragmatism" established the global governance architecture that the world enjoys today. Carter, Clinton, and Obama, all three pro-peace Democratic Presidents did not engage in any major war during their terms. Both Carter and Obama received Nobel Prize for Peace. Clinton's peace efforts in Bosnia-Serbian war and Israeli-Palestinian conflict are noteworthy.

The pragmatic visionary leadership of Deng Xiaoping has moved China away from global conflicts and join an interdependent global economic system under WTO. Reformist leaders like Mahathir Mohamad of Malaysia and Lee Kuan Yew of Singapore are respected for their peacetime leadership. India owes its political and economic stability to the Nehru doctrine. Balancing the superpowers and advocating nonalignment movement along with other Third World Leaders was part of his peacebuilding strategy. Nelson Mandela's unique leadership style in South Africa is a great example against apartheid and for global peace.

Leaders can also take us to war. Throughout history, leaders have used power and propaganda to manipulate the minds of the people for war. A classic example is Adolf Hitler, who believed that the societies/nations are in a "constant war" of races [Aryan (we) vs. Others (they)]. This propelled World War II despite the fact that Hitler's Nationalist Socialist Party never received a majority in German Reichstag (1924 = 7%, 1928 = 3%, 1932 = 33%, 1933 =

44%). How Hitler came to power, transformed Germany into a full-fledged racist nation through organized propaganda, nationalist euphoria, and scare tactics of the brown shirt militias is a unique lesson in history. He misused the state machinery, incited the Germans to war, and, eventually, committed suicide to avoid the capture. Sixty million people, 3% of the world population died because of a few misguided leaders.

The *followers*, and their size, characteristics, and bond with the leader are critical in leadership success. Followers provide the rational support in advancing a leader's agenda. A large number of peace activists would be conducive to the leadership success in demarketing. Contrarily, a small number of followers with cult-support can take us to war.

The *situation* plays a great role in the success of leadership. The factors f(X) elaborated in Section III Demarketing Global War Model describe the situation in demarketing war. World leaders have some control over these factors. Managing them judiciously can avoid war.

Educating for Peace

Education is closely related to the knowledge and attitude component stated in the positioning a demarketing program. Informed citizens are likely to favor demarketing. Technically speaking, f(X) and K in Equation 1 provide the foundation for discussion here. Citizens should be aware of the elicitation factors, and the random events that have the potential to incite war. Media campaigns and training packages should be designed corroborating the moral arguments against war.

We need conscientious world citizens for demarketing. It is a continuous educative process that could begin early in our life. Special education for understanding demarketing war and peace building should be included in the middle and high school curriculum. At the college level, the issues should be incorporated in the required philosophy and ethics classes. An

elective course on Peace Marketing can be offered. This is how we have incorporated ethics and international business in our college curriculum. Global field trips and excursions should be encouraged for better cross-cultural understanding.

Specific strategy suggestions with respect to each segment have been elaborated in the previous section. The uninformed majority should learn about the scourge of war and the need for peace. Better informed citizens are less vulnerable to demagogues. Attitude change would be most needed for the silent majority. As leaders of the movement, the peace activists would develop the curricula, programs, literature, and campaigns. Also, they would influence policy makers in peacebuilding. The war beneficiaries need ethical, moral, and religious suasion.

Global Cooperation and Support

The establishment of the European Union following the Treaty of Rome in 1957 is one of the most successful peace efforts in modern history. It took two World Wars in one generation to convince the Europeans that war is not the right method to resolve disputes. The European Union is a timely and pragmatic step towards peace. Economic integration and interdependency forced them to live together in harmony, without war. The spirit is still strong despite a few nationalist setbacks and Brexit.

Uniting the world opinion against war is critical in demarketing. Academics, journalists, social leaders, politicians, and media must be involved. Citizen participation should be encouraged. People should be motivated to voice their opinions and actively participate against war. As always, the youths should be on the frontline to advance the demarketing movement. Social media should be employed accentuating the cause.

Initial resources necessary in building the campaign momentum would be difficult. Personal contributions from motivated people could break the ice. Once a momentum is built,

funds will follow. It is a slow and steady process. There are a large number of organizations engaged in promoting global peace. Some also strongly oppose war. These organizations and their activities deserve support from the world community.

CONCLUSION

As stated, the establishment of the United Nations was the greatest demarketing war effort of the 20th century. The UN system been able to avert global war for 75 years. Now, we may have to take a fresher look at the functioning of the system and the changes that are taking place in the world.

The study proposed binary logistic demarketing model $Y = f(X) + K$ incorporating the factors that can provoke a global war. The global governance architecture; shifting economic paradigms; military alliances and expenditures; and ethnolinguistic fractionalization comprise the $f(X)$ whose dynamic interplay can induce or deter war. K is a random variable affecting the model. Minimizing the elicitation capability is a collective goal of the world leaders.

The study takes a segmentation approach in demarketing. Based on attitude towards demarketing and level of activism, four universal segments are targeted. They are uninformed majority, silent mass, peace activists, and war beneficiaries. Strategy and education programs for each segment is advocated. Knowledge and attitude change are the key components of the education process.

Developing future leaders for peace is essential. Peace marketing should begin early in our lives in high schools and colleges. Courses need to be developed for the purpose. Training programs can also be developed for teachers interested in teaching these courses. Topics could include a broad understanding of the history, geography, growth of human civilization, importance of global understanding, respect for

cultural diversity, international relations, military science, and globalization. Initial investment and incentive can come from foundations, civic organizations, and governments.

The younger generation should be given special focus. Millennials and Generation Z are more exposed to social media, understand the importance of globalization, and are more vocal for change. They have not seen the Cold War and do not understand why a nation should have nuclear weapons to live in peace. Nearly three-fourths of them in United Kingdom wanted to stay within the European Union, voted against the Brexit. In the United States, they are at the forefront of marches for equality and social justice. Apparently, politicians do not understand the mindset of these young men and women who are the force for change.

The study is a humble submission of an academic who has taught marketing at the university level for over 40 years. Personal life experiences have taught him that demarketing war is as important as marketing peace. He believes that global peace is a public good. Its social value is immeasurable. Peace cannot be established unless we have created conditions that prevent war. That requires both attitude change and activism. Demarketing war is a moral imperative.

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