

**Conferment
of the Honorary Degree
in Organization and Marketing
for Business Communication
to Philip Kotler**

Conferimento della Laurea ad honorem
in Organizzazione e marketing
per la comunicazione d'impresa
a Philip Kotler

Monday, December 3, 2018

11.00 am

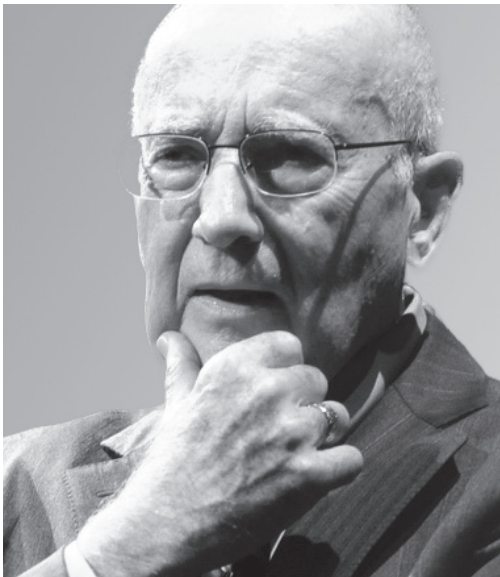
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piazzale Aldo Moro 5, Rome

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Philip Kotler is the S.C. Johnson & Son Distinguished Professor of International Marketing at the Kellogg School of Management, Northwestern University, Evanston, Illinois. Kellogg was voted the “Best Business School” for six years in Business Week’s survey of U.S. business schools. It is also rated as the “Best Business School for the Teaching of Marketing”. Professor Kotler has significantly contributed to Kellogg’s success through his many years of research and teaching there.



He received his Master’s Degree at the University of Chicago and his PhD Degree at MIT, both in economics. He did post-doctoral work in mathematics at Harvard University and in behavioral science at the University of Chicago.

Professor Kotler is the author of over sixty books, including Marketing Management (15th ed.), the most widely used marketing book in graduate business schools worldwide; Principles of Marketing (16th ed); Marketing Models; Strategic Marketing for Nonprofit Organizations; The New Competition; High Visibility; Social Marketing; Marketing Places; Marketing for Hospitality and Tourism; The Marketing of Nations; Kotler on Marketing, Building Global Biobrand, Attracting Investors, Ten Deadly Marketing Sins, Marketing Moves, Marketing Insights from A to Z, Chaotics, Up and Out of Poverty, Winning at Innovation, Marketing 3.0, Market Your Way to Growth, and several other books. He has published over one hundred and fifty articles in leading academic journals, several of which have received best-article awards.

Opening Address of the Senior Deputy Rector

Renato Masiani

Your Excellencies,
Distinguished Colleagues,
Dear Students, Ladies and Gentlemen,

Sapienza University of Rome today has the honor of conferring on Philip Kotler the Honorary Degree in Organization and Marketing for Business Communication, by virtue of his exceptional contribution to the advancement of economic doctrine, particularly in marketing, in whose modern capacity he is universally considered as founding father.

Sapienza occupies a special place in the history of marketing studies in Italy, having been one of the first universities to activate specific courses and to encourage scientific research in this field.

This is primarily due to the figure of Carlo Fabrizi who, in the Academic Year 1967-1968, takes charge of the second Chair of Industrial Administrative Technique, where he proposes a new conception of business studies based on the marketing approach. All this takes place within the Faculty of Economics and Commerce, where the teaching of Market Research Techniques and General Distribution was already active from the early 60s. However, it takes another decade, we are in the eighties, to start the first

Autorità, Colleghi, Studenti,
Signore e Signori,

Sapienza Università di Roma ha oggi l'onore di conferire a Philip Kotler la Laurea *ad honorem* in Organizzazione e marketing per la comunicazione d'impresa, in virtù del suo eccezionale contributo al progresso della dottrina economica, in particolare nel marketing, della cui veste moderna egli è universalmente considerato padre fondatore.

La Sapienza occupa un posto speciale nella storia della disciplina del marketing in Italia, essendo stato uno dei primi atenei ad attivare insegnamenti specifici e a incoraggiare la ricerca scientifica in questo campo.

Ciò si deve innanzitutto alla figura di Carlo Fabrizi che, nell'anno accademico 1967-1968 prende in carico la II Cattedra di Tecnica amministrativa industriale, dove propone una nuova concezione degli studi d'impresa basata sull'approccio di marketing. Tutto ciò avviene all'interno della Facoltà di Economia e commercio, dove fin dai primi anni 60 era già attivo l'insegnamento di Tecnica delle ricerche di mercato e della distribuzione generale. Occorrerà però attendere ancora un decennio, siamo negli anni Ottanta, affinché si accenda

course about Sales Techniques and Policies, entrusted to the first student of Carlo Fabrizi, Professor Gennaro Cuomo. In addition, this scholar is responsible for the creation, in the Academic Year 2002-2003, of the MUMM Master in Marketing Management – one of the first and most important in Italy in the field and, to date, the most important master of Sapienza for longevity and patrimony of students.

We are pleased to recall that we have waited for the Academic Year 1997-1998 in order that the name of the course of Sales Techniques and Policies (Tecniche e politiche di vendita) could take the name of Marketing: the state law did not allow, at that time, the use of foreign terms to name the courses. Nevertheless, the Sales Techniques and Policies course was already based on the work that marked the intellectual figure of Professor Philip Kotler: the handbook *Marketing Management. Analysis, Planning and Control*. The book appeared in the Sapienza classrooms in the Italian edition in two volumes, which included the fifth US edition. A text that can be well impressed in the memory of the many Sapienza *alumni* who nowadays hold top-level roles in companies and who, here, among the desks and rooms of this university, have discovered the charm of this economic vision that, just Professor Philip Kotler has set up in an original multidisciplinary cultural formula. This would be enough to point out the story of an intellectual monument such as the *Marketing Management* textbook, capable of breathing life into no less than 14 editions, translated into all the main languages of the world and widespread everywhere, adopted, read and studied, to celebrate the relevance of Philip Kotler.

il primo corso in Tecniche e politiche di vendita, affidato al primo allievo di Carlo Fabrizi, il professor Gennaro Cuomo. A questo studioso si deve, fra l'altro, la creazione, nell'anno accademico 2002-2003, del Master universitario in Marketing Management Mumm – uno dei primi e più importanti d'Italia nella disciplina e, ad oggi, il master più importante della Sapienza, per longevità e patrimonio di allievi.

Ci piace ricordare che dovremo attendere l'ano accademico 1997-1998 perché la denominazione del corso di Tecniche e politiche di vendita possa assumere il nome di Marketing: la legge statale non consentiva infatti, all'epoca, l'uso di termini stranieri per denominare gli insegnamenti. Ciononostante, il corso di Tecniche e politiche di vendita si basava già sull'opera che ha segnato la figura intellettuale del professor Philip Kotler: il libro *Marketing Management. Analysis, Planning and Control*. Il manuale entra nelle aule della Sapienza nell'edizione italiana in due volumi che recepiva la quinta edizione statunitense. Un testo che so essere ben impresso nella memoria dei molti *alumni* Sapienza che oggi ricoprono ruoli di altissimo livello nelle aziende e che qui, fra i banchi e le stanze di questa università, hanno scoperto il fascino di questa visione economica che, proprio il professor Philip Kotler, ha impostato in una originale formula culturale multidisciplinare. Basterebbe questo, segnalare la vicenda di un monumento intellettuale come il manuale *Marketing Management*, capace di dar vita a ben 14 edizioni, tradotto in tutte le principali lingue del mondo e ovunque diffuso, adottato, letto e studiato, per celebrare la statura di Philip Kotler.

Today we confirm to Professor Kotler the title of Master's Degree in a degree course that, once again, testifies to the peculiarity of the role of Sapienza in spreading the marketing culture in the country. The degree course in Organization and Marketing for Business Communication was set up in the Academic Year 2009-2010, within the Faculty of Communication Sciences, to respond to the growing needs of qualified professionals able to help organizations to create and disseminate those components of intangible value, that today often govern the choices of economic actors. It is one of the few master's degrees in Marketing of the country and has quickly become a cultural reference for students, attracting hundreds from all over Italy, much to be today among the first Sapienza courses for the number of students.

I am pleased to underline that the students of the master course in question have on several occasions been distinguished for their quality, skills and competence. The employment statistics, and the excellent performances in the Marketing Prize for universities – a National competition among marketing students from all over Italy – are proof of this. This competition, a unique case in the world, was launched thirty years ago and contributed in a way not secondary to the diffusion of the knowledge of marketing in Italy. Since then, the Sapienza students have always given excellent proof of themselves, inning it over ten times, the last one, this year, thanks to the students of this course. We know that the works of Professor Philip Kotler have constituted and still constitute an indispensable cultural

Confermiamo oggi al professor Kotler il titolo di Dottore magistrale in un corso di laurea che, ancora una volta, testimonia la peculiarità del ruolo della Sapienza nel diffondere la cultura di marketing nel paese. Il Corso in Organizzazione e marketing per la comunicazione d'impresa nasce infatti nell'anno accademico 2009-2010, all'interno della Facoltà di Scienze della comunicazione, per rispondere alle crescenti esigenze di professionalità qualificate in grado di aiutare le organizzazioni a creare e diffondere quelle componenti di valore immateriale che oggi, sovente, governano le scelte degli attori economici. È una delle poche lauree magistrali in Marketing del Paese ed è divenuta rapidamente un riferimento culturale per gli studenti, attraendone centinaia da tutt'Italia, tanto da essere, oggi tra i primi corsi di Sapienza per numero di iscritti.

Mi fa piacere sottolineare come gli allievi del corso magistrale in questione si siano in più occasioni distinti per qualità, capacità e competenza. Ne sono prova, fra le tante, le statistiche occupazionali, e le eccellenti performance nel Premio Marketing per l'Università – una gara nazionale fra studenti di marketing di tutt'Italia. Questa competizione, un caso unico al mondo, fu lanciata ben trent'anni fa e contribuì in modo non secondario alla diffusione della conoscenza del marketing in Italia. Da allora, gli studenti Sapienza hanno sempre dato ottima prova di loro stessi, vincendola oltre dieci volte, l'ultima, proprio grazie agli allievi di questo corso, quest'anno. Sappiamo che i lavori del professor Philip Kotler hanno costituito e costituiscono tuttora, un indispensabile supporto culturale

support for the students who also engage in these didactic exercises.

Philip Kotler has produced in the course of his life, which is not limited to the academic career, a truly impressive number of written contributions. It is one of the rare cases in which, in the same mind, the talents of a high communicator and a valuable scientific researcher live side by side. He has produced scientific articles, received in the most impacting International scientific journals and considered as unavoidable references by the scholars of the field; he has written dozens of books and hundreds of other contributions, none of which has ever been unnoticed. He is a scholar who has left a profound mark on the theoretical and real economy of the planet, not only in his own country, always maintaining a line of scientific and ethical rigor that must be pointed out as an example.

Last but not least,
I want to praise the passion that Professor Philip Kotler demonstrates with his own conduct: he is still here, thousands of miles from his country to tell his vision, to listen to the experiences of others, not to stop learning new things and questioning his own ideas.

With great satisfaction, therefore, we confirm today the title of honorary Master Degree in Organizational and Marketing for Business Communication to Philip Kotler, in keeping with the tradition of excellence that has always characterized Sapienza University of Rome.

per gli studenti che si cimentano anche in queste esercitazioni didattiche.

Philip Kotler ha prodotto nel corso della propria vita, che non si esaurisce alla sola carriera accademica, un numero veramente impressionante di contributi scritti. È uno dei rari casi nei quali, nella medesima mente, convivono le doti di alto divulgatore e di pregiato ricercatore scientifico. Ha prodotto articoli scientifici accolti nelle più impattanti riviste scientifiche internazionali e considerati riferimenti ineludibili dagli studiosi della disciplina; ha scritto decine di libri e centinaia di altri contributi nessuno dei quali, mai passato inosservato. È uno studioso che ha lasciato un segno profondo sull'economia teorica e reale del pianeta, non solo del proprio Paese, mantenendo sempre una linea di rigore scientifico ed etico che devono essere additati ad esempio.

In ultimo ma non per importanza, voglio lodare la passione che il professor Philip Kotler dimostra con la propria condotta: egli è ancora qui, a migliaia di chilometri dal proprio Paese a raccontare la propria visione, ad ascoltare le esperienze altrui, a non smettere di apprendere cose nuove e mettere in discussione le proprie idee.

Pertanto, con viva soddisfazione, confermiamo oggi il titolo di Dottore magistrale *ad honorem* in Organizzazione e marketing per la comunicazione d'impresa a Philip Kotler accogliendolo nel novero delle eccellenze della Sapienza Università di Roma.

Address by the Dean of the Faculty of Political Science, Sociology and Communication Science

Tito Marci

Rector Magnificus,
Distinguished Colleagues,
Dear Students,
Ladies and Gentlemen,

It is a particular pleasure to speak on behalf of the Faculty of Political Sciences, Sociology and Communication and of my staff at this ceremony to confer an Honorary Degree on Professor Philip Kotler in our University, one of the oldest in the world.

We live in a period of time in which, even in Italy, marketing plays a leading role: companies, non-profit organizations and, increasingly, even firms and public organizations, make extensive use of the contribution of thought and tools offered by the discipline. Therefore, it seems that the vision of Professor Philip Kotler has fully been realized, and when it was expressed in the seminal article "Broadening the Concept of Marketing" sounded as prophetic and did not fail to spark controversy. It was 1969.

I represent here a multidisciplinary Faculty, where studies are conducted and courses are held about political, social and communication change. Therefore

Magnifico Rettore, illustri Colleghi,
cari Studenti, Signore e Signori,

è un piacere particolare intervenire a nome della Facoltà di Scienze politiche, sociologia e comunicazione e mio personale a questa cerimonia di conferimento della Laurea *ad honorem* al professor Philip Kotler nella nostra Università, una delle più antiche del mondo.

Viviamo tempi nei quali, anche in Italia, il marketing gioca un ruolo da protagonista: imprese, organizzazioni no profit e, sempre di più anche aziende e organizzazioni pubbliche, si avvalgono estensivamente del contributo di pensiero e strumentazione offerti dalla disciplina. Sembra essersi realizzata in pieno, perciò, quella visione del professor Philip Kotler che, quando fu espressa nel seminale articolo "Broadening the Concept of Marketing" suonò come profetica e non mancò di scatenare polemiche. Era il 1969.

Rappresento qui una Facoltà multidisciplinare, nella quale si conducono studi e si tengono corsi sul cambiamento politico, sociale e della comunicazione. Vorrei quindi

I would like to spend a few words about the role played by marketing on these three phenomenal dimensions that we deal with in the three departments that make up the Faculty.

It is over twenty years that, even in Italy, we experience the extension of marketing to the sphere of political struggle. In our Faculty we observe, with the tools of scientific research and intellectual speculation, a post-ideological political competition that seems to increasingly draw on its analysis and action patterns, from the world of the real economy. In fact, the parallels between commercial and electoral competition seem to be clear and evident, even in the due distinctions of context, and as scholars of political phenomena, I think we will have to become more and more familiar with the categories of marketing.

Turning now to the social sphere, there is no doubt that the progressive affirmation of the model of mass consumption society has contributed significantly to the transformations of the country. This model of marketing has certainly been the author of it, although in different shapes and sizes according to the historical seasons. Now that the paradigm of post-modernity seems to be the predominant form of social and individual living, marketing is increasingly a protagonist of the sophistication of everyday life, that affects individuals and social groups. The study of the person-consumer should and could be a field to be explored more often with the cultural categories

spendere qualche parola di riflessione intorno al ruolo giocato dal marketing su queste tre dimensioni fenomeniche di cui ci occupiamo nei tre dipartimenti che compongono la Facoltà.

È oltre un ventennio che, anche in Italia, facciamo esperienza dell'estensione del marketing alla sfera della lotta politica. Nella nostra Facoltà osserviamo, con gli strumenti della ricerca scientifica e della speculazione intellettuale, una competizione politica post-ideologica che sembra attingere sempre più spesso i propri schemi di analisi e azione, dal mondo dell'economia reale. In effetti i parallelismi fra competizione commerciale ed elettorale sembrano essere chiari ed evidenti, pur nelle doverose distinzioni di contesto, e come studiosi di fenomeni politici, penso che dovremo sempre più acquisire dimestichezza con le categorie del marketing.

Passando ora alla sfera del sociale, non vi sono dubbi che la progressiva affermazione del modello di società dei consumi di massa abbia contribuito in maniera rilevante alle trasformazioni del Paese. Di questo modello il marketing è stato certamente artefice, sebbene in forme e misura differenti a seconda delle stagioni storiche. Oggi che il paradigma della post-modernità sembra essere la forma predominante del vivere sociale e individuale, il marketing è sempre più protagonista di quella sofisticazione del vivere quotidiano che interessa gli individui e i gruppi sociali. Lo studio della persona-consumatore dovrebbe e potrebbe essere un territorio da frequentare sempre più spesso con le categorie culturali

of sociology and economy,
being aware that a change
in consumption means change
in society.

Last but not least, communication:
the branch of social studies that breathes life
into the degree course in Organization and
Marketing for Business Communication,
is about to welcome Professor Philip Kotler
among its graduates. It is clear and obvious
that social media has become a sort
of “new normal” in the relationship between
the people themselves and between people
and the socio-economic organizations
of reference. Everyone is aware
that the twentieth-century paradigm
of mass communication
is in a deep metamorphosis,
whose final outcome is unknown
to all but its direction is clear: the centrality
of the individual, the “horizontal form”
of relationships – always more and more
“peer to peer” – the fragmentation
of the dash boards through which
communication strategies are planned.
The marketing, which certainly does not end
with communication, emerges more
and more as a necessary framework
of reference, both theoretical and practical,
of this new world, defined by some,
in fact, “society of communication”.

Three souls of our Faculty – politic,
society, communication – three fields
of human action that are highly permeable
to the system of thought and action
that marketing expresses and which
Professor Philip Kotler, during his scientific
and intellectual life, knew how to write
about them and how to be their actor like
no one else, neither before nor after him.

della sociologia e dell'economia,
nella consapevolezza che cambiamento
dei consumi significa anche cambiamento
della società.

Last but not least, la comunicazione:
la branca di studi sociali che dà vita al Corso
di laurea in Organizzazione e marketing
per la comunicazione d'impresa,
fra i cui laureati stiamo per accogliere
il professor Philip Kotler.
È chiaro ed evidente che i social media
si sono imposti nel mondo come una sorta
di “new normal” della relazione
fra le persone e fra queste e le organizzazioni
socioeconomiche di riferimento. A nessuno
sfugge che il paradigma novecentesco
della comunicazione di massa
sia in una profonda metamorfosi,
il cui esito finale è a tutti ignoto
ma la direzione è evidente: la centralità
dell'individuo, la “forma orizzontale”
delle relazioni – sempre più “fra pari” –
la frammentazione dei cruscotti mediante
i quali si pianificano le strategie
di comunicazione. Il marketing,
che nella comunicazione certo
non si esaurisce, emerge sempre più come
necessario *framework* di riferimento,
sia teorico che pratico, di questo mondo
nuovo, da alcuni definito, appunto,
“società della comunicazione”.

Tre anime della nostra Facoltà
– la politica, la società, la comunicazione –
tre campi dell'agire umano fortemente
permeabili al sistema di pensiero e azione
che il marketing esprime e del quale
il professor Philip Kotler, nell'arco
della propria vita scientifica e intellettuale,
ha saputo essere sceneggiatore e attore
come nessuno, né prima né dopo di lui.

He first conceptualized and then interpreted, adapting it to the times, the multiform and dynamic soul of marketing, formalizing it and connecting it to every important innovation that was being produced in the economic, technological and social reality.

Starting from his recent work – Marketing 4.0, which reflects on the first but already disruptive effects of digitalization on the marketing paradigm – and going backwards among his works, we discover that his view has been based on many fields of economic action of man.

Kotler explored the application potential of marketing not only to companies but also to non-profit cases, to museums and to performing arts, to the particular case of professions and then move on to tourism, biotechnologies, places and nations. The discipline has been tackled with the rigor of the mathematician, attentive to analytical and heuristic modeling and with the features of the social scientist, attentive to human behavior. The list of topics on which Philip Kotler has exercised his thoughts, briefly, is very long and there can be the fear of having neglected to recall some areas of interest; a fear directly proportional to the breadth of Professor Kotler's intellectual contribution.

Rector Magnificus, distinguished Colleagues, dear Students, Ladies and Gentlemen, I conclude, therefore, expressing the warm welcome of the community of students, graduates and teachers of the course in Organization and Marketing for Business Communication to Philip Kotler.

Egli ha dapprima concettualizzato e poi interpretato, adattandola ai tempi, la multiforme e dinamica anima del marketing, formalizzandola e connettendola a ogni importante innovazione che andava producendosi nella realtà economica, tecnologica e sociale.

A partire dal suo recente lavoro – Marketing 4.0, che riflette sui primi ma già dirompenti, effetti della digitalizzazione sul paradigma di marketing – e andando a ritroso fra le sue opere, scopriamo che il suo sguardo si è poggiato su moltissimi campi dell'agire economico dell'uomo.

Kotler ha esplorato il potenziale applicativo del marketing non solo alle imprese ma anche ai casi del no profit, dei musei e delle *performing arts*, alla particolare fattispecie delle professioni per poi passare al turismo, alle biotecnologie, ai luoghi e alle nazioni. La disciplina è stata affrontata con il rigore del matematico, attento alle modellizzazioni analitiche ed euristiche e il respiro dello scienziato sociale, attento al comportamento umano. La lista dei temi sui quali Philip Kotler ha esercitato il proprio pensiero, insomma, è lunghissima e non può che esserci il timore di aver trascurato di richiamare qualche area d'interesse; un timore direttamente proporzionale all'ampiezza del contributo intellettuale del professor Kotler.

Magnifico Rettore, illustri Colleghi, cari Studenti, Signore e Signori, concludo, dunque, esprimendo il caloroso benvenuto della comunità degli studenti, dei laureati e dei docenti del corso in Organizzazione e marketing per la comunicazione d'impresa a Philip Kotler.

Praise of Philip Kotler

Alberto Mattiacci

Rector Magnificus, Dean of the Faculty,
Distinguished Colleagues,
Dear Students, Ladies and Gentlemen,

It is not easy to find, in a single scholar, all the qualities necessary to conceive a system of thought capable, in practice, of becoming universal: intellectual originality, curiosity and ability are necessary to convey the most significant research of others in a common channel, culture, perseverance and a certain foresight.

I obviously refer to the work of Philip Kotler, *Marketing Management*, which in 1967 represented the constitutive act of modern marketing and which still stands as an unavoidable point of reference for anyone who approaches, practically and theoretically, the discipline.

I still remember the feelings I experienced, as a student of one of the first editions of the course of Sales Techniques and Policies, here, in Sapienza, flipping through the fifth edition in two volumes, that of 1984: two volumes that guided the student of Economics among the surprising paths of psychology and sociology; which illuminated the well-known principles of microeconomics with new and different light and transformed them into operational variables, in many ways new; which clarified the concrete utility of awareness on the macroeconomic framework; that analyzed the company

Magnifico Rettore, Amplissimo Preside,
illustri Colleghi, cari Studenti,
Signore e Signori,

non è facile trovare riunite in un singolo studioso tutte le doti necessarie a concepire un sistema di pensiero capace, alla prova dei fatti, di divenire universale: servono originalità intellettuale, curiosità e capacità di convogliare le più significative ricerche altrui in un alveo comune, cultura, perseveranza e una certa lungimiranza.

Alludo ovviamente all'opera di Philip Kotler *Marketing Management*, che nel 1967 rappresentò l'atto costitutivo del marketing moderno e che tuttora si pone come ineludibile punto di riferimento per chiunque si avvicini, nella prassi e nel pensiero, alla disciplina.

Ricordo ancora le sensazioni che vissi, da studente di una delle prime edizioni del corso di *Tecniche e politiche di vendita*, qui, in Sapienza, sfogliando la quinta edizione in due volumi, quella del 1984: due volumi che guidavano lo studente di Economia fra i sorprendenti sentieri della psicologia e della sociologia; che illuminavano, con luce nuova e differente, i noti principi della microeconomia e li trasformavano in variabili operative, per molti versi nuove; che chiarivano l'utilità concreta della consapevolezza sul quadro macroeconomico; che leggevano l'impresa come soggetto sociale, certamente

as a social subject, certainly oriented to profit but not at any cost and always respecting the rules and the spirit of the times.

There was still no talk, in any way in Italy, of corporate social responsibility and every page of those volumes already consistently reminded the reader of a secular but nevertheless very elevated economic ethic. In the face of the high-level cultural construction of marketing by Professor Philip Kotler, the fact that the discipline was not warmly welcomed in the Italian society always appears strident: it has suffered a cultural background for various reasons – even historical – prejudicial to consumption, trade, profit, competition and the company itself; an anthropological fabric, this, as deep as it is ready to judge on the basis of prejudice and not facts. All the scientific and public works of Philip Kotler showed and demonstrated, instead, how all this was nonsensical and far from reality. The point is, unfortunately, that the old saying “There is no worse deaf man than the one who does not want to hear” is true and that many of the marketing critics often demonstrate that they have not even read half a page of that founding work of modern marketing, conceived and written by Philip Kotler.

The whole work of Professor Kotler offers us three great teachings, all in the opposite direction and contrary to the aforementioned prejudice and to the great crisis of confidence that seems to cross, today, the Western life and culture.

The first is that marketing expresses the real economy

orientato al profitto ma non a qualunque costo e comunque sempre nel rispetto delle regole e dello spirito dei tempi.

Non si parlava ancora, perlomeno in Italia, di responsabilità sociale d’impresa e già ogni pagina di quei volumi richiamava costantemente il lettore a un’etica economica laica ma nondimeno elevatissima.

Di fronte all’alta costruzione culturale del marketing operata dal professor Philip Kotler, è apparso sempre stridente il fatto che la disciplina non godesse di grande simpatia nella società italiana: essa ha patito un retroterra culturale per varie ragioni – anche storiche – pregiudizialmente avverso al consumo, al commercio, al profitto, alla competizione e all’impresa stessa; un tessuto antropologico, questo, tanto profondo quanto pronto a giudicare sulla base del pregiudizio e non dei fatti. Tutta l’opera scientifica e pubblicitaria di Philip Kotler ha mostrato e dimostrato, invece, quanto tutto ciò fosse insensato e lontano dalla realtà.

Il punto è, purtroppo, che è vero l’antico detto «non esiste peggior sordo di chi non vuol sentire» e che molti dei critici del marketing dimostrino sovente di non aver letto nemmeno mezza pagina di quell’opera fondante del marketing moderno, pensata e scritta da Philip Kotler.

L’opera tutta del professor Kotler ci offre tre grandi insegnamenti, tutti in direzione opposta e contraria al pregiudizio di cui sopra e alla grande crisi di fiducia che sembra attraversare, oggi, la vita e la cultura occidentali.

Il primo è che il marketing esprime l’economia reale

in its most complete manifestation. We live in times in which we witness, often dismayed, the damage perpetuated by an excessive financialization of the economy. It is here and now that we need to recover the healthy spirit of capitalism, which is competitive and innovative: that spirit made of passion and innovation, talent and dedication and that can find in the free choice of purchase of the customer, the tangible sense of the prize and of the competitive success. Understanding marketing, assimilating its dictates and dominating reality with its spirit and instruments, represent, today as yesterday, the tools of success.

The second teaching is that marketing is the one and only channel of connection between the legitimate economic-competitive interests of organizations and those, just as legitimate, of people. The consumer's advocate, in the company, is called marketing; the voice of society and of the environment, on the companies boards, is marketing; the steering wheel, which turns the company route in the direction of company stakeholders, is grafted onto a pivot: marketing. In light of this consideration, it sounds quite paradoxical, then, that marketing is pointed out, from a certain part of society, as a negative work and thought.

Finally, the third teaching comes from the biography of Professor Philip Kotler. Let me recall it briefly: born in Chicago in 1931; there he obtained a degree in economics, consolidated by a doctorate at the MIT in Boston and, subsequently, by courses of specialization in Mathematics at Harvard

nella sua più compiuta manifestazione. Viviamo tempi nei quali assistiamo, spesso sgomenti, ai danni perpetuati da una finanziarizzazione eccessiva dell'economia. È qui e ora che occorre recuperare lo spirito sano del capitalismo, che è competitivo e innovativo: quello spirito fatto di passione e innovazione, talento e dedizione e che può trovare nella libera scelta di acquisto del cliente, il senso tangibile del premio e del successo competitivo. Conoscere il marketing, farne propri i dettami e dominare la realtà con il suo spirito e strumentazione, rappresentano, oggi come ieri, gli strumenti del successo.

Il secondo insegnamento è che il marketing è l'unico e solo canale di connessione fra i legittimi interessi economico-competitivi delle organizzazioni e quelli, altrettanto legittimi, delle persone. L'avvocato del consumatore, in azienda, si chiama marketing; la voce della società e dell'ambiente, nei Board delle imprese, è il marketing; la ruota del timone, che gira la prua aziendale nella direzione degli stakeholder aziendali, è innestata su un perno: il marketing. Suona, alla luce di questa considerazione, del tutto paradossale allora che proprio il marketing sia additato, da certa parte della società, come opera e pensiero negativi.

Il terzo insegnamento, infine, ci viene dalla biografia del professor Philip Kotler. Mi si permetta di richiamarla per sommi capi: nasce a Chicago nel 1931; lì consegue una laurea in economia, consolidata da un dottorato al MIT di Boston e, successivamente, da percorsi di specializzazione in matematica ad Harvard

and Behavioral Science, again in Chicago. All his scientific and cultural work will bring this natural multidisciplinary as a distinctive sign; a real stylistic code that has taken an economist and has transformed him into a man of culture, with a prolific pen.

His impressive bibliographic work – which contains over sixty books, almost all translated into the main languages of the planet, more than one hundred and fifty scientific articles, some of which are the cornerstones of marketing thinking – demonstrates the vastness of his interests. Works on mathematical models, on the attraction of investments, on the fight against poverty, on the criticism of the dominant thought in contemporary capitalism – to name just a few – show a scholar capable of experimenting with wisdom on controversial and homogeneous subjects. The works dedicated to non-profit organizations, professions, places – now intended as tourist destinations, now as attractors of productive investments – have shown the extraordinary power of marketing thinking architecture and still represent, in this era of hyper-sophistication of research, important references. But Philip Kotler was not just a scholar: following an Anglo-Saxon tradition, he also put himself at the service of that economy that constantly observed and studied. He has been and is a consultant and member of the Board of Directors, an actor in the public debate in his country and on the international scene. A career, shortly, which gives us back a model of scholar who is never detached

e *Behavioral Science*, nuovamente a Chicago. Tutta la sua opera scientifica e culturale porterà questa naturale multidisciplinarietà come segno distintivo; una vera e propria cifra stilistica che ha preso un economista e lo ha trasformato in un uomo di cultura, dalla penna prolifica.

La sua imponente opera bibliografica – che conta oltre sessanta libri quasi tutti tradotti nelle principali lingue del pianeta, più di centocinquanta articoli scientifici, alcuni dei quali vere pietre miliari del pensiero di marketing – è testimonianza della vastità dei suoi interessi. Opere sui modelli matematici, sull'attrazione degli investimenti, sulla lotta alla povertà, sulla critica al pensiero dominante nel capitalismo contemporaneo – per citarne solo alcune – mostrano uno studioso capace di cimentarsi con sapienza su temi controversi e affatto omogenei. I lavori dedicati alle organizzazioni senza scopo di lucro, alle professioni, ai luoghi – intesi ora come destinazioni turistiche, ora come attrattori di investimenti produttivi – hanno mostrato la straordinaria potenza dell'architettura di pensiero del marketing e rappresentano tuttora, in questa epoca di iper-sofisticazione della ricerca, dei riferimenti importanti. Ma Philip Kotler non è stato solo uno studioso: seguendo una tradizione tutta anglosassone, egli si è messo anche a servizio di quell'economia che costantemente osservava e studiava. È stato ed è consulente e componente di Board aziendali, attore del dibattito pubblico in casa e sullo scenario internazionale. Una carriera, insomma, che ci restituisce un modello di studioso

from the challenges of practice,
capable of creating continuous
and fruitful fertilization circuits
between these two souls of the mind.

I conclude by inviting you to appreciate
one last aspect of the intellectual challenge
that Professor Kotler has brought forward
in his work: the constant tension towards
the “higher” section of the problems
and phenomena that he faced.

In this light, we like to point out his most
recent work on the crisis of democracy
and on the need to rethink capitalism.

It is evident that the last without the former
is exhausted in a sad materialism,
whose final outcome can only be degenerative,
for man and for the society

in which he lives, builds and vivifies
every day. We live in times,
in which globalization and financialization,
technology and individualism,
the natural environment and local cultures,
seem to act as centripetal forces, almost
maddening, on a model

of civilization, the Western one, which
has been able to amalgamate
in a progressive jumble, the many
discontinuities that it experienced.

Now all this seems in danger, started
towards an ineluctable, dark
and dissolving destiny. But is not so.

We like to think that the positive
and constructive soul that animates
the marketing that Professor Philip Kotler
wanted to shape with his own work,
know show to pervade our conduct
and inspire all of us to do our best
in our small way to let the West make
that new leap of civilization
that the world awaits from it.

mai avulso dalle sfide della pratica,
capace di creare circuiti
di fertilizzazione continua e proficua
fra queste due anime della mente.

Concludo invitandovi ad apprezzare un
ultimo aspetto della sfida intellettuale
che il professor Kotler ha portato avanti
nella propria opera: la costante tensione
verso la sezione più “alta” delle problematiche
e dei fenomeni che affrontava.

In questa luce, ci piace segnalare
i suoi più recenti lavori sulla crisi
della democrazia e sulla necessità
di ripensare il capitalismo. È evidente
che l’ultimo senza la prima si esaurisce
in un triste materialismo, il cui esito finale
non può che essere degenerativo,
per l’uomo e per la società che questi abita,
costruisce e vivifica ogni giorno.

Viviamo tempi, infatti, nei quali
globalizzazione e finanziarizzazione,
tecnologia e individualismo, ambiente
naturale e culture locali, sembrano agire
come forze centripete, quasi impazzite,
su un modello di civiltà, quello occidentale,
che ha saputo nei secoli amalgamare
in un coacervo progressista,
le molte discontinuità che ha vissuto.

Ora tutto ciò sembra in pericolo, avviato
verso un destino ineluttabile,
cupo e dissolvente. Ma non è così.

Ci piace pensare che l’anima positiva
e costruttiva che anima quel marketing
che il professor Philip Kotler ha voluto
plasmare con la propria opera,
sappia pervadere le nostre condotte
e ispirare tutti noi a fare, nel nostro
piccolo, del nostro meglio, per far compiere
all’Occidente quel nuovo salto di civiltà
che il mondo attende da lui.

Thank you, Professor Kotler,
for what you have taught us and welcome
in our academic community.

Alberto Mattiacci
Professor of Marketing
at Sapienza University of Rome.

Grazie, Professor Kotler, per tutto quanto
ci ha insegnato e benvenuto
nella nostra comunità accademica.

Alberto Mattiacci
Professore di Marketing
alla Sapienza Università di Roma

Lectio magistralis

Philip Kotler

The Importance of Advancing the Common Good

“If we do not change the future, we shall be compelled to endure it.”

I have always felt deeply about the many problems people face in living a good and rewarding life. So many people grew up with disadvantages of income, education, race, or gender. They had to work hard at an early age and never had the opportunity to get a good education or skills to earn a good living. I wondered what concerned citizens who cared about others could do to help people fulfill their dreams and potential. As a trained economist, marketer, and activist, I focused my research on how to help citizens make the world a better place for more people. The problems of the world – poverty, hunger, drugs, poor education, and poor health – are partly economic. That is why I studied economics. In 2015, I published *Confronting Capitalism* in which I examined 14 problems of Capitalism. I did not call for abandoning Capitalism but finding ways to fix its problems.

In 2016, I published *Democracy in Decline* to point out that our politicians were not solving our problems either. Their attention was riveted on getting elected and reelected. This required money and donors. Political candidates were spending most of their time raising

money and satisfying their donors.

I identified 14 problems in our democracy including voter suppression, gerrymandering, party polarization and gridlock, I discussed the best proposals for fixing each problem.

As a marketer, I have always been interested in how marketers persuade consumers to buy a company's products and services. If marketers can influence us to buy McDonald's hamburgers or support the Sierra Fund, marketers can help various organizations achieve their goals more efficiently. A museum, for example, can use marketing to attract more donors, more visitors, more favorable government policies toward museums. Marketers today are using their skills to market countries, celebrities, ideas, and social causes.

My long term interest has been to use my training in economics and marketing to advance the Common Good. The notion of the Common Good originated in the writings of Plato, Aristotle and Cicero over two thousand years ago. The aim is to judge whether a human action or policy benefits the majority of people in a society. If the policy benefits the majority, it should be approved. If the policy hurts the majority, it should not be approved. The underlying idea is: “does the action or policy contribute to the greatest good for the greatest number.” According to the philosopher, the purpose of a society should be “to defend and promote the general welfare.” The aim is not to raise

the welfare of any particular group, such as the wealthy, or business owners, or other elites. The quality of a nation should be judged by whether any large group is so disadvantaged, or poor, or hungry as to be a stain on the nation's reputation.

Some individuals will inevitably be hurt by policies favoring the Common Good. Robert Samuelson observed: "We face a choice between a society where people accept modest sacrifices for a common good or a more contentious society where groups selfishly protect their own benefits." Welfare economists propose that the majority who greatly benefit from a policy should consider offering reasonable compensation to those who are hurt. The Common Good is "what is shared and beneficial for all or most members of a given community." We have many heroes of the Common Good: Mahatma Gandhi, Martin Luther King, Nelson Mandela, Eleanor Roosevelt, Abraham Lincoln, Ralph Nader, Al Gore. We have many organizations dedicated to the Common Good - Greenpeace, Earth Watch, Environmental Defense Fund, the Nature Conservancy, and Anti-Nuclear Movement. We have witnessed many movements for the Common Good - the Women's Movement, the Labor Movement, the Environmental Movement, the Peace Movement, and the Civil Rights Movement.

Activists and reformers advance the Common Good by using the voting booth and such tools as dialogue, education, social marketing, social media, law, and many protest tools - boycotts, sit-ins, lock-ins, and marches. Each tool carries impact and risks. The goal is to bring about a world where people are healthy

and safe, financially secure, involved in protecting the environment, and contributing to their communities. The ultimate purpose is the welfare of humanity and civilization.

This task belongs not only to the government but to business as well. What can companies do to advance the Common Good? What could government do to advance the Common Good? What can nonprofit organizations do to advance the Common Good?

Let me quote the great anthropologist, Margaret Mead. "Never doubt that a small group of thoughtful committed citizens can change the world. Indeed it's the only thing that ever has." Most people live busy lives. They have much to think about including the welfare of their family and friends. People have little time or energy to think about the welfare of others or the Common Good. We try to vote in a government that deals with the Common Good, so that citizens can take care of their own problems. It is unfortunate when an elected government gets underfunded or politically and ideologically split preventing the government from solving problems for the Common Good. Who is to help workers get a living wage, or help refugees, or fix infrastructure, or set sensible gun control policies.

As long as government is spending so much on the military and not enough on high quality education and health for our citizens, we desperately need the help of business and nonprofit organizations. Companies like Unilever, The Body Shop, Ben and Jerry's, Tom's, Patagonia, and many others

take corporate social responsibility seriously. They have discovered that it is possible to make profits and do good at the same time. We must replace “shareholder thinking” with “stakeholder thinking.” Stakeholder thinking says that a business should focus on the well-being of all of its contributors: its customers, employees, suppliers, distributors and its communities. Through teamwork and sharing the profits, people not only benefit financially, but benefit in having a common purpose and a higher purpose.

Our consumers are more educated today. Their mobile phones allow them to compare competing company offers. Customers care not only for the lowest price but increasingly they care about a company’s values. Does the company treat its workers well? Does the company care about polluting our air and water? Does the company deal ethically with its customers in its ads and promises? Businesses and governments around the world differ greatly in their level of concern about the Common Good. Let’s contrast Italy and Sweden.

Italians find it hard to care about politics. The typical Italian first thinks about himself, secondly about his family and friends, third about his neighborhood and maybe fourth about his city. As for thinking about government, there have been so many turnovers of Italian prime ministers that many Italians see government as either comedy or tragedy. Very little gets done by government.

Sweden has a different view of the Common Good. Swedish government

and businesses think about the Common Good. They want all their citizens to earn a livable wage, gain a full education and skills, and have an excellent health system available to everyone. Swedish businesses do not just think about profit maximization. They think about the wellbeing of their customers, employees and partners. Their stance is one of progressive activism. Sweden’s hero is Alfred Nobel who used his money for the public good. He set up annual prizes to be given to individuals anywhere in the world who create the best new scientific ideas, great new literature, and world peace advancement.

We applaud the organizations that were set up to make the world better, such as the Ford Foundation, the Carnegie Foundation and the Rockefeller Foundation. We applaud international organizations set up after World War 2 to pursue the Common Good - the United Nations, The World Bank, and the International Bank for Reconstruction and Development (IBRD).

We have truly come a long way from self-centered thinking. Tom Wolfe, the novelist, dubbed the 70s as the Me Generation. Individualism, not community, was on the rise. Christopher Lasch, the American historian, described narcissism as a social pathology. Remember the character Gordon Gekko in the 1987 movie Wall Street – he boasted “Greed is good.” However, every thesis produces its antithesis. Generation We began to appear. The Millennials, born between 1978 and 2000, are spearheading a period of sweeping change. Millennials care more about family, values, and community. Progressive change is possible.

The columnist David Brooks posed this question: To which layer of society do you feel most attached: your neighborhood, town, country, state, nation or humanity as a whole. Most persons in the world have a provincial mindset. They focus on making a living, protecting their family, helping their community. Their views are normally limited and fixed, having been shaped by their parents, schooling and religion.

Yet every community will have some persons who want to make the world better. They have a humanitarian mindset. They want to improve people's lives and reduce human suffering. They tend to be humane, unselfish, altruistic, generous, and compassionate. They are activists helping others, supplying drinking water and distributing food. They want to see more collaborating and less competing; more trust of people who come from different backgrounds. President Franklin D. Roosevelt, in his 1941 address to the 77th Congress, stated that people in all nations should share four freedoms:

- (1) Freedom of speech and expression
- (2) Freedom to worship God in his (or her) own way
- (3) Freedom from want and
- (4) Freedom from fear.

Roosevelt's New Deal during the terrible Great Depression of the 1930s is a perfect example of government pursuing the Common Good. Many U.S. citizens became jobless and lost their homes and needed help.

Roosevelt established a whole set of agencies to create jobs and give help:

the Civil Works Administration, the Works Progress Administration, the National Youth Administration and several other agencies. This was a government willing to exert every effort to reduce the plight of people who had not done anything to deserve this pain. The same response is justified when a people are crushed by an environmental disaster such as floods, hurricanes or tornadoes.

Let me end by quoting the late Senator Robert F. Kennedy:

"Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against an injustice, he sends forth a tiny ripple of hope."

I want to thank Sapienza University of Rome for conferring upon me the honor of this degree. I want also to thank Professor Alberto Mattiacci, Former President of the Italian Marketing Society, for conducting the ceremony and helping advance excellent marketing science in Italy.