



Unravelling Social Innovation Enterprises: Seven Synergistic Constituents of Conscious Capitalism

Dr. Aarti Saini^{*}

Associate Professor, Shaheed Bhagat Singh College, University of Delhi, India.

*Corresponding author: aarti.saini@sbs.du.ac.in

Citation: Saini, A. (2026). Unravelling Social Innovation Enterprises: Seven Synergistic Constituents of Conscious Capitalism. *International Journal of Academic Excellence and Research*, 02(03), 102–111. <https://doi.org/10.62823/IJAER/02.03.265>

Abstract: Scholarly investigations into the phenomenon of Conscious Capitalism / Stakeholder Capitalism or Better Marketing for A Better World (BMBW) increasingly converged on the simultaneous presence of some interrelated and intermingling constituents that synergistically create and reinforce stakeholder capitalism companies. Synthesizing insights from these themes, present study identifies seven mutually reinforcing constituents. First, at the heart of the system is alignment of the Logical Levels of Leadership right from the highest levels of Spirituality to the Environment, identifying beliefs and values, behaviour and organization environment. The second component operates at the touch points of the Citizen Decision Journey, almost like the Consumer Decision Journey where the needs, wants, desires and aspirations are taken care of, including those of other stakeholders. The third strand is the decentralized management systems like in a Quality Circle that preempts the pain points in the controllable three-four member households. Fourth in the list is the delight of the members, generated through value exceeding delivery of services in infrastructures like housing colonies or patently subsidized supermarket provisions. The fifth element highlights deep emotional engagement of the members in terms of Confidence, Integrity, Pride, and Passion as well as overall satisfaction, Intention to repurchase, and Intention to recommend. We notice sustainability and long-term orientation next, which is largely spearheaded by the leadership on the entire gamut of Logical levels. At the final stage is the component of principles of democracy in membership, equity, elections, and governance. All the seven constituents are fully aligned with Logical levels of Identity to Beliefs and Values, Skills, Behaviour and Environment.

Article History:

Received: 08 September, 2026

Revised: 18th & 24th September, 2026

Accepted: 30 September, 2026

Published Online: 03 October, 2026

Keywords:

Conscious Capitalism, Stakeholder Capitalism, Spiritual Leadership, Social Innovation, Citizen Decision Journey, New Marketing Myopia.

Introduction

The business fundamentals have changed in the past two decades, focusing on the rising consciousness among customers, employees, and other stakeholders (Newsom et al., 2024)(Sisodia, 2009). With changing times, businesses need to change the traditional ways to lead to a more sustainable environment. The time has come for firms to be resilient as they have the capacity to stand stronger and do better, withstanding downturns more effectively and have capacity to outperform competitors during recovery. Recent scholarship increasingly conceptualizes sustainability and organizational resilience as interconnected organizational capabilities that help firms respond to uncertainty while pursuing long-term prosperity. Corporate purpose can further strengthen this relationship by providing clear direction for responsible and adaptive organizational behavior (Ciasullo et al., 2024; Florez-Jimenez et al., 2025). Recent research increasingly highlights stakeholder

management and stakeholder relationships as important organizational mechanisms through which firms develop resilience and respond to environmental and social disruptions (Giaccone & Picone, 2026; Song et al.2026)

Resilient companies are prepared for downturns, are sustainably focused about improving performance, and make high quality decisions skillfully. The *Conscious Capitalism movement* was initiated by John Mackey, co-founder and CEO of Whole Foods. Mackey described “conscious capitalism” as an approach that brings together higher ideals to inspire business actions and encourage organizations to operate in a way that is ethical, responsible and socially constructive. Sheth and Uslay (2007) stated that sellers and buyers do not create value through exchange; rather, other stakeholders are involved and cannot be created in isolation.

Marketing has the potential to enhance lives, contribute to strengthen societies and benefit the world at large. But concerns arise when customers are not seen as long-term stakeholders of the planet. The societal forces have recently forced business contexts to change. No doubt marketers today are doing well by focusing on customer needs, but they have learned their lesson so well that they have developed another myopia that could significantly distortions of strategic vision and increase the failure of business failure. For example, the food industry is focusing on satisfying short-term appetite ignoring the health and nutrition values. Brands have been successful in forcing kids’ choices on their parents through compelling advertising.

Marketers of packaged foods are successfully shaping the habits and appetites of children to meet their profit maximization goals. Contemporary sustainability marketing scholarship suggests that the role of marketing has expanded beyond conventional green marketing and resources conservation toward broader systemic, social and ethical concerns. This development reinforces the need to reconsider marketing approaches that focus narrowly on immediate consumer responses while overlooking wider societal and environment consequences (White et al., 2025).In the process, they are entirely missing the focus on long-term sustainability. However, enlightened firms have made net-zero commitments to reduce carbon emissions as part of the UN “Race to Zero” campaign (McKinsey, 2021). Businesses now need to adapt to the demands of the changing world and focus on urgent sustainability goals. We, therefore, examine the research question: Are there distinctly prominent factors (related/intermingling/commingling) that promote or generate the phenomenon of stakeholder capitalism and the associated forms of socio-responsive organizations? Contemporary research further conceptualizes stakeholder capitalism as a governance capability through which organizations integrate stakeholder relationships, Leadership and sustainability into strategic decision-making (Dias et al., 2026)

Conscious Capitalism for a Sustainable Planet

Businesses need to align their activities within interests of the society, Particularly as companies can sometimes add to existing social burdens; conscious capitalism is different from Corporate Social Responsibility (CSR). CSR recognizes society as important and even primary stakeholder. Therefore, social responsibility is viewed as an integral part of the core business itself (Chandy et al., 2021). They also concluded that for basic corporate survival, profit will continue to be essential. However, meeting the societal needs caused by the changing environment will be the primary business imperative, for which there is a need for a conscious leader who can provide authentic leadership by taking care of the society at large (Sisodia, 2009). Taborda et al (2025) in their research stated that the organizations adopting conscious practices not only enhance competitiveness but also deliver values to the shareholders involved.

The organizations that embrace the principles of conscious capitalism, targets to achieve the triple bottom line, which includes economic, social and environmental performance. Such businesses can attain financial success by generating meaningful value for all shareholders as well as all stakeholders’ stakeholders (Mackey & Sisodia, 2020)

It is time for business leaders must rethink the fundamental purpose of their organizations and recognize their responsibility to create value for all stakeholders in the interconnected global marketplaces. Wholefood market co-founder John Mackey and Conscious Capitalism, Inc. co-founder Raj Sisodia emphasize the positive potential of both business and capitalism. Drawing on examples of prominent companies, they demonstrate how these two dimensions can work together to generate value for a broad range of stakeholders, including customers, suppliers, employees, society, investor and the environment. The companies practicing “conscious capitalism” approach includes Whole Food Market,

Southwest Airlines, Costco, Google, Patagonia, UPS and several others. In India, firms like KiteX Garments look into business decisions' societal, cultural, and environmental aspects. For these firms, business is re-conceptualized as not merely as profit maximizing instrument, but as a purposeful institution dedicated to creating meaningful value for stakeholders. The adoption of conscious practices can create great value to all stakeholders with enhanced organization competitiveness (Anchieta Taborda, Smidt, & Seibert, 2025)

Businesses need to become holistic and they must think the fundamental purpose of their organizations. If business owners and entrepreneurs begin to view their business as a complex, evolving and interdependent system and manage their business more consciously with regards to the well-being of all their major stakeholders must be hostility towards capitalism and business firms would likely diminish.

Better Marketing for a Better World (BMBW)

Drucker (1994) "theory of the business" suggested that organizations often face difficulties when an assumption underlying their business models no longer fits the changing business

When a business theory becomes obsolete, it is time to rethink it and challenge the mental models upon which the business is based. The enlightened firm and its stakeholders, including consumers today, are seeking solutions to the world's grave problems (Chandy et al., 2021). The conventional methods of marketing encourage negative environmental impacts (Peattie & Peattie, 2009). Businesses need to adapt to the demand of the changing world and move towards sustainability. According to Berns et al. (2009), a sustainable business focuses on innovation, identifies new sustainable products, drives organizational efficiency by motivating and retaining employees. It is time for corporations to identify sustainable businesses and marketing practices. It is time for marketing academics to start the conversation for a better world and discuss better sustainable products, employee management, and corporate social advocacy. Recent research on Better Marketing for a better World emphasizes that marketing can contribute to societal well-being by addressing social and environmental challenges rather than limiting its purpose to the creation of customer and firm value. The emerging research agenda therefore calls for marketing scholarship to consider broader societal outcome and the role of marketing in creating positive changes (Rashkova & Moi, 2023). Recent work on sustainable marketing similarly emphasizes the need to move beyond firm-centered approaches towards value creation involving diverse stakeholders and broader societal outcomes (Küçükuncular, 2026). This perspective is consistent with emerging research that conceptualizes sustainable marketing communication as a process of aligning organizational practices, values, stakeholder's expectations and societal concerns (Value alignment in sustainable digital marketing communication, 2026)

Research Objectives

The purpose of this paper is to examine the concept of "Conscious Capitalism", and how it allows "better marketing for a better world". It is the collective contribution of companies, consumers, and stakeholders to move towards a sustainable future. The objective of the present study is to identify the discriminating factors that promote and reinforce the sustainability of conscious capitalism companies/ social innovation firms/ pro-social organizations / social enterprises / BMBW enterprises. The study is like the two sides of a coin where on the one hand, we focus on firms' responsibilities towards social well-being and a sustainable future. On the other hand, we focus on consumers' responses to firm efforts by accepting what they offer.

Methodology

We use a case study research to examine outstanding firms in the domain of Public Benefit Corporations/ Social Enterprises like Whole Foods Market, KiteX Garments India Limited, and Zappos, two of which have discussed in the *Journal of Marketing's* BMBW special edition (Chandy et al., 2021). We use the pattern-matching technique and cross-case analyze proposed by Yin (2009) to analyze case data.

Findings

• Case Study 1: KiteX Garments

On similar lines, in Ernakulam, part of Cochin city (Kizhakambalam village), Kerala, India, KiteX Garments Limited, the second biggest infant garments' manufacturer in the world forayed into social innovation / conscious capitalism in the local body governance in Kizhakambalam and have gone into

model civic administration of village-level organizations. On governing well, it has got the popular mandate in the local body elections in 2021, in five other nearby local governments. It takes care of the needs and wants of the households, especially the marginalized in housing units, provision of basic infrastructure facilities in potable water, irrigation, agricultural crop development, animal husbandry, roads, electric power distribution, fire services, subsidized retail outlets, among others. It has invested in sustainable agriculture, income-generating activities for the households, and moved into developing primary, secondary, and vocational education.

We find significant uniqueness in the *modus operandi* of Kitex Garments' social innovation. It has added more vibrant inclusions into the conscious capitalism package with high levels of involvement of the local households. In addition to the metrics used by Raj Sisodia and John Mackey (Conscious Capitalism), our exploratory study finds that Sabu Jacob / Kitex uses five more variables significantly: a) delighting the stakeholders with dreamlike infrastructure at their disposal; b) taking care of the citizen decision journey (professionally catering to the touch points of the stakeholder members at every need and want that they have); c) forming quality circles for every four households to enlist micro involvement of the stakeholders for proactive and reactive problem solutions at decentralized levels; d) introduction of democratic level group decision making for oversight at a higher level; and e) conscious removal of corruption at the decision-making stages. These seem to be the discriminating variables that make Social Innovation of Kitex Garments more vibrant and replicable.

Along with the rise of a few Corporations with overarching control over their customers and other stakeholders, there is a counter move by management thinkers and practitioners to give more powers to employees, customers and stakeholders in general to solve the world problems of poverty, extreme inequality, malnutrition, unaffordable healthcare costs, environmental degradation and unsustainable consumption practices

Researches have brought to the fore the examples of positive snowballing effects of the fields of Conscious Capitalism, Stakeholder Capitalism, Social Innovations, Social Entrepreneurship, and similar altruistic business models. One of the recent emergences is the BMBW movement by the American Marketing Association (AMA) through the *Journal of Marketing*. This aligns with the New Marketing Myopia (Craig Smith et al., 2010) issue, which identified the obsession with customers at the expense of other important stakeholders.

So, the comparative case studies on Public Benefit Corporations are focusing on the seven discriminating synergistic factors that lead, touch at the core of human influence areas, beliefs, competencies, practices, and long-term convictions for a better world and better living. Some of the best practices in citizen decision journey and manageable quality circles add to the dynamism. Not to miss are the delights of the members at the identity and vanity levels in the model.

- **Case Study 2: Whole Foods Market**

Whole Foods Market opened in 1980 with the mission of not just providing healthy foods but also becoming passionate about a healthy planet. They believed in recycling to reuse the available resources to save the planet from printing and packaging in recycled papers, eliminating single-use plastics, and continuously assessing emerging technologies to reduce the landfill diversion and increase the recyclability of the goods. In this goal-oriented corporate setting, the companies are trying to build balance in real-life market settings. The progressive social changes discuss about "citizen-consumer" hybrid based on ideologies of consumerism (developing self-interest) and citizenship (social responsibility) (Johnston, 2008). John Mackey of Whole Food Market (WFM) is known for his leadership style. He believed in promoting lifestyle and ethical principles. WFM is known for establishing mission and value-driven culture, providing a growth environment to employees, and providing them opportunities to contribute their valuable thoughts and earn incentives (Pearson, 2012). He developed a sustainable workforce with his unique leadership style, which was also criticised by many. His mission for healthy food for better healthy human life with sustainable organizational and planet goals suggests the synergies to be followed by all organizational practices.

- **Case Study 3: Zappos**

Zappos started in 1999, with the motive to give a solution to the people seeking a large variety of shoes on one platform. The venture was an online startup to satisfy variety-seeking customers and focused on culture and employee happiness. Zappos understood that the happiness of its employees, partners, and customers is the route to sustainable excellence in the industry (Frei & Morriss, 2010).

Zappos adopted a progressive leadership style, ensuring engagement, creativity, and originality for its employees through the culture of trust, transparency and empowerment. They understood the customer needs and made sure to deliver the products before promised time. They have successfully delighted stakeholders due to their vision of a company with several short-term goals contributing towards long-term goals.

Cross-Case Analysis

- **Alignment of the Logical Levels (Gregory Bateson, 1980) of Leadership**

On analyzing and observing organizations in the cast of conscious capitalism, they distinguish themselves in the leadership mold itself, with contagious charisma, enthusiasm, camaraderie, and pleasantness with equally motivated followers. The underlying reason for this alignment with the Logical Levels of the neurological hierarchy right from the Spiritual to Mission to Identity to Beliefs and Values to Skill Sets to Behavior. Finally, the contextual work Environment one can trace on a comparative case study analysis of the prominent firms like Whole Foods Market, Kitex Garments India Limited, Zappos, South West Airlines and Starbucks. Bateson (1989) knew through Communication Theory and Cybernetics that transformations take place when there are changes at the higher levels and the methodology of communicating changes in companies and large systems. Dilts (1990) developed this further with some additions of the Spiritual and the Mission levels.

The conspicuous presence of alignment and seamless movements in the neurological levels is the predominant feature one notices first when in a Social Innovation firm. This identity and harmony are for the long haul as well. To a great extent, the sustainability of *pro bono* companies happens against many odds, mainly thanks to the unmistakably clear communication and literal living of the alignments of the leaders and the members. It becomes a harmonious team, a synergy.

- **Decentralized Management Systems**

Decentralized management systems, almost like the Quality Circles are the third form of solid support system in Social Innovation setups. In the case of Kitex Garments, three to four households are grouped, and the group members own their present and potential pain points in a democratic scenario to preempt possible problem areas. Only if the problems persist and become unmanageable will they be escalated for solutions at a higher democratic control level. Fletcher et al. (2024) states that the company that practices conscious capitalism demonstrates the higher and consistent growth over time than the companies not following the principles of conscious capitalism

- **Delighting of the Members with Miraculous Delivery of Infrastructure**

The members also need to be delighted in the organization for which one service delivery that is invariably carried out is provision of infrastructure like housing projects at arguably unforeseen low prices and exhilarating quality. These infrastructure projects are shining examples of happy members and committed leadership and for the general public to see and vow about, reinforcing the pride of the members. Operating a comprehensive supermarket for the exclusive use of the members at abnormally low prices is also another facility, which is delighting the members, catering to their hygiene and esteem needs.

- **Emotional Engagement & Rational Satisfaction of the Members**

Conscious Capitalism companies also have their customers, suppliers and other stakeholders emotionally engaged as well as rationally satisfied. Satisfaction is a rational assessment of the liking in the past which could be expressed at three levels: overall satisfaction, Intent to repurchase and Intent to recommend. When these satisfaction levels are combined with Emotional Engagement levels of Confidence, Integrity, Pride and Passion can the customers become converted to the ways of the organization (Gallup, 2001)?

- **Sustainability & Long Term Orientation**

The sixth component that aligns with all the seven neurological levels is sustainability and the long-term orientation that takes care of triple bottom lines of planet, profit, and people. It is not merely the refrain of the leaders about the Spiritual and Mission levels, but the members themselves are aware about the need and urgency of conserving nature, protecting the Environment and minimizing pollutions of all sorts. When one does an opinion survey on the climate and society-consciousness of the employees or members or customers of Social Innovation companies, one will clearly see the distinctive

merits of the members of the organization who are well communicated with and convinced on the need to conserve and take a long-term view. It's time for the world economy to recover from the Covid-19 crisis; the leaders need to look beyond the livelihood. Rather, the societal challenge might be ten times the pandemic, the three goals every leader should focus on is growth, sustainability, and inclusion. Recent empirical evidences reinforce the importance of stakeholder relationship for organizational resilience and sustainable development. Firms with stronger ESG performance may benefit from stakeholder relationships that provide relational resources and support the organizational ability to navigate environmental and social uncertainty (Song et al., 2026)

- **Principles of Democracy in Membership, Equity Election & Governance**

The final constituent of democratic principles in membership, equity, election, and governance naturally follow from the moral high note, which naturally befits a democratic form in letter and spirit. Members' ownership of the assets and partaking of the companies' growth story are themselves pleasant to the members (Stern School, 2001).

Thus, one naturally observes a cogent, harmonious and synergistic relationship between and among the stakeholders in a Better Marketing-created Better world than in any other form of corporate governance models. For survival, growth, and leadership of firms in the modern complex ecosystems, one needs the goodwill of the members, leadership quality and alignments, sufficient internal buying by the members of the community, and exceptional management and marketing practices that delight the citizens.

- **Citizen Decision Journey**

The seventh remarkable constituent is the Citizen Decision Journey, almost like the Consumer Decision Journey of *McKinsey Quarterly*, wherein the needs/ wants/ desires/ aspirations of the members are taken care of at every touch point they come in touch with the organization. Media on the online, offline, digital, non-digital, offline reviews, other than human interactions are employed to satisfy the members, maybe, more than the customers as members are treated more proactive in their own companies with more stake and alignments. Members are on a virtuous cycle with one positive fulfillment after the other. These create higher kinds of loyalty and passionate espousal. The discussions of consumer-citizen hybrid have taken many researchers attentions as the focus of the companies as well as consumers are focusing on consumerism (individual self-interest) and citizenship (focuses on collective responsibilities to ecological as well as social concerns).

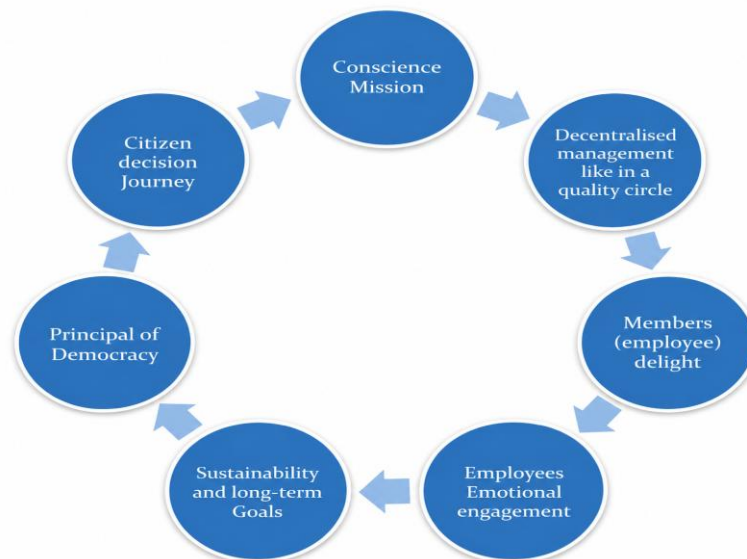


Figure 1: The Synergistic Seven Constituents of Conscious /Stakeholder Capitalism, Better Marketing For A Better World- Conceptual Model

One can also observe how the seven synergistic constituents are present across some of the best Social Innovation organizations (see Table 1)

Table 1: Synergistic Constituents Present in Social Innovation Companies

Constituents/Synergies	Whole Foods Market	Kitex Garments Ltd, Twenty20 Initiative	Zappos.com
Leadership Alignment at the Logical Levels from the Spiritual to the Environment	Yes. John Mackey, Raj Sisodia et al. Conscious Capitalism	Yes. Sabu M. Jacob and the entire Leadership team	Tony Hsieh (Even after his recent demise, the next in Leadership is strong with Delivering Happiness and Holacracy)
Citizen Decision Journey	Consumer Decision Journey, and also stakeholder Decision Journey	Citizen Decision Journey	Consumer Decision Journey and Stakeholder Decision Journey
Delighting of the members with out-of-the world infrastructure and service delivery	Patterned Retail Outlets and Housing projects	Housing Colonies of a superior nature and unbelievably low-priced Supermarkets	Whacky Stores and outrageously likeable infrastructure working systems
Decentralized Management Systems like that of the Quality Circle at the units of three-four households to remove pain points	Distribution centers and farming centers decided to suit the movement of transportation and nearness to the fresh markets	Every three or four households grouped together to solve out the problems at the origin itself. Only bigger ones will get escalated.	Empowered Sales Agents to solve out all the problems arising out of sales fulfillments.
Emotional Engagement together with Rational Satisfaction	Rationally Satisfied and Emotionally Engaged Customers. Meaningful meals	Rationally Satisfied and Emotionally Engaged Members.	Rationally Satisfied and Emotionally Engaged Customers. Zappos is full of engaged stories
Sustainability and Long-term orientation	Sustainability of Suppliers, Merchants, even turtle excluder devices	Water conservation, pollution control, tree growing et al	Elimination of extra plastic, proper disposal of waste at every stage
Democratic tenets: election and governance	Democratic principles followed in letter and spirit	Democratic principles followed in letter and spirit	Democratic principles followed in letter and spirit.

When the *Journal of Marketing* came out with a special edition highlighting the distinctive merits of BMW (Chandy et al., 2021), it could find exemplary company practices from across most continents. These 'firms of endearment' demonstrated strong performance across several dimensions, including having a clear purpose, offering fair and generous compensation, providing high-quality customer service, while contributing to their communities and considering their environmental impact (Chandy et al., 2021)

Social Innovation is a closely related to the governance. The world Economic Forum describes it as the use of innovation, practical and sustainable business approaches to bring about positive social and/or environment change. Social innovators focus on developing products and solutions that better address the need of society. Terry Salvin, writing in *The Guardian Business Quarterly Workshop*, describes social innovation as an approach in which Businesses becomes a positive force for society

A remarkable empirical study that got the attention of marketers and social scientists was by Tony Schwartz (2013), who observed companies that practiced stakeholder capitalism generated 10.50 times more profit than others who do not in the Dow Jones Index for the period 1996-2011. At the same time, contemporary research highlights that stakeholders orientation sustainability strategies can involve

tensions between substantive organizational change and symbolic responses to stakeholders expectations. Under conditions of stakeholder scrutiny, firms may simultaneously pursue substantive innovation and symbolic communication, creating possibility of ESG washing when communication becomes disproportionate to underlying organizational practices (Lee et al., 2026). In other words, it is not ennobling to overconcentrate on the customer to the exclusion of the other major constituents of the stakeholders. When the boundaries of company objectives transcend the relative narrowness of functions and numbers, myopias will disappear and moderately ideal governance systems emerge.

Conclusion

Our study reveals a compelling, harmonious, and synergistic relationship between and among the stakeholders in a Better Marketing-created Better world than in any other form of corporate governance models. For survival, growth, and success of firms in the modern complex ecosystems, one needs the goodwill of the members, leadership quality, alignments, sufficient internal buying by the members of the community, and exceptional management and marketing practices that delight the citizens. Harvard's, Clayton Christensen observed management thinking still lacks common language and strong theoretical foundations. Therefore there is a need for more stable intellectual foundation that can help researchers and practitioners make systematic approaches to improving organisational performances. It ensures preserving the human aspects of entrepreneurship. In recent years however this balance has increasingly moves towards a more technocratic and financially driven approach. Re-establishing this balance is important for creating a more humane and sustainable business environment. We hope our paper will contribute meaningfully to the current efforts towards restoring the balance and building a more humane business world.

References

1. A framework for leaders to solve the net-zero equation | McKinsey. (2021). McKinsey Quarterly. <https://www.mckinsey.com/business-functions/sustainability/our-insights/solving-the-net-zero-equation-nine-requirements-for-a-more-orderly-transition>
2. Anchieta Taborda, C., Smidt, L. H., & Seibert, R. M. (2025). CONSCIOUS CAPITALISM: A NEW ERA FOR BUSINESS? *Environmental & Social Management Journal/Revista de Gestão Social e Ambiental*, 19(3).
3. Bateson, G., & Rieber, R. W. (Eds.). (1989). *The individual, communication, and society: Essays in memory of Gregory Bateson*. Cambridge University Press.
4. Berns, M., Townend, A., Khayat, Z., Balagopal, B., Reeves, M., Hopkins, M. S., & Kruschwitz, N. (2009). Sustainability and Competitive Advantage. *MIT Sloan Management Review*, 51(1), 20.
5. Chandy, R. K., Johar, G. V., Moorman, C., & Roberts, J. H. (2021). Better Marketing for a Better World. *Journal of Marketing*, 85(3), 1–9. <https://doi.org/10.1177/00222429211003690>
6. Chen, J.-Y., Xu, T.-Y., & Tien, T.-Y. (2026). Value alignment in sustainable digital marketing communication: A conceptual framework integrating strategic communication and prosocial values. *Frontiers in Communication*, 11, 1888751
7. Ciasullo, M. V., Chiarini, A., & Palumbo, R. (2024). Mastering the interplay of organizational resilience and sustainability: Insights from a hybrid literature review. *Business Strategy and the Environment*, 33(2), 1418–1446.
8. Conscious Capitalism. (n.d.). Changing a company's narrative with small wins. Conscious Capitalism, Inc. Retrieved June 30, 2025
9. Dias, C., Pereira, L. F., & Dias, Á. (2026). Stakeholder capitalism: A new perspective on corporate sustainability. *Corporate Governance*.
10. Dilts, R. (1990). Changing belief systems with NLP.
11. Drucker, P. F. (1994). The theory of the business. *Harvard business review*, 72(5), 95-104.
12. Economic growth for the good of all: Sustainable and inclusive | McKinsey. (2017). Retrieved November 6, 2021, from <https://www.mckinsey.com/featured-insights/sustainable-inclusive-growth/our-future-lives-and-livelihoods-sustainable-and-inclusive-and-growing>
13. Fletcher, C., Ripple, W. J., Newsome, T., Barnard, P., Beamer, K., Behl, A., & Wilson, M. (2024). Earth at risk: An urgent call to end the age of destruction and forge a just and sustainable future. *PNAS nexus*, 3(4), pgae106.

14. Florez-Jimenez, M. P., Lleo, A., Ruiz-Palomino, P., & Muñoz-Villamizar, A. F. (2025). Corporate sustainability, organizational resilience, and corporate purpose: A review of the academic traditions connecting them. *Review of Managerial Science*, 19, 67–104.
15. Frei F. and Morriss A. (2010). Uncommon Service: The Zappos Case Study | Inc.com. Inc.Com. <https://www.inc.com/inc-advisor/zappos-managing-people-uncommon-service.html>
16. Gallup. (2001, June 17). The constant customer. Retrieved from Gallup: <https://news.gallup.com/businessjournal/745/constant-customer.aspx>
17. Giaccone, S. C., & Picone, P. M. (2026). From entrepreneurs to firms: How stakeholder management shapes resilience. *Review of Managerial Science*.
18. Johnston, J. (2008). The citizen-consumer hybrid: Ideological tensions and the case of Whole Foods Market. *Theory and Society*, 37(3), 229–270. <https://doi.org/10.1007/s11186-007-9058-5>
19. Küçükuncular, A. (2026). Participatory value co-creation in sustainable market systems: A framework for systemic marketing redesign. *Sustainable Development*, 1–15.
20. Lee, M.-J., Pak, A., Seo, D. J., & Roh, T. (2026). Navigating the ESG paradox: Strategic pathways between innovation and washing under stakeholder scrutiny. *Business Strategy and the Environment*, 35(5), 6890–6913.
21. Mackey, J., & Sisodia, R. (2014). *Conscious capitalism: Liberating the heroic spirit of business*. Harvard Business Review Press.
22. Mackey, J., & Sisodia, R. (2020). *Conscious capitalism: Liberating the heroic spirit of business*. Penguin Random House LLC: New York, NY, USA
23. McKinsey. (2009, June 1). The Consumer Decision Journey. Retrieved from McKinsey Quarterly: <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/the-consumer-decision-journey>
24. McKinsey. (2021, April 26). From principle to practice: Making stakeholder capitalism work. Retrieved from McKinsey Quarterly: <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/from-principle-to-practice-making-stakeholder-capitalism-work>
25. McKinsey. (2021, October 27). Solving the net-zero equation: Nine requirements for a more orderly transition. Retrieved from McKinsey Quarterly: <https://www.mckinsey.com/business-functions/sustainability/our-insights/solving-the-net-zero-equation-nine-requirements-for-a-more-orderly-transition>
26. Newsom, A., Ramkissoon, A., Ruml, D., & Lukco, E. (2024). A Quantitative Analysis of Conscious Capitalism Effects on Gross Profit Margin over Time," *Journal of the North American Management Society*: Vol. 13: No. 1
27. Pearson, K. L. (2012). Whole Foods Market TM Case Study: Leadership and Employee Retention.
28. Peattie, K., & Peattie, S. (2009). Social marketing: A pathway to consumption reduction. *Journal of Business Research*, 62(2), 260-268.
29. Rashkova, Y., & Moi, L. (2023). Moving forward better marketing for a better world: A path for new research opportunities. *Italian Journal of Marketing*, 2023, 413–428.
30. Sandu, A. (2016). Using the pyramid of neurological levels in the human resources motivation management. *Revista Românească pentru Educație Multidimensională*, 8(2), 31–44.
31. Schwartz, T. (2013). Companies that practice 'conscious capitalism' perform 10x better. Harvard Business Review.
32. Sheth, J. N., & Uslay, C. (2007). Implications of the Revised Definition of Marketing: From Exchange to Value Creation. *Journal of Public Policy & Marketing*. 26(2), 1547–7207.
33. Sisodia, R. S. (2009). Doing business in the age of conscious capitalism. *Journal of Indian Business Research*, 1(2/3), 188–192.
34. Smith, N. C., Drumwright, M. E., & Gentile, M. C. (2010). The new marketing myopia. *Journal of Public Policy & Marketing*, 29(1), 4-11.

35. Song, X., Sun, P., Zhao, J., et al. (2026). ESG performance and corporate resilience: Unveiling the power of stakeholder relationships. *Humanities and Social Sciences Communications*
36. Taborda, C. A., Smidt, L. H., & Seibert, R. M. (2025). CONSCIOUS CAPITALISM: A NEW ERA FOR BUSINESS? *Revista de Gestão Social e Ambiental*, 19(3), 1-16.
37. Van Bommel, E., Edelman, D., & Ungerman, K. (2014). Digitizing the consumer decision journey. *McKinsey Quarterly*, (June).
38. White, K., Cakanlar, A., Sethi, S., & Trudel, R. (2025). The past, present, and future of sustainability marketing: How did we get here and where might we go? *Journal of Business Research*, 187, 115056.
39. Yin, R. K. (2009). *Case Study Research: Design and Methods*. Sage Publishing, Thousand Oaks.
40. Yin, R. K. (2009). How to do better case studies. *The SAGE handbook of applied social research methods*, 2(254-282).

