

Human-Centred Branding in the Emerging Context of Narratives Warfare: Based on Worth-Living Marketing Management

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Abstract

The recent global events involving the Ukraine-Russia war and the Gaza-Israel have highlighted the increasing complexity of brand interactions with the brand community in the context of narrative warfare. Furthermore, various industries are embracing the concept of Industrial Revolution 5.0, emphasising human-centeredness that is value-driven. Based on this, this research aims to explore the dimensions of human-centred branding based on worth-living marketing management in the context of narrative warfare. This research methodology is a systematic literature review encompassing an in-depth examination of 52 scientific articles and books, complemented by 23 articles from specialised marketing sites and 16 news articles specifically focused on the two most recent wars. Findings show that the context of the war of narratives encompasses 10 key dimensions and human-centred branding based on worth-living marketing management in narrative warfare contexts, which includes 14 main concepts. The findings of this research give valuable insight to brands (personal, corporate, government, political) to reduce the amount of their calculation errors in the unstable conditions of narrative warfare and to manage existing risks with more precise strategic management. This research strengthens the brand's responsibility towards human issues, such as social, environmental, ethical, and political issues, and accordingly adds to the meaning of collective life, ethics, and collective trust. This research is a pioneer in the in-depth study of the intersection of narrative warfare and human-centred branding, and exploring the dimensions of these two concepts and combining them adds to the value of the existing literature.

Keywords: *Narratives Warfare, Human-Centred Branding, Marketing Management of Worth Living.*

Introduction

The development of access to social media has changed global communication (Susilowati et al., 2024). Social media has created a platform to democratise communication and allow customers to present their opinions and experiences about global developments (Lund et al., 2018). These shared opinions, on the one hand, can have a great influence on the opinions and decisions of other users. On the other hand, customers can increase their expectations of the social activities of organisations and brands in this way (Wibowo et al., 2024). Therefore, organisations and brands must fight hard with each other to influence and convince stakeholders, respond to critical and sceptical customers, penetrate social media, and share their social responsibility stories in a meaningful way. (Rachman et al., 2024). Meanwhile, the war of narratives has become the field of international politics, and social media is a powerful tool for fighting this war (Mejova et al., 2022). Accordingly, producing narratives about social responsibilities increases the trust and credibility of a brand or organisation (Shweta Saini et al., 2024). On the contrary, neglecting social responsibility will expose them to the threat of hostile campaigns that can endanger the position and image of these brands (Kapoulas, 2017; Bolin et al., 2016; Claverie et al., 2021) and even engage them in human rights and humanitarian issues (Qudratullah et al., 2023). This interaction puts narratives in front of counter-narratives, directs social actions, and has a significant impact on the economic, social, environmental, and political value creation of brands (Nina and Sergeeva, 2022). On the other hand, brands face controversy for expressing their opinions and ideas, and the authenticity of their actions is questioned (Sibai et al., 2021). In this regard, examples can be mentioned. For example, the recent events since the beginning of the war between Russia and Ukraine, which came under the name of information war, showed a new function of the combination of information and marketing measures in the borderless world. Bolin et al. (2023) stated that the information war could disrupt the branding process. For this reason, we need a new look at information management. Also, many brands were boycotted in the war between Hamas and Israel due to

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their support for Israel through the boycott movement (Washington Post, 2024; Al Jazeera, b2023; Reuters, 2023). Therefore, the war of narratives is getting more complicated every day and requires a new approach to brand management. Brands need to redefine their narratives in the world, and marketing professionals better adapt themselves to new technology (Kalpokas, 2017). On the other hand, social media, in addition to informing customers about international developments, has given them the power to share their desired narratives, which has caused companies to enter this challenge that they give a central role in value creation to customers as human beings in all dimensions of existence (material, psychological, social, and spiritual) and engage them in the process of creating their value (Wang et al., 2024). In this regard, Philip Kotler (2010), in the book *Third Generation Marketing*, states that the shift from the second generation (customer-centred) to the third generation (human-centred) requires that marketers treat customers like human beings with consider the brain, heart, and soul and don't behave with customers is just for consumption. However, post-modern customers are suspicious of this paradigm shift of the companies and consider the grand narratives of the companies to be for more profit instead of philanthropy. Accordingly, mistrust and reduced loyalty have been some of the main challenges faced by companies in recent years (Chowduriy et al., 2023). In addition, since brands are the soul of businesses, customers do not buy products only for a functional relationship but also to seek a story, interaction, and meaningful experience with them. As a result, in a world where human emotions and social needs interact with social media, the challenge of human-centred branding becomes more complex (Bardon and Lewis, 2014). Also, according to Brown et al. (2010), The attractiveness of using humanisation in marketing is not well understood (Mirzaei et al., 2024). Du to, brand managers need to master the humanisation of the brand and how to create and manage the human brand (Portal, 2018). Human brands are powerful because they convey a level of authenticity and deep cultural meaning that inanimate brands often cannot match (Fournier and Eckhardt, 2018). Also, brands are related to the meaning of a customer's life (Win et al., 2019). Increasing the customer's quality of life with a human-centred marketing approach plays a decisive role in the customer's sustainable choice (Rafaelova et al., 2023). As the statistics show, attracting the attention and loyalty of the new generation is a fundamental issue today. But by looking carefully at why, we can understand that the main reason for this lack of attention attraction and loyalty is in the valuable production because they consider the existing values incapable of solving human problems (Andreski et al., 2023). Because social policies and contracts have changed since the pandemic. The young generation is more radical in defining social contracts than the previous generation. Deep recession economic and social insecurities are the main factors of these fundamental changes (Choi, 2024). As one young student told the New York Times: "Young people have a deep desire for radical change because we see a broken path ahead of us" (World Economic Forum, 2020). Therefore, as the meaning of the good life decreases and life loses its worth for the new generation, customers are looking for new ways to live well (Davos, 2020). On the other hand, Marketing is the art and science of creating value to meet needs and reduce pain, increase the quality of life, help to form new habits and give the customer a sense of pleasure and good life. In fact, marketing about cultural, social, environmental and Economic issues can play a role to be effective in the formation of a good life and guide companies in the direction of producing products that increase the value of human life, and marketing can help to solve the current resilience problem of companies in the era of transformation (Wang et al., 2024). In this regard, according to the statistics that Havas published in 2023 over a 15-year study, and in this study, more than 91,000 people and more than 1,300 brands were examined, 72% stated that it is important for them to have brands that have special collective equity -- being good for the planet and society matter, and 71% also believe that brands should improve their health and well-being. So, the human-centred approach of brands based on customer life value management should be carefully studied. On the one hand, customers have become sensitive, critical, and extremely pragmatic in front of narratives. On the other hand, they want brands to assume a social, political, economic, cultural, and environmental role beyond the economic role, like a social organism or a human being. This context creates a paradoxical space between having and not having a stance in global events or brand society for brands. Global events require new problem-solving methods, and the human-centred model based on worth-living marketing management can be a suitable solution for maintaining the trust, resilience, and sustainability of brands in the era of transformation and narrative warfare (Hallin et al., 2016). Therefore, the main goal of this research is to help understand more precisely the context of the war of narratives and to choose the right strategies to face this unstable situation. Considering the lack of theory in presenting the human-centred model in narrative warfare and considering the importance of human-centred branding based on worth-living

marketing management in the context of narrative warfare and in order to develop it theoretically, this research aims to identify the dimensions of narrative warfare and the identification of the dimensions of human-centred branding based on worth-living marketing management has been done in the context of narratives warfare, and it intends to answer these questions: What are the dimensions of the war of narratives? and What are the dimensions of human-centred branding based on worth-living marketing management in the context of narrative warfare?

Also, this study compares the literature on the two fields of war of narratives and human-centred branding and the intersection of concepts in these fields. It also deals with a comparative view between the challenges in one field and strategy in another field. In general, this research can strengthen the perspective of brand researchers and be a practical map for brands (personal, corporate, government, political) in the face of current complex social, environmental, ethical, and political problems.

Research Literature

Brand Communication and Social Media

Social media are digital operating systems through which users can communicate with other users, produce and distribute content, and participate in interactive communication (Carpentier et al., 2019). Unlike traditional media, social media provide the possibility of interactive communication between people without geographical or time limitations and offer the opportunity to transmit the content of any message in any form (audio, video, written) to anyone on the planet. (Lund et al., 2018). Also, social media has reduced the possibility of controlling brand communication for the company. Social media has forced companies to understand the brand relationship as a dynamic and sometimes risky exchange between the company and the customer with the aim of creating shared value. Some Asian countries have been very active in using social media for marketing purposes, and South Asia is no exception (Aldhamiri et al., 2024). Known for its diverse cultures and rapidly growing digital landscape, the region offers a fascinating study of social media influence.

For example, according to a global study by TOI, two-thirds of Indians want companies to take a stand on issues they believe in, and more than 65% of Indians believe companies spend too much time on products. They do, but this is not enough to attract our attention. They need to clarify their values. They say that brands should not be impassive in front of social and political issues and should get out of their comfort zone. Also, the result of this study shows that belief-driven customers are growing all over the world, with China the most (78%), Brazil, India and France (68%) and the USA (57%). In this direction, brands are moving from bystander mode to activist mode by connecting to powerful campaigns and discussing controversial issues. They are engaging with political and social issues, such as the reaction of Nike, McDonald's, and Ben & Jerry's to the death of George Floyd (TOI, 2020). As a result, dynamic conversations in social media have created a space for the interaction of different narratives, which itself indicates a new trend in brand communication that leads them to a more professional look in the competitive space of narratives (Gunderson, 2024).

Narratives Warfare

According to Katherine Knuth's definition, narratives are "stories that people use to make sense of themselves, their relationships with wider groups, and with the world as a whole". They are powerful tools for creating change (Madim, 2021). Narratives are formulated through the processes of people's conversations with themselves and others and in response to the wider discourses and structures in which they live (Rantakari and Vaara, 2017). Against these narratives, there are also counter-narratives, and the interaction of the two leads to the fact that the struggle over meanings, values, and identities continues, and the digital space has caused its expansion (Nina and Sergeeva). , 2022). Focusing on counter-narratives enables us to capture some of the political, social, and cultural complexities and ways in which narratives interact (Andrews, 2004; Sergeeva and Winch, 2020). Dominating the narrative space means dominating the cognitive battlefield (Mann, 2018).

The most effective weapons in war have always been those that target the cognitive space because they are the most durable. We build ourselves through narratives. For this reason, by attacking it, we are attacked by identity. Precisely from the same angle that we are ignorant, it weakens our beliefs (Mann, HS Today, 2021). In fact, the narrative war attacks the layers of identity and cognitive process of the target audience. A comprehensive narrative strategy has two offensive and defensive components and uses tactics such as weaponising conflicting narratives so that the target audience is attacked from within. Therefore, it becomes a kind of modern war (Hopkins et al., 2023). In fact, the weaponised narrative is the use of information and communication technologies, services, and tools to create and spread stories whose purpose is to destroy and weaken the enemy's institutions, identity, and civilisation, and it works by intensifying complexity, confusion, and political and social gaps. It is an emerging field of asymmetric warfare that attacks the shared beliefs and values that support the enemy's culture and resilience (Kalpokas, 2017). It builds on previous practices, including disinformation, information warfare, psychological operations, fake news, social media, bots, advertising, and other methods and tools, and advances in fields such as evolutionary psychology, behavioural economics, cognitive science, and modern marketing. Media studies and technological advances in areas such as social media and artificial intelligence are also important (Issues, 2017). In this regard, Tarek Cherkaoui, the CEO of Interest and a consultant to companies in unstable politics, considers the war of narratives to be formative of understanding the war between Israel and Gaza and adds that social media disrupts the control of dominant narratives (TRT World Research Center, 2023).

Also, the New York Times, on October 23, 2023, in an article entitled "A new front is emerging in the corporate world", states that companies are getting engaged in complicated political issues and employers are asking for comments on their positions. , are under pressure and criticism (New York Times, 2023). For example, after the Hamas attack on Israel, Google and Goldman Sachs made a public statement expressing sympathy for the victims. Some business leaders also remained neutral. "Not saying anything is complicity," Keniro Miller, human resources specialist at French luxury company Cartier, wrote on LinkedIn. In recent years, employees and customers have asked businesses to take a stand on important political and social issues in order to highlight their corporate values.

On the other hand, criticism of companies' responses to the Israel-Hamas conflict shows how risky the response of business managers and employers to geopolitical crises is (Financial Times, 2023). Therefore, brands are bound to enter the battle of narratives, which is full of risks for them. However, there has been no direct research on how brands can be resilient in this battle in order to increase brand equity (Mejova et al., 2022). In addition, it should be kept in mind that the narratives are the claims of the companies, but what is important is having an authentic performance that can guarantee their resilience in this competitive environment. Therefore, companies that can provide more valuable solutions for the problems of human society can have resilience and sustainable development in this competitive environment (Katsumata et al., 2023).

Human-Centered Brand

Human-centred marketing was first proposed by Philip Kotler (2010). Then Mark Schaefer, in the book *Marketing Rebellion, Third Rebellion*, considers the customer to be human-centred in marketing activities. With case studies of popular brands and reviews of the opinions of successful brand owners, he concludes that the most humane company wins. He uses Philip Kotler's description of marketing and says that marketing is a combination of psychology, sociology, and anthropology (Shafer, 2019). Human-centeredness, resilience, and sustainability on the part of strategic leaders and the European Commission are among the weak points of Industrial Revolution 4.0, which have been given serious attention in the perspective of industrial transition 5.0 (Mourtzis et al., 2022; Grosse et al., 2023).). In particular, in 2021, the European Commission started to promote Vision 5.0, where worker well-being is at the centre of the production process and new technologies with the aim of creating well-being beyond jobs and growth and at the same time Now respecting the limits of the planet's production is used (European Commission 2021), which itself indicates a paradigm shift in the organisation's encounter with humans (customers, workers, and other stakeholders) (Winkelhaus, 2022) because one of the necessities of getting out of the impasse of development, innovation is realised on a human-centred basis, and human ideas, experience, and criticism have a fundamental impact on idea creation, production, supply, and product review

(Siricharoien, 2023). Human-centered is the best approach to solving the problems that businesses have with the current unstable environment (Hagan, 2018; Laurea, 2020). Even the brand change has emerged with the main dimension of the new brand identity, that is, human-centred values. Although these values existed before, they were not developed with this importance and depth before (Bolaños, 2016). In fact, the application of humanity is a new concept, so the human factor becomes a powerful driver of non-profit, for-profit, and public decisions so that the final benefits return to them. A human-centred approach empowers consumers. Therefore, humanity-based branding has become an important strategy in organisational management (Hong and Park, 2016). The range of contemporary global challenges, which is associated with a complex network of relationships between stakeholders, requires new methods of problem-solving, and the process of identifying solutions requires different perspectives. The human-centred business model is a framework that measures performance based on purpose, empathy, systemic approach, and resilience in businesses beyond sustainability (Hallin et al., 2016). In fact, human-centeredness means the engagement of brands in human issues, and since customers want brands to add meaning to their issues through a human perspective, this requires a value-oriented approach (Chowdhury et al., 2023).

Worth Living Marketing Management

In the classic 4P toolbox of the new generation of marketing, one more P, Purpose, should be considered. In this case, questions arise. For example, marketers should ask themselves what their goal is. The reason for this question is that customers ask themselves, can I connect to a positive impact on the world with my choices? Indeed, a meaningful economy attracts new customers to brands and enables them to express their values (Wang et al., 2024). Also, in human-centred marketing, customers ask themselves why they use the product. They ask, "Is it worth it?" (Hong and Park, 2016; Finch et al., 2016). Belief-driven customers say that brands should express their beliefs about issues that are important to their customers; otherwise, we will boycott them. They want brands to express their values (IOI, 2020). In fact, these customers want brands to take a stand to share common values and enhance meaning in their lives. Therefore, positioning and connecting to a consumer's values may be the only strategy left for us to create loyalty (Liu et al., 2023). In recent years, the story of brands shows that they want to enter different areas of the life of their brand community with narratives that are sometimes controversial and are not impassive to various social, environmental, cultural, political, and well-being issues of their customers.

Furthermore, they want to have a humane approach to customers' issues and, by taking a stand on their issues, provide higher values and give meaning to their lives (Hardcastle et al., 2025). In this context, though, research conducted by Edelman found that 67 per cent of consumers try a brand for the first time simply because they agree with their brand's stance on a controversial issue, and 65 per cent said that when a brand is silent about their issues, they won't buy it (Singh and Milan, 2025). However, it should be kept in mind that when brands announce their position, they can face a lot of counter-narratives and even misleading ones.

For example, in 2018, when Nike introduced a new ad campaign and apparel line featuring Colin Kaepernick (the NFL quarterback who knelt during the national anthem before games in protest). Indeed, the marketing world witnessed an explosive example of brand-political alignment. When Nike's new narrative came out in the form of a campaign, it polarised both fans and owners of professional soccer leagues. Was he a brave civil activist, or did he disrespect the country's flag and heritage? A group of citizens published videos of Nike clothes and shoes being burned and even counter-narratives against the narrative. Although Nike knew its action would be a backlash, it had studied its customers and had realised that a young consumer could buy \$200 shoes. So, he risked a significant part of his business for those people who made up 90% of his income. So, at first, there was a backlash that Nike's market value dropped by nearly \$4 billion, but a week later, it was worth even more than when the short-lived campaign began (Shafer, 2019).

With the beginning of Asian wars (Russia and Ukraine, Gaza and Israel), the narrative of brands entered the level of more complex conflicts. These narratives include not only corporate brands but also personal brands and governments. Also, the competitive atmosphere of these conflicts has increased to such an

extent that a new form of indecent competition, which is called unconventional war or cognitive war, has emerged. The war between Ukraine and Russia has faced a powerful movement of more than 1000 companies (Yale CELI, 2024), and the war between Israel and Gaza was affected by the comments of some global companies about this war. For example, the global sales of Starbucks have decreased by 7%, McDonald's by 5.4%, Coca-Cola's sales in the Turkish market by 22%, and Domino's sales in Asia by 8.9% (Al-Jazeera, 2023). Starbucks continues to feel the brunt of global boycott campaigns over complaints from a labour union about its employees' support for the people of Gaza. The coffee chain reported a sharp decline in global sales. The worst since the pandemic, which sent its share price down to a 21-month low. Starbucks reported a 15 per cent drop in net income (to \$772 million) compared to this time last year. Global boycott campaigns have also forced the company to cut its profit forecast for fiscal 2024, as the performance of its cafes is expected to remain weak for the foreseeable future. "In a challenging environment, this quarter's results do not reflect the strength of our brand, capabilities, or opportunities ahead," company CEO Laxman Narasimhan said in a statement. The company is trying to combat what it sees as "persistent false and misleading information about Starbucks being shared online."

In conclusion, recent events show brands have entered a new level of interaction with the brand community in the context of confrontation and interaction of narratives, which, if they do not have a targeted approach and a comprehensive plan, they will face risks. Although it is temporary, it is associated with severe financial losses and a decrease in customer's attitudinal loyalty. This space, which is associated with radical and emerging technology changes, is moving towards the 5.0 generation industrial revolution, which requires the paradigm shift of companies to be human-centred. Human-centeredness is associated with the acceptance of humans (all stakeholders) as conscious and dignified beings who have the right to dynamic interaction with companies for their human rights. Human-centred brands have an optimal interaction with the human element and its issues, such as social, environmental, ethical, political, etc., and emphasise creating value for the brand community more than profit. They take a stand for their values so that their participation in solving society's problems will have a positive impact on increasing the quality of life of that society.

On the one hand, customers want brands to be human-centred towards their issues and increase the meaning of their lives by taking a stand on issues and providing higher values. On the other hand, this stance, while the only customer loyalty strategy in this day and age, can be extremely dangerous for brands facing a challenging and sometimes unhealthy competitive environment. International brands, especially, face this risk more due to having different target markets that have different views (Hasiyeh et al., 2023). However, the results obtained from the performance of brands that defined a valuable goal for themselves and proceeded with a suitable strategy, such as Nike, show that after a short period of loss of profit by leaving a group of fans, purchase of customers who are aligned with their stance have increased and the number of new customers who support their opinion has grown even more.

Also, according to past research, these studies dealt with the importance of narrative warfare in the contemporary world and how brands act in this era. However, they have not paid attention to how human brand activism and the necessity of managing the worth living of the customer by the brand in this era. In addition, although some of them have studied the importance of human-centeredness in production, design, and branding on the threshold of industrial revolution 5.0 and have pointed out the importance of product value in increasing the meaning and value of the customer's life, In particular, they have not studied worth living marketing management. Finally, although some past research has been done in the field of brand impact on the meaning of life and well-being of customers, their happiness and pleasure, as well as the impact on society, politics, environment, even its relationship with human-centeredness and challenge of narrative warfare was discussed implicitly. But none of these studies pays with the interaction between the three concepts of narrative warfare, human-centeredness and worth living marketing management specifically. Also, the dimensions of the context of narrative warfare and the dimensions of human-centred branding based on worth-living marketing management were not identified. Therefore, the existing research gap prompted the present research to examine human-centred branding based on worth-living marketing management in the context of narrative warfare and answer the following questions:

- What are the dimensions of the war of narratives?

What are the dimensions of human-centred branding based on worth-living marketing management in the context of narrative warfare?

Research Methodology

A systematic review research methodology was used to answer the questions of this research. The purpose of using this method is the systematic composition of literature in a field and the synthesis of literature for the development of literature in this field (Pool and Carrido, 2020). This research tries to achieve a synthesis of the integration of literature in the fields of human-centred and narrative warfare for theoretical development, and due to the significant research in the field of human-centred and narrative warfare, a systematic review method Previous articles, books, studies, and reports were used. Also, since global instability creates events that attract public opinion of the world to criticise and examine the activism of brands and increase the risk of brands, especially international brands, therefore articles published in specialised marketing sites and the news of two events affecting the activism of brands, i.e., the Ukraine-Russia war and the Gaza-Israel war, were studied. The importance of these two events is that during the war between Russia and Ukraine, 1000 companies in Russia have limited their activities (Yval School and Management, 2024). Also, many global brands were boycotted and suffered losses during the Gaza-Israel war due to expressing their opinion and support. For example, McDonald's global sales decreased from 8.8% to 3.4% (Al-Jazeera, 2024b).

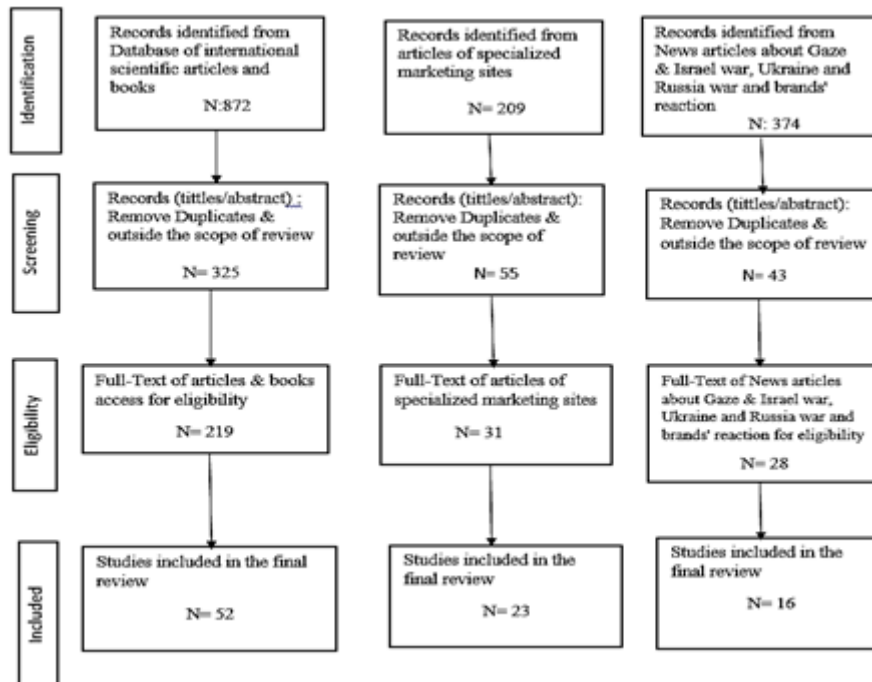
First, in the phase of identifying all the research articles and books resulting from the search for indicators and dimensions of human-centred branding, narrative warfare and worth living marketing management in international reputable scientific publishing databases including Elsevier, Science Direct, Emerald, Google Scholar, Springer, Web of Science, Taylor Francis, and Wiley, compiled on March 1, 2023, with proper syntax were collected. Also, from the news analysis of reliable news sites such as Newark Times, Economic Frame, Reuters, Al Jazeera, and Euro News and the reports of sites that conduct reliable research and specialised work in the field of marketing, Such as AMA, Interbrand, Harvard Business Review, Meaning Full Brand, Havas were collected on the same date. In the second step, articles with repeated topics were removed. Then, the evaluation of the merit of scientific articles, books, articles of specialised marketing sites, and news websites was done according to the criteria of Table (1).

Table (1). Search Criteria for Data Set Retrieval

Data	Criteria	Comment
Scientific Articles and Books	Articles containing Article title, Abstract, Keywords	TITLE-ABS-KEY ("Human-centered branding" OR "Narratives warfare" OR "Narratives war" OR " Narratives battle" OR "Worth living marketing" OR " " OR "meaningful marketing " OR "well- being marketing" OR "worth and value in marketing " OR "brands narratives battle" OR "Human brands" OR " Narratives battle on Branding" OR "eudemonic marketing " OR "brands social, cultural, political and environment impact" OR "customers movements and brands" OR "brands new challenges")
	Documents written in the English language	This study exclusively considered articles composed in the English language.
	All data of publication	No specific date range was specified, as the objective was to uncover the trend within the field and pinpoint when scholarly discussions commenced.
	Articles in journals	The search is concentrated solely on documents published in journals.
	Methodology for Articles	Various methodologies have been used for the debate between quantitative and qualitative methods.
	Book publisher Findings and Content	A company that is responsible for publishing a particular book Including the dimensions and sub-dimensions of the war of narratives OR Human-centered branding and Value OR Worth living marketing management
Articles of specialized marketing and news websites	Authority	Who created the site? Do they have expertise or experience with the topic? What are their credentials and institutional affiliation? Is organizational information provided? Does the URL suggest a reputable affiliation with regard to the topic-- personal or official site; type of Internet domain (i.e., .edu: educational institution; .org: non-profit organization; .com: commercial enterprise; .net: Internet Service Provider; .gov: governmental body; .mil: military body)?
	Objectivity	Is the purpose and intention of the site clear? Does it include any bias or particular viewpoint? Are the purpose and scope stated?
	Accuracy	Is the information presented accurate? Are the facts documented or well-researched? Are the facts similar to those reported in related print or other online sources? Are the Web resources for which links are provided quality sites?
	Currency	Is the information current? Is the content current? Are the pages date-stamped with the last update?
	Usability	Is the site well-designed and stable? Is the content written at a level that is readable by the intended audience? Has attention been paid to presenting the information as error-free (e.g., spelling, punctuation) as possible? Is the site reliably accessible?

Finally, a total of 93 articles, including 52 scientific articles and books, 23 articles from specialised marketing sites, and 16 articles from news websites, were fully studied. In this final stage, the full text of the articles was studied, analysed, interpreted, and coded. Then, the codes were categorised into larger groups (main concepts) along with their sub-concepts. In extracting and categorising concepts, the process of going back and forth between expert researchers was used. Finally, the extracted model was given to an external observer who was not biased, and finally, a meeting was held to finalise the dimension classification model. The prism flow chart of the selected reports is shown in Figure (1).

Figure 1. Inclusion and Exclusion Criteria steps



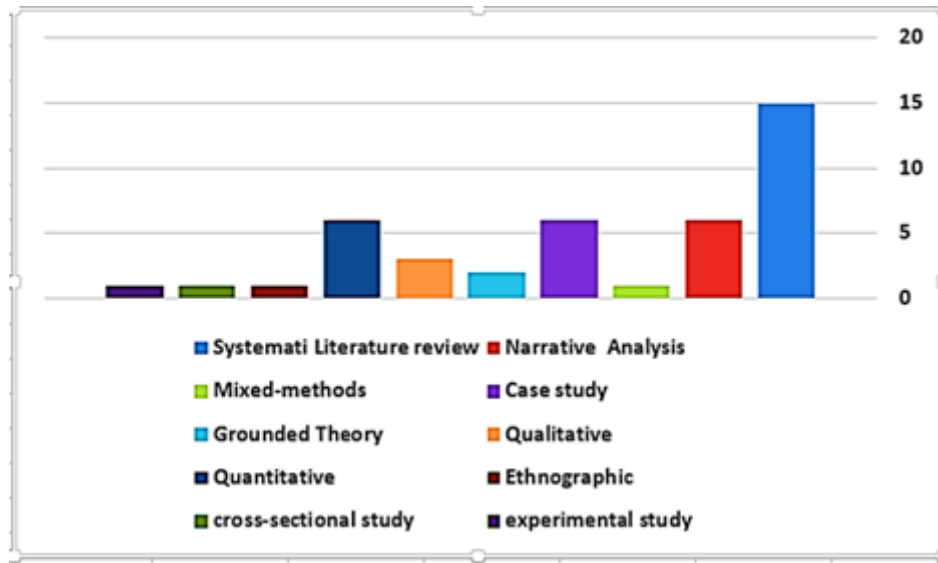
Data Collection

In the process of data collection, articles and books were sorted based on criteria like subject, author name, publication year, research method, number of references, database name, and journal, as specified in Table (2). The range of methodologies employed is depicted in Figure (2).

Table (2). Categorized Articles and Books

Authors	Year	Methodology	Subject	Journal name	International database	Citation
C McLean and Syed	2016	Narrative Analysis	Personal, Master, and Alternative Narratives: An Integrative Framework for Understanding Identity Development in Context	Human Development	Research gate	641
M. Megasha	2010	Narrative Analysis	Creating Visual Narrative Art for Decoding Stories That Consumers and Brands Tell	journal mar	Wiley	122
Doyle	2012	book	Value-Based Marketing Strategy	Journal of Strategic Marketing	Wiley	803
Bhardwaj and D. Kaler	2024	systematic literature review	Consumer well-being—A systematic literature review and research agenda using TCCM framework	International Journal of Consumer Studies	Wiley	65
Mourtin et al	2022	qualitative	Human centric platforms for personalized value creation in metaverses	Journal of Manufacturing Systems	Elsevier	93
Malone and Fiske	2013	book	Human brand: How we relate to people, products, and companies	Google book	Google Scholar	164
D. Hollebak and Balk	2020	systematic review	Consumers' technology-facilitated brand engagement and wellbeing: Postivist TAM/PERMA- vs. Consumer Culture Theory perspectives	International Journal of Research in Marketing	Elsevier	82
D. Hagan	2018	case study	A Human-Centered Design Approach to Access to Justice: Generating New Prototypes and Hypotheses for Interventions to Make Courts User-Friendly	Indiana Journal of Law and Social Equality	Google Scholar	66
Bakir et al	2020	Quantitative	What shapes adolescents' attitudes toward luxury brands? The role of self-worth, self-construal, gender and national culture	Journal of Retailing and Consumer Services	Elsevier	54

Figure (2). Articles Methodology



Based on table (3), the articles sourced from specialised marketing sites and news were organised by the journal name, establishment year, subject, publication year, and author's name and position. Following this classification, the articles were then prepared to extract the concepts studied.

Table (3). Categorized News Articles and Specialised Marketing Articles

news articles and Specialized marketing press	founded year	subject of Article	Year	Author name	Author position
Linked in	2002	All Battles of Ideas are Battles of Narratives	2023	Nutanvar Attari	Managing Director in Freshman-Hillard India
AMA-Marketing-News	1847	BRANDING HAS MORE POWER THAN YOU MIGHT THINK	2023	Ravneet Bawa and Andrea Felaez Martinez	a doctoral candidate in marketing, London School of Economics and Political Science, UK. Andrea Felaez-Martinez is a doctoral candidate in marketing, City University of New York, USA.
HAVAS	1835	New Havas 2023 Global Meaningful BrandsTM report	2023	Seema Patel and Mark Sincock	Managing Director Global Intelligence, Havas Media and Mark Sincock, Global Chief Strategy, Data & Innovation Officer, Havas
Humankind RANKING	2023	2023 Overall Rankings	2023	Humankind Team	They bring 50+ years of combined experience to the firm with previous roles at leading asset management firms and academic institutions
ISSUES	1983	The Age of Weaponized Narrative, or, Where Have You Gone, Walter Cronkite?	2017	Braden R. Allenby	a professor at Arizona State University and the author, most recently, of <i>The Rightful Place of Science: Future Conflict & Emerging Technologies</i> (2016)

Basic Data Analysis: Overview of Included Papers

Various sources such as articles, books, news articles, and specialised marketing sites were analysed to gain insight into the war of narratives and brand actions within this context. The collected data was then categorised into main and secondary concepts based on Table (4).

Table (4). Categorized Main and Sub-Concepts of Narratives Warfare

Reference	Percentage	Sub concepts	Percentage	Main concepts
Ignas Kalpokas,(2017), Qudratullah et al (2023), Hosseini and Yazdi (2021),Doyle (2012),AMA-Marketing-News(2023),HAVAS (2023)	6	communication pattern/strategy	16	Brand Community
BOLIN et al (2016), Hosseini and Yazdi (2021), Kostamo Deschamps(2020), D. Hollebeek and Belk(2020), Schaefer(2019),Kulikover al(2023),HAVAS (2023)	7	Crowd funding(social) platform/ Brand community		
Malone and Frake(2023), Doyle (2012), Forbes(2018), Forbes(2018), Euronews(2023),BOLIN et al (2016), HAVAS (2021)	8	investment / customer relationship managers (CRMs)/ manage company PR(public relationship)		
Johan Ninan, Natalya Sergeeva (2022), Sibai et al(2022), Maan(2018), Ignas Kalpokas (2017), BOLIN et al (2016)	5	strategic to resist counter the counter narrative/ counterpropaganda	59	Strategic approach in Target Market
Johan Ninan, Natalya Sergeeva (2022), Fastr Capital(2024), The Globe and Mail(2023), HAVAS (2023), SyncForce(2023), H. Abdel-Gayed et al(2023), Zohreh Ali Esmali & B.Kheiri(2019), PRDaily(2023)	8	evolve narratives and adapt to changing market conditions (delay reject)		

In the context of Warfare of Narratives, an extensive analysis was conducted on various sources, including articles, books, news articles, and specialised marketing sites. These sources specifically explored the concept of a human-centred brand and its valuable life marketing management. The extracted codes were subsequently classified into main and secondary categories, as detailed in Table (5).

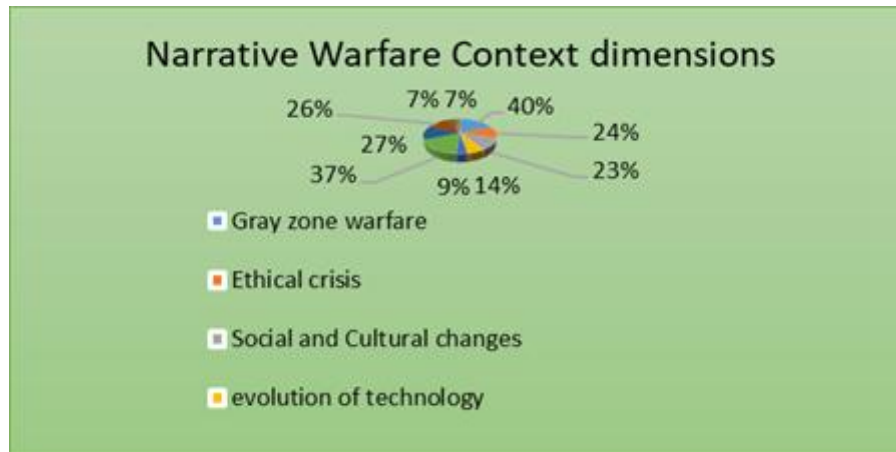
Table (5). Categorized Main and Sub-Concepts of Human-Centered Branding Based on Wort-Living Marketing Management

Reference	percentage	Sub concepts	percentage	Main concepts
Ignas Kalpokas,(2017), HAVAS (2021), Maan(2018), BOLIN et al (2016), C McLean and Syed(2016), Sibai et al(2022), Villar et al(2023), H. Grosse et al(2023), Hosseini and Yazdi (2021), Portal et al(2018), Bakir et al (2020), Schwab and Malleret (2021),Kotler et al(2010), Maan (2018),S. Tuchman(1995),A. Scolari Carlos (2018), Kulikover al(2023),HAVAS (2023),ISSUES(2017), The Globe and Mail(2023), Euronews(2023)	24	Ethical and moral challenges	24	Ethical crisis
A. Scolari Carlos (2018), Kulikover al(2023), Al Jazeera(2024), Euronews(2023)	4	boycott responses to online and offline unethical situations		
Kotler et al(2010), Kostamo Deschamps(2020), M. Rožanec et al(2023),Schwab and Malleret (2021),Agafonova et al (2020), The World Economic Forum(2020), A. Scolari Carlos (2018)	7	AGE OF CREATIVE SOCIETY	23	Social and Cultural changes
Bandyopadhyay and Balakrishnan Nair (2019),Schaefer(2019),A. Scolari Carlos (2018), HAVAS (2023), Villar et al(2023),Enang et al(2023), eCommerce Fastlane (2024), The World Economic Forum(2020)	8	individualism lifestyles/ individualization		
Ignas Kalpokas,(2017), Johan Ninan, Natalya Sergeeva (2022), Sibai et al(2022)	3	social Narratives		
BOLIN et al (2016), J. Weiland and R. L. Knizhnik(2022), Schaefer(2019), HAVAS (2023)	4	cultural context, ethnicity shared stories		
A. Scolari Carlos (2018), ANA-Marketing-News(2023), Kotler(2019),A. Scolari Carlos (2018),HAVAS (2023), Euronews(2023)	6	systemic and transformation societal change		

Keyword Analysis of Papers

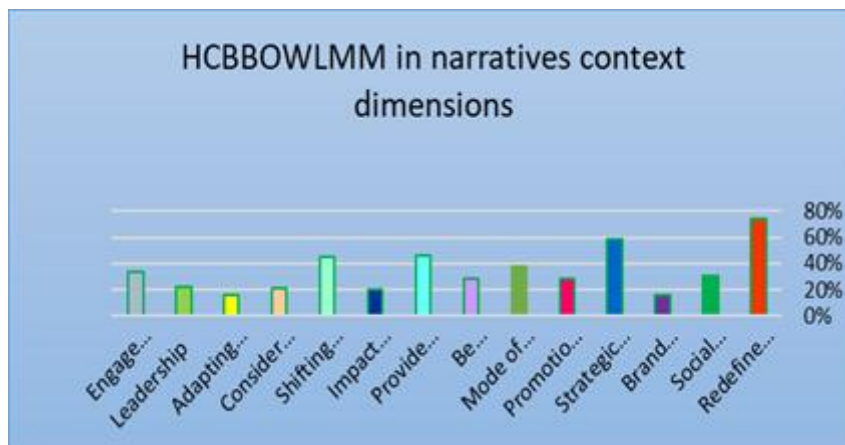
Based on the data analysis, we have successfully derived ten primary concepts and fifty-four secondary concepts related to narrative warfare. The distribution percentage of these concepts can be found in Figure (3).

Figure (3). The Distribution Percentage of the Main Concepts of the War of Narratives



Furthermore, after examining the data concerning human-centred branding based on worth-living marketing management in a narrative warfare context in a competitive environment, we have identified a total of 14 primary concepts and 118 sub-concepts for the War of Narratives. The distribution percentages can be found in Figure (4).

Figure (4). The Distribution Percentage of the Main Concepts of Human Centered Branding Based on Worth Living Marketing Management

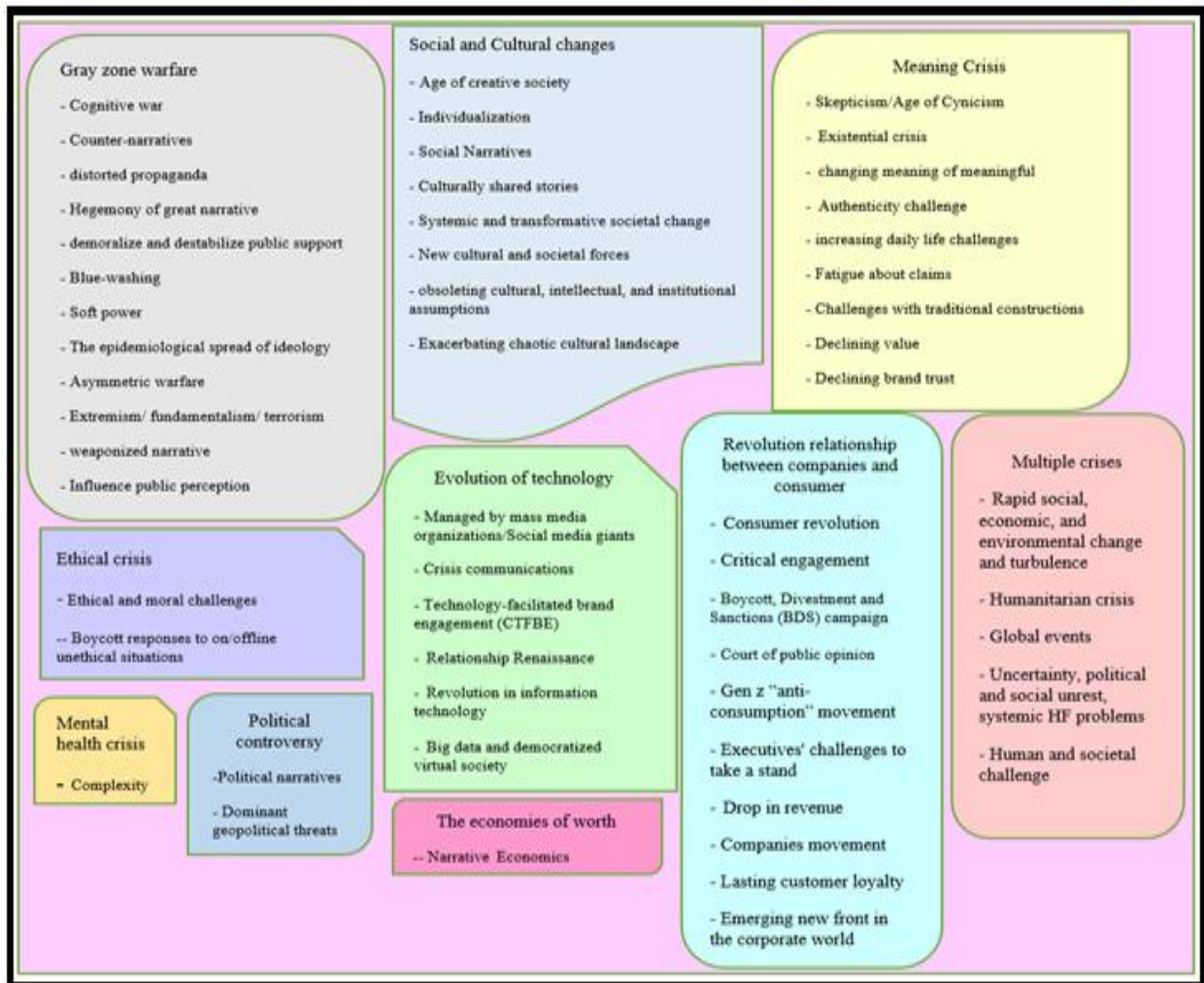
*Data Analysis with Specific Purposes: Two Research Questions*

The data analysis of the Warfare of Narratives yielded 10 main concepts and 56 sub-concepts. These findings are visually represented in Figure (5) through a cluster map. Furthermore, the percentage of repetition of these concepts in textbooks and books is as follows:

respectively, the main concept Gray zone warfare (40%) and its sub-concepts Cognitive war (7%), Counter-narratives (8%), Distorted propaganda Hegemony of great narrative (2%) (8%), demoralize and destabilize public support (3%), Blue-washing (10%), Soft power (4%), The epidemiological spread of ideology (6%), Asymmetric warfare (5%), Extremism/fundamentalism/terrorism (6%), weaponized narrative (5%),

Influence public perception (3%), also the main concept Ethical crisis (24%) and its sub-concepts Ethical and moral challenges (24%), Boycott responses to on/offline unethical situations (4%), the main concept of Social and Cultural changes (23%) and its sub-concepts AGE OF CREATIVE SOCIETY (7%), Individualization (8%), Social Narratives (3%), Culturally shared stories (4%), Systemic and transformative societal change (6%), New cultural and societal forces (13%), obsoleting cultural, intellectual, and institutional assumptions (7%), Exacerbating chaotic cultural landscape (6%), the main concept of Evolution of technology (14) and its sub-concepts Managed by mass media organizations/Social media giants (4%), Crisis communications (4%), Technology-facilitated brand engagement (CTFBE) (3%), Relationship Renaissance (5%), Revolution in information technology (4%), Big data and democratized virtual society (2%), the main concept Mental health crisis (9%) and its sub-concept Complexity (9%), The main concept Meaning Crisis (37%) and its sub-concepts Skepticism/Age of Cynicism (5%), Existential crisis (3%), changing meaning of meaningful (22%), - Authenticity challenge(10%), increasing daily life challenge 10%), fatigue about claims (3%), Fatigue about claims (2%), Challenges with traditional constructions (2%), Declining value (5%), Declining brand trust (10%), the main concept Revolution relationship between companies and consumers (27%) and its sub-concepts Consumer revolution (3%), Critical engagement (5%), Boycott, Divestment and Sanctions (BDS) campaign (5%), Court of public opinion (4%), Executives' challenges to take a stand (4%), Drop in revenue (4%), Gen Z "anti-consumption" movement (5%), Companies movement (2%), Lasting customer loyalty (2%), Emerging new front in the corporate world (2%), The main concept Multiple crises (26%) and its sub-concepts Rapid social, economic, and environmental change and turbulence (6%), Humanitarian crisis (8%), Global events (5%), Uncertainty, political and social unrest, systemic HF problems (4%), Human and societal challenge (7%), The main concept The economies of worth (7%) and its sub-concept Narrative Economics (7%), The main concept Political controversy (7%) and its sub-concepts Political narratives (2%), Dominant geopolitical threats (4%).

Figure (5). Cluster Map for Frequently Appearing Keywords in Narratives Warfare Context

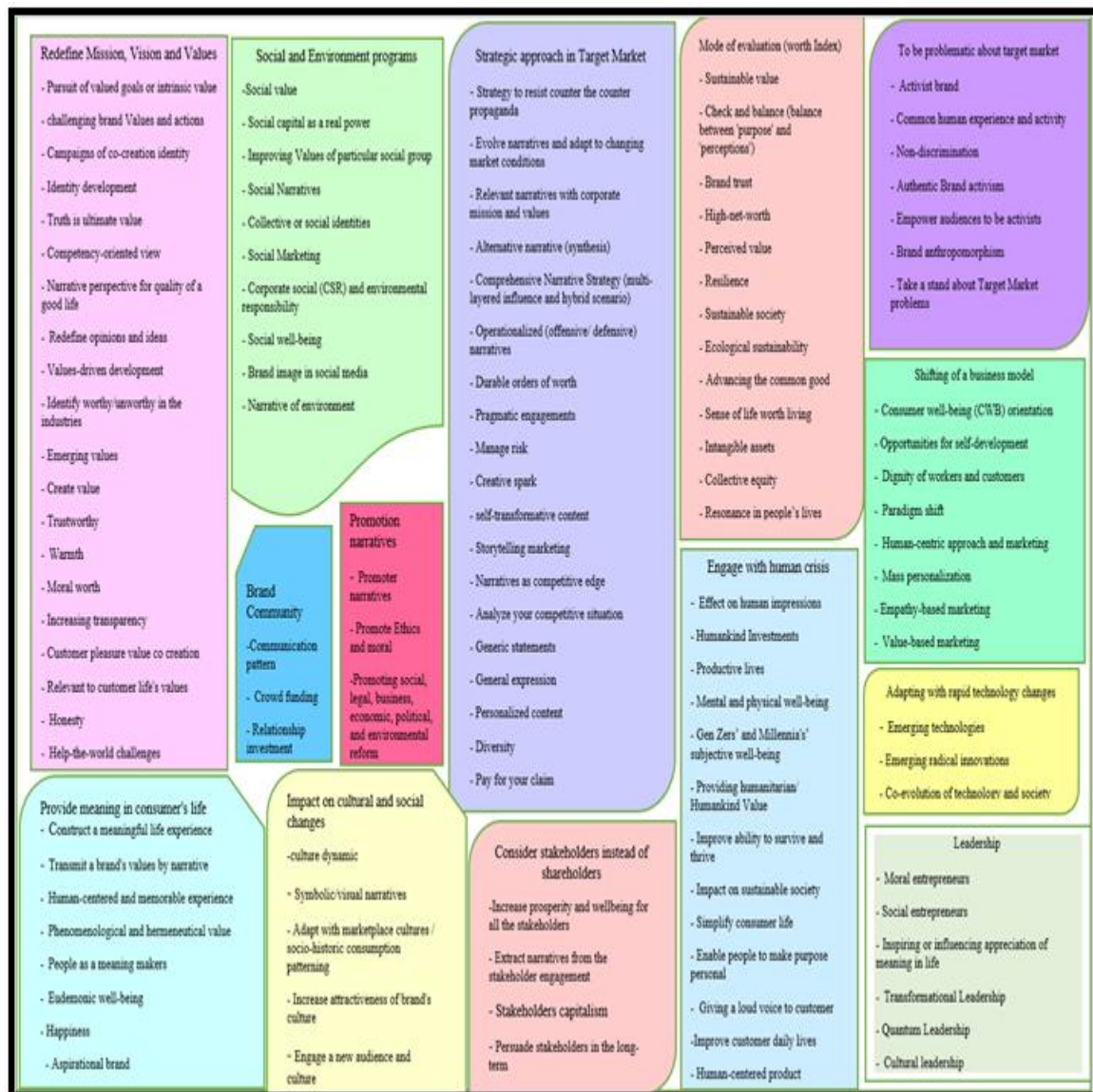


Through the study of human-centred branding based on worth living marketing management in the context of narratives warfare, 14 main concepts and 121 sub-concepts were identified. These findings are graphically presented in Figure (6) in the form of a cluster map. Furthermore, the prevalence of these concepts in literature is outlined as follows:

respectively, the main concept of Redefine Mission, Vision and Values (74%) and its sub-concepts Pursuit of valued goals or intrinsic value (6%), challenging brand values and actions (5%), Campaigns of co-creation identity (9%), Identity development (9%), Truth is ultimate value (4%), Competency-oriented view (12%), Narrative perspective for quality of a good life (15%), Redefine opinions and ideas (5%), Values-driven development (10%), Emerging values (3%), Create value (6%), Identify worthy/unworthy in the industries (6%), Trustworthy (7%), Warmth (10%), Customer pleasure value co creation (6%), Relevant to customer life's values (5%), Honesty (2%), Help-the-world challenges (4%), Personalized value creation (3%), moral worth (3%), Increasing transparency (10%), the main concept of Social and Environment programs (31%) and its sub-concepts Social value (3%), Social capital as a real power (5%), Improving Values of particular social group (2%), Social Narratives (3%), Collective or social identities (3%), Social Marketing (6%), Corporate social (CSR) and environmental responsibility (13%), Social well-being (8%), Brand image in social media (5%), Narrative of environment (2%), The main concept of Brand Community (16%) and its sub-concepts Communication pattern (6%), Crowd funding (7%), Relationship investment (8%), the main

concept of Strategic approach in Target Market (59%) and its sub-concepts, Strategy to resist the counter propaganda (5%), Evolve narratives and adapt to changing market conditions (8%), Relevant narratives with corporate mission and values (10%), Alternative narrative (synthesis) (8%), Comprehensive Narrative Strategy (multi-layered influence and hybrid scenario) (7%), Operationalized (offensive/defensive) narratives (4%), Durable orders of worth (4%), Pragmatic engagements (14%), Manage risk (7%), Creative spark (7%), Narratives and self-transformative content (14%), Storytelling marketing (2%), Narratives as competitive edge (2%), Analyze your competition (4%), Generic statements (3%), General expression (7%), Personalized content (3%), Diversity (2%), Pay for your claim (2%), The main concept of Promotion narratives (28%) and its subsidiary concepts Promoter narratives (7%), Promote Ethics and morals (17%), Promoting social, legal, business, economic, political, and environmental reform (6%), the main concept of Mode of evaluation (worth Index) (38%), its subsidiary concepts Sustainable value (14%), Check and balance (balance between 'purpose' and 'perceptions') (5%), Brand trust (16%), High-net-worth (5%), Perceived value (2%), Resilience (8%), Sustainable society (6%), Ecological sustainability (4%), Advancing the common good (3%), Sense of life worth living (3%), Intangible assets (2%), Collective equity (3%), Resonance in people's lives (3%), the main concept To Be problematic about target market (28%) and its sub-concepts Activist brand (12%), Common human experience and activity (3%), Non-discrimination (3%), Empower audiences to be activists (10%), Brand anthropomorphism (4%), Take a stand about Target Market problems (6%), Authentic Brand activism (12%), the main concept Provide meaning in consumer's life (46%) and its sub-concepts Construct a meaningful life experience (20%), Transmit a Brand's values by narrative (10%), Human-centered and memorable experience (5%), Phenomenological and hermeneutical value (8%), People as a meaning makers (4%), Eudemonic well-being (4%), Happiness (8%), Aspirational brand (3%), the main concept Impact on cultural and social changes (20%) and its sub-concepts culture dynamic (4%), Symbolic/visual narratives (3%), Adapt with marketplace cultures/ socio-historic consumption patterning (3%), Increase attractiveness of brand's culture (7%), Engage a new audience and culture (3%), The main concept Shifting of a business model (45%) and its sub-concepts Consumer well-being (CWB) orientation (23%), Opportunities for self-development (6%), Paradigm shift (14%), Human-centric approach and marketing (12%), Mass personalization (7%), Empathy-based marketing (8%), Value-based marketing (5%), The main concept Consider stakeholder instead of shareholder (21%) and its sub-concepts Increase prosperity and well-being for all the stakeholders (11%), Extract narratives from the stakeholder engagement (5%), Stakeholder capitalism (5%), Persuade stakeholders in the long-term (5%), The main concept Adapting with rapid technological changes (16%) and its sub-concepts Emerging technologies (9%), Emerging radical innovations (5%), Co-evolution of technology and society (6%), the main concept of Leadership (22%) and its sub-concepts, Moral entrepreneurs (3%), Social entrepreneurs (5%), Inspiring or influencing appreciation of meaning in life (10%), Transformational Leadership (4%), Quantum Leadership (4%), Cultural leadership (2%), The main concept Engage with human crisis (34%) and its sub-concepts Effect on Human impressions (5%), Humankind Investments (6%), Productive lives (3%), Mental and physical well-being (2%), Gen Zers' and Millennials' subjective well-being (5%), Providing humanitarian/Humankind Value (3%), Improve ability to survive and thrive (10%), Impact on sustainable society (6%), Simplify consumer life (2%), Enable people to make purpose personal (3%), Giving a loud voice to customer (4%), Improve customer daily lives (4%), Human-centered product (4%).

Figure (6). Cluster Map for Frequently Appearing Keywords in Human-Centred Branding Based on Worth Living Marketing in Narrative Warfare Context



Qualitative Analysis

The dimensions of the war of narratives, according to the findings of the cluster map in Figure (5), showed that the first identified component of the war is the grey area. It is an environment in which fair and healthy competition is not carried out. This space is formed and expanded in unconventional and soft wars (Bolin et al., 2016; ISSUES, 2017; Hstoday, 2021; Al Jazeera, 2023). In this space, competitors usually use cognitive wars, deviant propaganda, rhetoric, counter-narrative, blue-washing, and weaponised narratives to divert public minds (Ninan and Sergeeva, 2022; Maan, 2018; Yale.edu, 2024; Jstor, 2024). The second component is cultural and social change. In this case, it should be stated that on the one hand, the inability of the existing value systems to solve multiple conflicts and crises leads to chaos from a cultural point of view, the obsolescence of cultural, intellectual, and institutional assumptions, Poverty is the meaning of life and increasing disbelief, and on the other hand, the evolution of technology and the formation of social platforms have made it possible to publish social narratives, common cultural stories, and individual narratives. It has become the basis for cultural and social changes in societies (Bolin et al., 2016; Weiland and Knizhnik, 2022; Schaefer, 2019; HAVAS, 2023).

The third component is the evolution of technology. In this context, it should be stated that the revolution in information technology, the expansion of big data, and the democratic virtual society have led to the renaissance of relations between companies and customers (Doyle, 2012; ISSUES, 2017; Search Engine Journal, 2021; Carlos, 2018; Pedersen, 2020). The fourth component is an ethical crisis. In this context, it should be stated that the purely utilitarian actions of companies and reducing the importance of others have caused customers to distrust and scepticism them. On the other hand, by creating a bilateral communication space on social sites and platforms, customers can lead brands to ethical and moral challenges and make them accountable, and if they are not convinced, boycott responses to Unethical online/offline situations. What we are witnessing in the recent global event in connection with the stance of brands against the war in Gaza and Israel and the radical reaction of customers against them increases the importance of the moral crisis (Carlos, 2018; Kulikovet al. 2023; Al Jazeera, 2024; Euronews, 2023). The fifth component is a mental health crisis. In its explanation, it should be stated that the complexities of relationships based on emerging technologies, on the one hand, the atmosphere of conflicting and contradictory narratives by government and non-government actors, on the other hand, make the minds of the audience constantly processing a lot of data. Has made them tired and reduced their ability to take care of themselves and their effective social functioning (Jstor, 2024; Hagan, 2018; Euronews, 2023; Time Magazine, 2024). The sixth component is the crisis of meaning. In its explanation, it should be stated that with the decrease in the value of brands and the inability of existing valuations to improve the quality of social, political, economic, cultural and personal lives of people, customers have become sceptical and have decreased trust in the brand, which can be It was called the age of Cynicism. One of the characteristics of this era is the increase in the challenges of daily life, the challenge of authenticity and the challenge with traditional constructions (Schwab and Malleret, 2021; Pedersen, 2023; Hong and LinkedIn, 2023; HAVAS, 2023; Interbrand, 2023).

The seventh component is the revolutionary relationship between companies and consumers. Considering the level of bargaining between customers and brands during recent world events, it can be concluded that today's customers are more revolutionary and rebellious than ever. Critical engagement, Boycott, Divestment and Sanctions (BDS) campaign, the use of the court of public opinion, and the Gen Z "anti-consumption" movement are examples of the consumer revolution, which has made executives' challenges to take a stand and drop in revenue. Therefore, emerged new front in the corporate world (Time Magazine, 2024; The Globe and Mail, 2023). The eighth component is multiple crises. In its explanation, it should be stated that rapid social, economic and environmental changes, chaos, human crisis, global events, uncertainty, political and social unrest, human and social challenges, systematic HF problems (such as mental burnout, job satisfaction reduction, stress, demographic changes). It represents a multitude of crises that have become interconnected and complicated due to the growth of technology and excessive globalisation and are too connected (Schwab and Malleret, 2021). The ninth component is Political controversy. Political conflicts are increasing all over the world, especially in the Middle East. And the world is facing major geopolitical threats. In this environment, unconventional wars and political narratives have led to an increase in political conflicts (Sergeeva and Winch, 2020; Sibai et al., 2022). The tenth component is the economies of worth. For example, the narrative economy can be a kind of the economies of worth because the spread of narratives influencing public opinion is used to influence economic fluctuations (Sibai et al., 2022; Armian et al., 2022; HAVAS, 2023; LinkedIn, 2023).

Dimensions of human-centred branding based on worth living marketing management in the context of Narratives Warfare, according to the findings of the cluster map in Figure (6), showed that the first component is redefining the mission, vision and values. In its explanation, it should be stated that with the revolution in the relationship between consumers and brands, the increase of consumers' expectations from the value creation of brands from the functional level to the meaning level and the increase of the role of brands in the level of consumer's personal life issues, social and political and environmental issues that challenge the values and actions of the brand, confront the companies with the necessity of developing the brand identity. With this credit, in human-centred branding, companies revise their existential philosophy, visions, ideals and values and advance value-centred development (Deschamps, 2020; Malone and Fiske), (2023). The second component is social and environmental programs. Although financial capital is important in human-centred marketing, today, social capital is the real power. So, companies should be able

to improve their ability to attract social capital. With the emergence of social networks, market segmentation is no longer done in traditional ways. In this space, special social groups should be found, and instead of making them a member, a company should become a member of them and try to improve the values of a specific social group and promote their collective or social identity. And to have a positive effect on the improvement of social and environmental behaviour and well-being through social marketing (Kotler, 2019; Schaefer, 2019). The third identified component is brand community. In human-centred marketing, companies can use appropriate communication patterns for relationship investment, which is the essential infrastructure of companies for marketing in today's hyper-connected world. (Hosseini and Yazdi, 2021; Kulikovet et al. 2023). The fourth component is the strategic approach to the target market. In narrative warfare in the target market, the company's competitive situation is analysed in the same way as all marketing plans. Risks are also investigated and managed. Comprehensive narrative strategy (multi-layer penetration and hybrid scenario) and operationalised narratives (offensive/defensive) are used. In addition, human-centred companies see narratives as a competitive edge. They check their risk level by announcing their positions in the market. They take action against risks according to their resilience and go from the level of generic statement, general expression, storytelling marketing, personalised content, and diversity to strategy to resist counter counter-propaganda. They evolve the narratives and adapt to the changing conditions of the market. In situations where contradictions rise, they use an alternative narrative (combination). They pay the cost of their claim to remain valid (HAVAS, 2021; Sibai et al., 2022). The fifth component is the evaluation method (worth index). For evaluating the performance of human-centred branding, indicators are considered and checked on the same basis, and balance (balance between "goal" and "perceptions") is established. Some of these indicators are sustainable value, trust in the brand, high net worth, perceived value, resilience, sustainable society, ecological sustainability, promotion of common interests, collective value, and resonance in people's lives (Villar et al. al., 2023; Hosseini and Yazdi, 2021). The sixth component is to be problematic about the target market. Issues that challenge the quality of life of the stakeholders in the target market from different aspects are identified in human-centred branding and defined so that the company takes a stance on the issues of the target market. Firstpost (2023). The seventh component is promotion narratives. In its explanation, it should be stated that human-oriented companies use narratives to promote their brand image, which includes promoter narratives, promoting morals and ethics, promoting social, legal, commercial, economic, and political reforms, and environmental (Qudratullah et al. 2023). The eighth component is changing the business model. It means that businesses put human values and human well-being in front of their stakeholders instead of profit, so it can be said that businesses have faced a paradigm shift. To adapt to this transformation, businesses must promote value-based marketing and empathy-based marketing. Also, businesses actually develop themselves by maintaining the dignity of customers and employees, mass personalisation and creating self-development opportunities for customers and employees and increasing their well-being by focusing on Consumer well-being (CWB) orientation (Agafonova et al. al. 2021; Kulikovet, 2024). The ninth component is to engage with the humanitarian crisis. In order to better understand human crises and be effective in solving them, human-oriented businesses face their complexities to discover solutions. This conflict can be done with these goals: Effect on Human impressions, human investments, mental and physical well-being, Gen Zers' and Millennials' subjective well-being, and impact on a sustainable society. Simplifying the consumer's life, giving a loud voice to the customer, and improving the daily life of customers (Schaefer, 2019; HAVAS, 2023; Hosseini and Yazdi, 2021). The tenth component is to consider stakeholders instead of shareholders. In its explanation, it should be stated that in stakeholder capitalism, in order to focus on creating sustainable value instead of prioritising shareholders, increasing the success and welfare of stakeholders is considered. These stakeholders include shareholders, owners, employees, vendors, customers and the general public (Schwab and Malleret, 2021; Kulikovet et al., 2023). The eleventh component is the impact on cultural and social changes. To address the cultural and social changes engagement, it is necessary to have a dynamic culture to adapt to the cultures and historical-social consumption patterns of the market for human-oriented businesses. By increasing the attractiveness of brand culture and transmitting it through symbolic/visual narratives, human-centred businesses can be effective in forming cultural and social alternatives, attracting new audiences and cultures (Weiland and Knizhnik, 2022). The twelfth component is creating meaning in the consumer's life. In an environment where the consumer has lost the meaning of his life, human-centred brands increase their cultural role in the consumer's life. In some markets, it can be seen that consumers have an attitude of attachment to unknown local brands instead of reputable global brands. They admit that they love the

hands that made these products because they have seen firsthand how these brands treat their employees and customers with dignity and how to engage in social, environmental, and political issues. They create a meaningful life experience for consumers and create a human-centred and memorable experience (Schaefer, 2019; Sung et al., 2023). The thirteenth component is leadership. Human-centred leaders look at the organisation as a social organism that has a supra-economic and commercial role in society. Human-centred leaders should have the characteristics of Social entrepreneurs and moral entrepreneurs and support them. They seek to produce environmentally friendly products, serve an underserved and discriminated community or class, focus on philanthropic activities or seek to change boundaries of altruism and morals. Also, three types of leadership are necessary for these changes: transformational leadership, cultural leadership, and quantum leadership. The transformational leader moves towards the vision and leads the organisation towards change by influencing the members of the organisation and strengthening their motivations. A cultural leader is necessary to redefine values, form a new value system and internalise them, and quantum leadership is necessary to understand complex situations and create new solutions (Sibai et al. 2022; Grosse et al. 2023). The last component is adapting to rapid changes in technology. This shows that industries are facing the 5.0 generation industrial revolution, and businesses should adapt to emerging technologies and radical innovations (Enang et al., 2023).

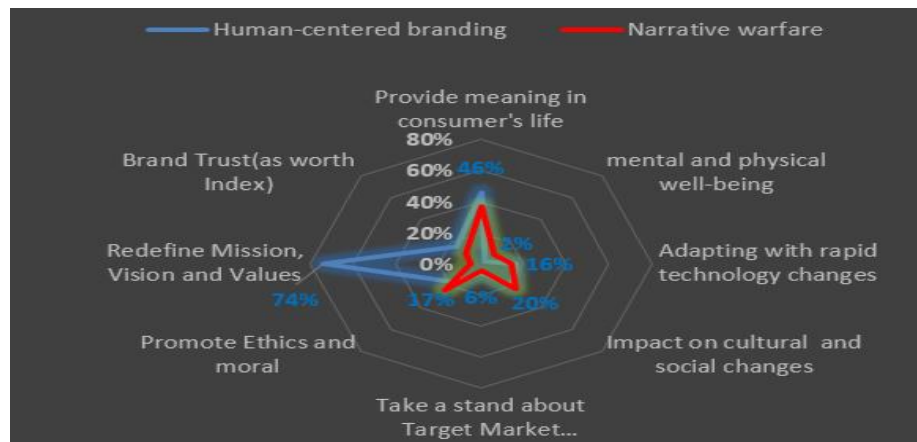
Discussion

An analysis of articles focusing on the narrative's warfare and human-centred branding reveals a significant convergence in using specific keywords. Notably, the dimensions and components of human-centred branding align with the concerns discussed in the narrative's warfare. This alignment indicates a potential correspondence between the identified problem and its solution, as explored in these articles. The keywords are displayed in Table (6), and their distribution percentages are illustrated in Figure (7).

Table (6). Correspondence of Keywords' Problem and Solution

KEYWORD	Meaning Crisis	defining brand name	defining value	Ethical crisis	Environment challenges to take a stand	Social and Cultural changes	Evolution of technology	Mental health crisis	Humanitarian crisis	Relationship Renaissance	Authenticity challenge
Provide meaning in consumer's life	✓										
Brand Position search (Industry, Mission, Vision and Values)		✓									
Formulate Ethical and social			✓								
Take a stand about Target Market problems				✓							
Impact on cultural and social changes						✓					
Adapting with rapid technology changes							✓				
mental and physical well-being								✓			
Engage with human crisis									✓		
relationship re-evaluated										✓	
Authentic Brand solutions											✓

Figure (7). Percentage of Keywords' Distribution Problem and Solution



Furthermore, based on the findings presented in Figures (4) and (7), it can be inferred that the majority of studies pertaining to human-centred branding share a common perspective on the significance of redefining values or adopting a value-centred development approach in the context of human-centred branding (Sibai et al., 2022; Portal et al. 2018; Bakir et al. 2020; Rožanec et al., 2023; Hollebeek and Belk, 2020; Schaefer, 2019; Pedersen, 2020; Agafonova et al., 2021). However, the sense of life worth living is equivalent to the concept of the cost of living considered in recent years from 2019-2023 (Ohta et al., 2019; Carlos, 2018; Play talks, 2023; The World Economic Forum, 2020b; Mansoor and Paul, 2021). Therefore, this research is associated with innovation by identifying the growing trend of brand worth in the personal and collective lives of the stakeholders.

Conclusion

In this article, we answered two questions using a systematic literature review approach. The answer to the first question helps brand managers to understand the dimensions of narrative warfare. The answer to the second question helps managers optimally use the human-centered branding approach based on valuable life marketing management to resolve conflicts in the context of narrative warfare.

According to these study findings, in the context of narrative warfare, brands should know that part of the war is the war in the grey area where there is cognitive warfare, propaganda, counter-narrative, narrative macro-hegemony, extremism, and narratives have become weapons. , there are cultural and social, ethical challenges, political and geopolitical conflicts, human crises are increasing, individual and social values are decreasing, and scepticism is increasing. This space is accompanied by the peak of social creativity and worth economies based on persuading others, which are important. In this context, brands should change their business model with the direction of consumer welfare and value-based marketing management. For example, in the immediate aftermath of the shocking assassination of US presidential candidate Donald Trump, search engine giant Google came under fire from conservative social media users. They accused the tech giant of political bias and active censorship.

Based on this model, "human-centred branding based on worth living marketing management", brands should redefine their mission, vision and values. These valuations should contribute to the enrichment of the personal, social, cultural, political and environmental life of stakeholders. For example, Ben & Jerry's has a loyal customer base among liberal millennials and Gen Z consumers. The company has also been outspoken in its support of several progressive issues, such as climate action, refugee rights and racial justice, and has become famous for such activities, largely rewarded by consumers despite recent tensions with its parent company, Unilever. Therefore, brands must have a strategic approach in the target market in order to link these values with actions after careful analysis of competitors and risk management. In order to

manage risk, brands must have an authentic stance. Enter the target market with comprehensive multi-layered and combined narratives and defensive and offensive tactics. They should claim by checking their risk and resilience in the face of challenges and pay a price for their claim, and if they do not have an authentic stance, they should not act. For example, Nike's "Black Lives Matter" campaign was met with backlash from conservative consumers. This initial reaction and the fear of sanctions caused the price of Nike shares to fall. But the company stood strong in this campaign; its stock price soon recovered and its sales increased. Of course, brands can like not to express their opinion, but not expressing their opinion and not engaging with the issues of the stakeholders' society is, in their view, complicit with those who are against their society, which results in the pessimism of customers and the loss of their attitudinal loyalty. Although brands may come into conflict with a part of the brand community and their stakeholders by expressing their opinions, what brands should know is that they should respect the value system of the target market and their stakeholders. If brands don't stay with the brand community and their issues, they won't stay with the brands. Therefore, brands should understand the problem of the target market and be active in solving it. They should consider the human aspects of the brand and take a stand on the issues of the target market. Engage with the human crises of the target market. To create human impact, human investment, the productivity of lives, physical and mental well-being, especially for the next generation, to simplify customers' lives, to improve customers' ability to survive and grow, to give them a voice, to improve their daily life.

Also, brands should influence the cultural and social changes of the target market by having a dynamic culture, adapting to the historical-social model of consumption and engaging with the new culture of the target market. In order to advance these measures, brands should build their brand community by designing a suitable communication model, finding the right crowd, investing in relationships, and using promotional narratives to improve their image in the brand community. These promotional narratives can be moral or have themes promoting legal, social, cultural, political, and environmental reforms, or their narratives can be used to convey the meaning of the brand to the brand community. On the other hand, directing these actions highlights the importance of the leader. In this regard, the leader must have social and moral entrepreneurship along with business entrepreneurship. He should inspire and influence the meaning of the beneficiaries' lives. For example, Elon Musk, CEO of Tesla, provided Ukraine with free internet through Starlink during the war between Ukraine and Russia and is currently involved in many domestic and international social and political issues. Finally, all actions should be evaluated using the evaluation model based on value indicators. These indicators include sustainable value, checking and balancing between goals and perceptions, brand trust level, high net worth, perceived value, resilience, sustainable society, ecological sustainability, promotion of common interests, and sense of valuable life. , intangible assets, collective special value, and the amount of resonance in people's lives. After evaluating the impact of these indicators, corrective measures should be taken to eliminate the shortcomings.

Theoretical and Practical Social Implications

The findings of this research have many implications for different fields, including university, industry, and society. From a theoretical point of view, this research compared the studies in the field of narrative warfare and Human-centered based on worth living marketing management, and by adapting them, it reached new findings that help to develop insight in both fields, which are shown in the cluster map (5) and (6). Establishing this early framework would help anchor the discussion and align the insights with a clear theoretical base is visible.

In addition, by studying the dialectics of scientific articles and the practical reactions of brands, especially international brands, in the two recent events, this research fills the gap between theory and practice and creates a kind of synergy between academia and industry while promoting the findings Scientific in the field of practice by presenting a map of the dimensions of the war of narratives (Figure 5) to increase the insight of industries in understanding the context in which they are located and by presenting a comprehensive strategic map in Figure (6) to how they face risks helps in this context. These findings can play a role in reducing the trial-and-error and reactive behaviour of companies in this controversial environment. They can also increase their mastery and conscious actions. This study advises brands in various industries, especially international companies, to take a sober look at the conditions they are in. They have probably

seen misleading information spread against their brand. As MacDonald puts it, "misinformation" about the stance in the Gaza war is causing damage to Middle East business (Forbes, 2024).

On the other hand, political conflicts and social and political changes are increasing. The mistrust of customers due to profit-oriented companies' inattention to the unethical consequences of their actions on society is increasing, their loyalty is decreasing, and the evolving technology with brand engagement facilitating technology has revolutionised the relationship between customers and companies. In this space, customers launch boycott campaigns against brands for asking the brands to have a humane approach to their issues and to solve the crisis of the meaning of their lives by taking a stance towards higher values. After helping to understand the current situation, this study provides strategic, actionable solutions for brands in various industries. The paper identifies several implications for research and practice, such as developing adaptive brand strategies in crises and influencing public policy by aligning brands with socio-political values. It also bridges theory and practice by suggesting ways brands can become more resilient and ethically aligned with societal expectations.

Practical implications and management strategies for valuable life marketing before taking a stance in the target market:

Define your values clearly and revise if needed.

Determine the criteria for your relationship with stakeholders (customers, employees, shareholders), competitors, society and the environment. You can identify some values by launching co-creation campaigns.

Organise your business model according to these values.

Be problem-oriented towards the customers of the target community. Identify the social tensions and what hinders the improvement of the quality of life of the target customers.

To choose the topic for which we want to declare a position, we must ask ourselves: Who are we as a brand? Does this align with our brand vision or mission statement? Do we have anything to say? How will we show our audience that we are accountable for our position? What do our customers and employees expect? Do consumers have an opinion on our brand's stance on this issue? Do our employees want us to be in a stance? What do we stand for? What are the core values of our company? Is it reasonable to say something or remain silent about this? What will our silence say? Saying nothing can sometimes be more effective than a statement. Who should say anything?

Use your unique narrative to solve your target market's problem. This narrative should match the identity and personality of the brand and aim to improve the quality of life of the target community. In fact, you need to make the message meaningful to your brand.

Create a tight bond with the brand community. This bond can only be achieved by aligning your mission with your brand community. Brand identity should reinforce the identity of the brand community. For example, in the mid-1980s, Procter & Gamble had success with Peridex, a mouthwash used to treat oral thrush in HIV/AIDS patients. Despite his support for the LGBTQ community, he did not express his support for LGBTQ employees. However, in 1992, it added sexual orientation to its Equal Employment Opportunity Statement.

Have calculated risk management. Your decision to take a stance should be studied and considered. Before making its bold political move, Nike surveyed the political views of its customers and found that a third of its customers, who make up 90% of its revenue, share the same stance.

Be aligned. A value-based marketing strategy only works when the values are aligned not only with the target market but also with the company's actions, and not just to attract attention but to show themselves in different ways and consistently over time. Issues such as human rights, racism, global warming, etc, are

very complex issues that cannot be solved by a passionate advertising campaign alone. Marketing is not only about making promises but about keeping promises. In this way, you must have strategic patience.

Emphasise action more than words. Companies should be active and visible in their communities and increase the meaning and well-being of customers' lives. Multinational companies should have constructive effects on local communities. Create a spark for growth, competition and opportunity. They should ask themselves how they can help solve the complex problems of society.

Be careful of creative behaviours. Your initiative to solve the problem must be expert. A good intention without proper vision can destroy the brand image.

Have crisis management. Be prepared for predictable consequences, such as when certain stakeholder groups publish a counter-narrative against your narrative. You may take a stance that a group of your employees hates, like the reaction of Starbucks employees during the Israeli-Gaza war. You have to ask yourself, can you continue to operate like a company and be resilient in such an event?

The first move can differentiate you from your competitors. For example, American Eagle's stance in support of gun control and civil liberties was an aggressive strategy that none of its rival retailers could emulate. By aligning with the values of its core customers, American Eagle was the first to do so and won the hearts of its core customers.

Prepare yourself to manage unpredictable events. In the context of the war of narratives, you must prepare not only for the best scenario but also for the worst. Have an executive team and public relations specialists communicate your stance and present your narrative so that you can be accountable to the brand community. Boston Medical Center, when faced with criticism of racial disparities in health care, acknowledged the problems and publicised its steps to address them. It also created a glossary of terms related to justice, equality, and belonging. Its DEI in Action webpage transparently reports on the brand's work to advance the mission in the health system and local community.

Taking a stance should not be expensive, risky or complicated. Find groups in your brand community that share your values and need you. Sponsor their events and offer special services.

Have leaders to promote these changes. These leaders must have the skills to face complex situations and be resilient in the face of it. This process is not a sprint but a marathon. Leaders must be able to motivate themselves to follow the path and reinforce it among other members of the organisation.

This study also has implications for policymakers. According to the findings of this research, governments should take a stance about the issues of their society and the world community as a brand in the controversial political atmosphere where there is misleading information. However, before that, they should go through the 11 steps suggested above, similar to corporate brands. Check their capacity in the face of crises and then take action.

Also, this study has implications for society and the environment. The human-centred marketing model is based on worth-living marketing management that can increase the quality, meaning and well-being of the customer's life, employees and the entire brand community and environment with a human approach to customer issues. On the other hand, when the customer sees that brands are willing to take risks to solve their problems, they pay the price, and their lost trust returns, moralism, and social responsibility are promoted.

In summary, this research has created a process of interaction and comparison between theoretical and practical findings, which has resulted in synergy in both fields. While developing the theoretical body, it also added to the insight of industries, especially international companies, so that with the help of this insight, industries avoid trial and error and unmeasured risks. Also, the findings of this research are not only for corporate brands but can also be a practical guide for personal, political and government brands.

Research Limitations

Considering that one of the limitations of this research is the cross-sectional study of emerging brand interactions based on global events, and over time, there is a possibility of new behaviours in the field of branding and the underlying characteristics of the narrative warfare, and it is suggested. that future researches should study this issue longitudinally. Also, one of the other limitations of this research is the systematic review of articles that studied narrative warfare and human-centred branding separately, and the data is of a secondary type. Future studies can use phenomenology and ethnography to identify the viewpoints behind the attitudes and beliefs of actors in the narrative warfare and stakeholders of human-centred branding based on valuable life marketing management to study and identify more precise dimensions. Additionally, the research lacks a comparative examination of how different brands engage and respond in narrative warfare, particularly with regard to the two recent global events. This limitation presents an avenue for future researchers to explore comprehensive alternatives. It is recommended that future studies incorporate a more detailed scenario analysis, encompassing diverse branding conditions within the narrative warfare, to enable a comprehensive comparison. Finally, since exploratory methods (such as the systematic literature review in this research) have the potential of bias, to reduce The bias of the exploratory method, the quantitative and mixed methods can be used in future research.

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