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Evolving Marketization, Societal Trends, and Indicators in Chile and the Andean Region

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Markets, Globalization & Development Review



Evolving Marketization, Societal Trends, and Indicators in Chile and the Andean Region

Introduction

In this article, we report on an ongoing study of the evolving marketization of Chile, and the Andean Region more broadly. This article emphasizes political, social, economic, and ecological indicators and trends; the importance of prosocial leadership by catalytic institutions, their constructive engagement with all stakeholders – including, deliberate, purposeful, benevolent and goals-oriented cooperation and collaboration – and the reciprocal relationship between marketization and well-being, with implications for best/equitable/responsible practices, going forward. More specifically, we update and extend a stream of research in the wake of recent local and global political, social, and economic trends that have profoundly affected, and will continue to affect the development of the region and individual countries, and the well-being of the consumer-citizens who reside in it/them (Sepulveda, Shultz and Peterson 2020).

Marketization is a dynamic process that evolves over time and space in many forms the world over and, of course, in the Andean Region as well. This socioeconomic phenomenon has enhanced the survival and well-being of our species (e.g., Lane 1991; McMillan 2002; see also Polanyi 1957), which now has carved out an existence that reaches every corner of the globe (Shultz et al. 2012). This process, however, has also come at some costs, including exploitation and destruction of ecosystems and their inhabitants – sometimes people and entire societies – on a large scale. Such a seemingly relentless march ultimately affects those of us who depend on the sustainability of those systems for our survival (e.g., Chaudhuri and Belk 2020; Shultz 2015; Shultz and Peterson 2019; Peterson 2021), in other words, all of us.

Toward more humane, inclusive, equitable, and responsible forms of markets, marketing, and consumption, we share findings from research committed to a systemic approach – a macromarketing approach – which focuses on the understanding, coordination, and prioritization of several forces and institutions. This approach, we found, ultimately enhanced community well-being and individual quality-of-life (QOL) as both principal and aspirational goals, outcomes, and measures of marketization (e.g., Shultz 2007; Peterson 2021). These concerns, and our orientation and efforts, coincide with and complement longstanding scholarly interests within the International Society of Marketing and Development, and the Macromarketing Society (e.g., Arndt 1981; Dholakia and Firat 1988; Kumcu

and Firat 1988; Laczniaak and Shultz 2021), and the founding principles of this *Journal*, including appreciation for the multiple (if sometimes contentious) perspectives of the very nature of markets, globalization and development, and implicitly, marketization (Dholakia and Atik 2016). “Marketing as constructive engagement” (e.g., Shultz 2007 p. 293) is a perspective that logically emerges from and extends the existential nature of markets and marketing to which we allude above, and has been applied to study and to shape policies and practices in various distressed and developing countries, communities and regions around the world (e.g., Peterson 2021; Shultz 1994, 2015; DeQuero-Navarro et al. 2020). The Andean Region is of increasing interest to macromarketing and marketing-and-development scholars (e.g., Barrios Fajardo, Ferreira Santos, and Godoy in press; Sepulveda, Shultz and Peterson 2020; Kharoubi Echenique and Pels in press), which brings the academy full circle, in some respects, by refocusing on and having a development vision for South America that emphasizes social consequences (Nason and White 1981 p. 4; Slater 1968; see also Nason, Dholakia and McLeavey 1987).

The Andean Region

The Andean Region is an especially compelling geological, political, and socioeconomic area profoundly affected by and affecting marketing and globalization. It is composed of countries that share the Andes Mountain Range: Argentina, Bolivia, Chile, Colombia, Ecuador, Peru, and Venezuela (Figure 1). These countries share similar topography (the Andes Mountains), common language, and colonial history. All mentioned countries are former Spanish colonies. Again, the aim of this paper is to provide an overview of the evolving trends in marketization and development in the region, with a focus on Chile, subsequent to socio-political events in 2019. Integral to this process, we will explore some indicators of statistical capacity as well as sustainable development, and offer plausible considerations for constructive engagement via policy and practice going forward.

Figure 1: The Andean Region



Source: Adapted from mapswire.com (CC BY 4.0)

Marketization and Development in the Andean Region

The increase in marketization and private sector participation in many countries of the Andean Region over the past few decades is substantial and significant. This trend has been spurred by a number of factors, including global integration (through, for example, trade liberalization and

foreign investment, the efficacy of markets and marketing to deliver an assortment of goods and services, information technologies) and rising domestic demand, due to population growth and a decline in poverty rates that signal the social mobility of the lower income quintile of the population towards a middle class that is now the norm in the region (Sepulveda, Shultz and Peterson 2020). This middle class, with access to jobs and other opportunities in cities and adjacent suburbs has flourished. Indeed, numerous opportunities are afforded by urbanization, including the aforementioned job opportunities, but also education and training at all levels. The demand for K-12 education is especially strong, as is a growing demand for higher education, further advancing the social mobility in the region (Brunner and Labraña 2020 p. 59).

The Andean Region, in 2019

The sustainable development of emerging nations in the Andean Region, such as Chile, is heavily influenced by governance and public policies. Public policies with a long-term perspective, particularly in education, labor, and health, are crucial. In this section, we will look at select similarities and differences among countries in the region.

Similarities

One similarity among countries in the region is the economic structure – more accurately, the sources of wealth. The region depends on the extraction and exportation of raw materials due to the rich deposits of natural resources. For example, according to the US Geological Survey (USGS), the top three countries with the largest lithium reserves in the world are Bolivia (with 21 million tons), Argentina (17 million tons) and Chile (9 million tons), which make up more than half of the USGS estimated total world reserves of 80 million tons (USGS 2020 p. 98). An implication is that the countries in the region depend on other countries for the export of their raw materials and the import of manufactured goods. For example, in 2020, Chile accounted for 7% of global exports for paper pulp, a forestry product (FAO 2021). We can argue, as proposed by Diamond (2011 p. 371), that Chile is exporting pulp, but also is importing deforestation. Such exchange-relationships are not unusual and reflect some comparative advantages; they also reveal costs of an international system that may not be apparent, domestically. Further to the example of lithium, many consumers of lithium-ion batteries in, say, the US and EU (perhaps in Peru and Colombia, too), likely give little thought to the ecological costs of lithium extraction and processing in the Andean Region; miners in the Andean Region perhaps give little thought to the responsible disposal of lithium-ion batteries in the

battery-craving markets of the US, EU or elsewhere. Thus, we see economic connections across a regional and global supply chain, but apparent obliviousness to, or disregard for, shared responsibility for all stakeholders throughout those chains.

As mentioned in the introduction, countries in the region also share a common cultural background. The Spanish and the indigenous traditions greatly influence the culture of the region, which is still present in everyday aspects such as cuisine, or more profound aspects such as religion (predominantly Roman Catholic), and family structures. It is not uncommon to observe households composed of family members spanning three generations.

Another commonality in the region seems to be a history of democracy failures during the 20th century. For example, Chile had an authoritarian military government from 1973 to 1990; the President of Peru, dissolved the parliament in 1992 and continues to serve a prison sentence for various crimes.

Education, Inequality and Energy Consumption

Among several interesting findings in our research from 2019 (Sepulveda, Shultz and Peterson 2020) is the apparent disparity between education and inequality, measured by the Gini coefficient. In the OECD (Organisation for Economic Co-operation and Development) data that we accessed in 2019, we could not find a clear relationship between higher educational attainment (operationalized as mean years of schooling) and a reduction in inequality associated with higher educational attainment. Similarly, the relationship between energy consumption and economic development of a country does not hold in the case of Chile, which was, at the time of the study, the country in the Andean Region with the highest GDP per capita, but whose energy consumption was below the region's average. In what seems to have proved to be prescient, we ended our analysis with a warning regarding social traps, which can materialize from public policies that produce short-term gains, which can be very costly on a number of measures in the long run.

Differences

Despite common roots and geography, many differences are evident among countries in the region, such as in wealth, population, literacy rates and infrastructure.

The most important difference among countries in the region is in wealth, operationalized in GDP per capita. According to 2019 data from the World Bank (in constant 2015 U.S. dollars), there is huge variability in the region, ranging from \$3,300 for Bolivia to \$13,800 for Chile. It is also

important to note that the World Bank does not have current data for Venezuela (after 2014), which continues to lurch toward being a “failed state,” but some estimations place it as low as \$2,300 in 2019 and then \$1,691 in 2020—a drop of 26.47 percent (Statista 2022; Knoema 2022).

An understanding of population dynamics in the region is important because it helps us to gain insights into the differences in the active population for each country, or the people that can participate in the labor market. Population dynamics are also tied to variances in public policies; for example, a better health care system will increase life expectancy. On the other hand, a higher percentage of older population means those leaving the work force will impact the pension system. With regards to a young population in the region (those under 15 years old), Bolivia (31%) and Chile (19%) show an important difference, which can be explained among other factors by life expectancy, which is 80.2 years in Chile and 71.5 years in Bolivia (the lowest in the region) (PAHO 2019 p. 20). Similarly, in Chile and Argentina, 11% of the population is 65 years or older, while for the Andean region overall this number is drastically lower, at approximately 8%. To better understand the population dynamics in the region it is important to note that Bolivia has the highest population growth, at 1.5% (annual population growth), which contrasts with Chile and Colombia at 0.8%, while at the same time, is one of the poorest countries in the region. For example, less than 20% of Bolivians have access to improved sanitation facilities (PAHO 2018 p. 11).

Furthermore, we draw attention to the level of complexity among the interactions between public policies and population dynamics. For example, in our initial research we acknowledge a study from the Pan American Health Organization (PAHO) that links “urban population (with access to health care, drinkable water, sanitation), years for schooling of the mother, literacy, and life expectancy at birth” (Sepulveda, Shultz and Peterson 2020). Clarity on such complexities – and relationships among some of the factors embedded in them – remains elusive.

Sustainability is key to the well-being of marketizing economies and indeed all countries, regardless of economic models, institutions, and governance. Thus, we applied an adapted version of the Sustainable Society Index (SSI) to measure differences among countries in the Andean Region. We chose the SSI because it includes the triple-bottom-line approach to assess the sustainable development of a country. We observed that the main differences among countries in the region are in GDP per capita, governance, and greenhouse emissions (Sepulveda, Shultz and Peterson 2020).

Ongoing Issues

Education

In this section, we discuss the education system from a few angles to see how it may help us to understand the general state of education in the region. As such, public investment in education, average scholarships paid out and adolescent fertility rate (which is linked to school dropouts for women) can assist us to evaluate education in a broader context. Moreover, digital literacy – measured as part of the IDI index – will play an important role; this has been evident during the pandemic, which we shall discuss further.

In the last 40 years, there has been a process of marketization across higher education in Chile. The latter coincides with what some authors call the "post-modern higher education institution," (e.g., Schwartzman 2020 p. 6), which for countries in South America have allowed or facilitated a shift toward universal access to higher education. This trend is also related to an increase in private higher education. In the region, Argentina and Chile had a 50% enrollment ratio in higher education by 2010, similar to Switzerland. In a process considered to be a form of academic capitalism, this new breed of private institutions with a teaching orientation aims to "meeting demands for access to information, knowledge, job market qualifications and social mobility" (Brunner and Labraña 2020 p. 59).

To understand the role of education for a country's development we will discuss the relationship between human capital inequality and development (Castelló and Doménech 2002). First, we note that countries with higher educational attainment are better suited to achieve educational equality (Thomas et al. 1999). In the region, Venezuela and Chile are the countries with the highest educational attainment, with 10.1 and 10 mean years of schooling (as of 2015), which is aligned with the net social expenditure of Chile on education, \$737 per capita (ECLAC 2019 p. 137). As a comparison, Ecuador spent 49% of its social expenditure on education (the highest in the region), while Chile spent 31%, but it is the difference in GDP that accounts for the difference between the \$233 per capita that Ecuador spends in education and the \$737 per capita that Chile spends. In contrast, Venezuela's expenditure on education is not available in our data, which does not allow us to contextualize its educational attainment of 10.1 years. In other words, based on the two mentioned indicators, we can link public policies, in terms of expenditure, to an impact in educational attainment, which leads to educational equality, but this relationship is not

likely to last forever (Meschi and Scervini 2013), which means that we can reasonably expect to observe diminishing returns over time.

Second, as proposed by Castelló and Doménech (2002), “societies with less inequality in human capital are those in which government spend more on education”. Public policies similarly aimed to achieve universal access to higher education in turn will better distribute the job market qualifications mentioned by Brunner and Labraña (2020), along with facilitating social mobility, which will help to reduce the human capital inequality (see also, for example, Stiglitz 2013).

As such, the long-term orientation of public policies in education allowed Chile to reduce human capital inequality, which has helped Chile outperform other countries in the region in terms of economic development.

Energy Consumption and Growth

Three main hypotheses for the relationship between energy consumption and economic growth have been summarized by Eren, Taspinar and Gokmenoglu (2019) as follows: The conservation hypothesis in which economic growth increases energy consumption; the growth hypothesis in which an increase in energy consumption leads to economic growth; and the neutrality hypothesis in which there is no relationship between the two variables. The problem is more complex when trying to account for the consumption of renewables, in which the associated investments in new facilities should have an impact on the economy. Bhattacharya et al. (2016) found that renewable energy consumption did positively impact the economy for the countries in the study (Chile and Peru were part of the study).

The mentioned impact on the economy is an indication of sustainable economic growth, and it appears that the cases of Chile and Peru follow the growth hypothesis, meaning that energy consumption will lead to economic growth. However, specific studies for the countries in the region are needed because we could not observe this relationship for the case of Chile in the 2019 SSI data.

Current Situation

Life expectancy is one of the first changes that we can observe in the region. The 2020 data indicate Bolivia increased life expectancy at birth from 69.9 to 71.5 years while Colombia fell from 74.7 to 71.5 years (ECLAC 2021a). Life expectancy for Bolivia, the lowest in the region, aligns with the poverty levels in the country, with 31.1% of poverty and 12.1% of extreme poverty, which compounds with a rural population of 29.88%. In regard to rural population, Bolivia is only surpassed by Ecuador (33.83%) (World Bank 2021).

Countries in the Andean Region have felt the impact of various social movements from 2018 and 2019, and the ongoing COVID-19 pandemic that emerged in 2020. Since both situations have occurred almost simultaneously, we cannot isolate their effects using the data from the World Bank or the Economic Commission for Latin America and the Caribbean (ECLAC), nor have we definitively ascertained any interaction effects. Data from Colombia, however, reveal that the pandemic has spurred social unrest and violence in that country, as well as some policy changes (Barrios Fajardo, Ferreira Santos, and Godoy Hernandez in press).

Labor markets have felt the impact of the pandemic around the world, and the Andean Region has not been spared. According to ECLAC (2021b) estimates, the contraction in the labor market for Latin America and the Caribbean was 9% (p. 117), which encompass the Andean Region. The region struggles with gender inequality, and the labor market is one prominent example: the pandemic has greatly affected employment for women, in particular among the segment of women with fewer professional skills and qualifications, with children, and for workers in the informal economy (ECLAC 2021b p. 19). According to the ECLAC (2021b), the percentage of unemployed women rose from 9.3% to 11.9% in the period from 2019 to 2020 (p. 19). To contextualize the differences among countries in the region, Colombia presented a 12.6% female unemployment rate in 2019 (7.8% for men), Argentina 10.7% (9.2 for men) and Chile 8% (6.7 for men). Although Bolivia had 4.1% unemployment for women (and 3.4% for men), it also presents the highest informal work rate for women in the region with 85.5%, while Chile presents the lowest rate in the region at 28.4% (ECLAC 2021b p. 143).

We suggest that the impact on unemployment for women is higher than for men because women are paid less than men for equal jobs at lower levels of qualifications. While taking into account that most children were homeschooled during the especially difficult and challenging periods of the pandemic, in a typical household the father or the mother had to remain home and to care for the children. Most families tended to make a rational economic decision to have the parent earning the lowest wages to remain at home. This trend also fits the traditional gender roles prevalent in the region, in which the mother is the parent that personally takes care of the children, thus adversely affecting her employability.

Recent Developments in Chile

Population dynamics and political change are dominant themes that will continue to shape marketization in Chile and the Andean Region.

When discussing the population dynamics, we previously mentioned that having a higher percentage in the older population, 65 and older, will stress the pension system. This is an interesting issue to analyze because in Chile, the protests partly originated as a demand for better pensions. The system that currently exists in Chile is one of individual savings (similar to an obligatory 401(k) account in the USA), which are managed by private entities; the discussion now is whether the country needs to shift to a social security system similar to the social safety net found in Argentina. Irrespective of the policy going forward, the current system has generated an annual average return of 7.8% since its introduction (Boyd 2021); quite good, especially if one is vested in it.

Amidst the backdrops of the global pandemic and social movements, Chile held general elections in November 2021, resulting in (1) a relatively balanced composition of the parliament; (2) two presidential candidates, who garnered the most votes in a field of seven candidates, and who then participated in a second round of voting (19 December 2021) to select a single president. As usual in Chilean elections, these two candidates represented opposite sides of the political spectrum. The distinction this time is the level of polarization within Chilean society, which reached its highest point this century during the social movements, some of which were violent, that occurred at the end of 2019. Some observers have framed the current phenomenon as a choice between two models: a continuation of the current free-market model that Chile has been administering since the 1980s, or a system that at least in its discourses sounds similar to what was proposed in Venezuela a few decades ago (e.g., *The Economist* 2021). However, what should be clear to all observers across the region, whether on the left or right, is that monolithic models from the 20th century may not be appropriate for the challenges in and the dynamism of the Andean Region, including Chile, as the 21st Century advances.

Toward Constructive Engagement and Systemic Considerations for Flourishing Development

The ongoing and evolving events in Chile and the Andean Region vis-à-vis marketization evoke important questions that must be addressed and answered by key institutional leaders and engaged consumer-citizens. This assertion is particularly resonant when and where there are forces that could make policy-making reactive/pernicious, perhaps myopic and exclusionary, and thus suboptimal – or worse, dysfunctional or destructive. So, what *is* the way forward? How can policies and practices facilitate inclusion, equity, wealth, and sustainability?

We submit that more recently conceptualized models and their applications are paramount; they include overarching, aspirational goals of individual quality of life and sustainable community well-being. These models moreover necessitate a framework for constructive engagement by/among all stakeholders of a marketizing system, particularly among the most influential catalytic institutions (i.e., governments, businesses, NGOs) and the citizen-consumers to whom they are beholden – within each country, across the region, and in instances when foreign institutions and citizen-consumers also have legitimate, equitable stakes in the Andean Region. Below, we highlight features of complementary frameworks to facilitate constructive engagement (e.g., Peterson 2021; Santos and Laczniak 2009; Shultz 2015; Shultz and Peterson 2019; Shultz, Rahtz and Sirgy in press).

Individual Quality of Life and Community Well-Being

We re-emphasize the goals of individual QOL and community well-being, where community can be local, regional, and/or global, found in all the models. The process of achieving those goals is systemic and must be administered over time and space; the process must include all stakeholders in and of the system –or reasonable and perhaps legal representation for them – if the community is to flourish, again over time and space. Note that “community well-being” is complex, and its interpretations and measures vary across contexts, cultures and epochs; indeed, a review of the literature has revealed more than 1300 measures of community well-being (Shultz, Rahtz, and Sirgy 2017), hence the importance of stakeholder inclusion and science-based, negotiated agreements among them.

An appropriate, reliable and predictable mix of goods, services, and experiences is requisite, as intimated in our introductory remarks. This may seem obvious to marketing scholars, but we state the obvious here to make clear that markets and marketing are also requisite to the flourishing of a complex and interdependent society, country (Chile), region (Andean) and planet Earth; truly, they are integral to strategic regional development, including the responsible development of the Andean Region (see also Laczniak and Shultz 2021; Layton 2007; Nason, Dholakia, and McLeavey 1987). The process of marketization is therefore reasonable and necessary, when equitable, inclusive, and sustainable.

When marketization is not equitable, inclusive, and sustainable – when it fails the stakeholders and impedes or harms QOL and well-being – the system must be audited to assess which Macro Factors, Micro Factors, and Catalytic Institutions must be assessed, redressed, managed or facilitated to ensure a healthy and provisioning marketing system. The

Macro Factors include Natural Forces (e.g., topography, climate), Culture, Political/Legal forces, Economics, Education, and Technology. Micro Factors pertain more directly to consumers – the extent to which they are well-served or under-served. More specifically, the extent to which they, for example, are healthy, have access to markets, goods, services and experiences, have various forms of capital, are motivated and market literate, and believe and experience that processes are transparent and key decision-makers are accountable. The Catalytic Institutions – Government(s), Business(es) and NGOs – coordinate and organize practices and policies vis-à-vis the Micro and Macro Factors to ensure that marketization and any given marketing system does indeed facilitate or ideally ensure QOL and community well-being so that the system and its stakeholders can flourish. However, and this cannot be overstated, goal-actualization requires *Constructive Engagement* – deliberate, purposeful, benevolent and goals-oriented cooperation and collaboration – among the Catalytic Institutions and Citizen-Consumers. This must continually occur throughout the system across myriad, countless social and commercial exchanges.

Regular readers of *Markets, Globalization & Development Review* may recognize some of these ideas were previously introduced in the *Journal*, in the context of war, recovery from it, and its prevention; that is, violent military conflicts that are existential crises for people and states, and effective and expedient policies and practices to avert, end, or mitigate such conflict (Shultz 2016). Given the stakes and history of the Andean Region, we think the macromarketing ideas shared in this text, and their plausible applications, are equally compelling and appropriate in the context of regional marketization; they in fact have been applied and well-received in other regions under similarly distressed conditions, which unfortunately have suffered from war and now are recovering from it while managing and/or adapting to marketization (e.g., DeQuero-Navarro et al. 2020; Shultz and Peterson 2019).

Overlooked thus far are more specific managerial orientations and practices – operational and managerial marketing practices that must be thoughtfully and consistently administered over time, space and institutions – which are conducive to just marketization and sustainable marketing systems. Since 1976, when the first macromarketing seminar convened at the University of Colorado, macromarketers have offered perspectives on how system-wide perspectives could bring knowledge about how economic development could be conducted in more rewarding ways in developing countries (Peterson 2021, p. 335).

Some macromarketers, such as founder Charles Slater, proposed that governments in developing countries initiate projects that would subsidize the creation of institutions (such as farmer cooperatives) and infrastructure (such as refrigerated warehouses) that would make agricultural efforts in rural parts of countries more profitable for local farmers (Cundiff 1982). Kumcu and Firat (1988) have encouraged holistic approaches, expanding our understanding and foci for change, as well as our measures and assessments of “development”. Later macromarketers proposed that national governments play a role in constraining the effects of globalization through protectionist measures (Kilbourne 2004). However, macromarketers have also noted the complexities of globalization as national and local officials can become partners (formal, as well as informal by receiving bribes) with global firms who enter these countries and locales (Nguyen and Pham 2012), and the necessity for systemic understanding and action (Layton 2007).

Conclusion

Chile’s development story shares much with the stories of many other developing countries in its non-linear path of progress punctuated by political violence (Peterson 2021, p. 350). The marketization of Chile that occurred since the overthrow of the Allende government and the Unity Party in 1973 (Goldberg 1975) has resulted in economic benefits for Chile (Bachelet 2008). Now, Chile’s development story continues to unfold with the 2021 election of a government led by Gabriel Boric and his left-leaning supporters (Stuenkel 2021). Civil unrest in recent years (because of increased income inequality and the inadequate delivery of public services) raised the specter of extreme polarization in Chile. However, Boric voiced more moderate positions late in the campaign and losing candidate José Antonio Kast publicly expressed congratulations for Boric’s win in the aftermath of the election.

Such reclaiming of the political middle-ground and more bridge building will be needed now to improve the likelihood of societal development for Chile (Peterson 2006), with implications for the Andean Region and stakeholders in various markets around the globe. In our view – and it is our hope – left versus right will continue to meet in the center, in pragmatic ways to administer a marketing system capable of offering an assortment of goods and services that will ensure eudaimonia. Social unrest and the pandemic moreover have reinforced the necessity for inclusion, equity, and sustainability toward that outcome, and ultimately individual QOL and societal well-being. Advancing technologies, sustainable practices, integrated systems (digital, trading, etc.), and consumer

awareness and influence/pressure commensurate with global marketization are likely to enhance access to many services, and transparency and accountability throughout the system.

The process of marketization – of administering complex, evolving marketing systems in each country of the region, within the region and beyond it – will be fraught with difficulties. It will not be linear; it requires constructive engagement by and among catalytic institutions, in cooperation with and in nurturing response to the citizen-consumers in Chile, throughout the region, and increasingly throughout the world. Venezuela remains a wild card; Colombia's peace accord after 52 years of civil war is fragile; climate change and environmental degradation are daunting, and the COVID-19 pandemic rolls on, in various mutations.

Each country in the region has challenges, some unique and some shared with neighbors and countries around the globe, but these challenges also present opportunities. Just a few examples include education, jobs creation, healthcare, infrastructure, IT, channel efficiencies, sustainable products, practices and services, financing, and so forth – all requiring marketing *for* development. As marketing and development scholars, we can see a macromarketing path forward, and some trends hint at good outcomes for Chile and the Andean Region more broadly, to flourish on both traditional economic measures and holistic assessments of well-being.

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