

# Contents

<i>List of figures</i>	xi
<b>Introduction</b>	1
<b>1 Why Sustainable Marketing?</b>	3
<i>Marketing – a definition</i>	4
1.1 <i>Sustainable marketing and its influences</i>	5
Sustainability – a historical perspective	6
Stakeholder theory	8
Strong stakeholder theory versus weak stakeholder theory	9
Friedman versus Freeman	11
Corporate Social Responsibility (CSR)	13
Wicked problems	15
Social Marketing	15
Defining sustainability	16
Sustainability and business	17
Sustainable Marketing	19
1.2 <i>Sustainability . . . the new organisational orientation</i>	20
Market orientation – a definition	24
Benefits of adopting a market orientation	24
1.3 <i>Critical marketing</i>	25
Corporate Social Irresponsibility (CSI)	27
Identity	30
The negative side of loyalty	32
Myths perpetuated by (or about) marketers	32
1.4 <i>Corporate values versus customer-centric values</i>	35
Corporate values	36
The Value Proposition (VP)	38
Consumer values	39
Co-creating value	40
1.5 <i>The sustainable consumer and buyer behaviour</i>	41
Norms	42
The elusive sustainable consumer	43
The consumer (B2C) Decision-Making Process (DMP)	44

Individual internal human influences	48
Other human factors	50
Consumer purchasing scenarios	51
The planet and the consumer DMP	52
Organisational buying behaviour . . . the B2B market	53
Influences on business buyers	53
<b>1.6 Sustainable marketing research</b>	<b>55</b>
Cognitive processing . . . or chunking	55
Areas of marketing research	56
Market research and the sales department	56
Academic research	57
Higher concepts	57
The research process	58
The research question (RQ)	59
Research objectives (ROs)	59
The research plan	59
Topic guide	61
Primary data versus secondary data	62
Data collection	64
Questionnaires	64
Questionnaire validity	65
Pilot questionnaires	67
Sources of questionnaire bias	67
Problems with green questionnaires	67
Focus groups	68
Interviews	68
Analysis	68
Presenting findings	70
Mobile research	71
Marketing agencies	72
Barriers to effective research	72
<b>1.7 Systems and customer centricity</b>	<b>73</b>
The five planets theory	73
Economic systems	73
Organisational systems	75
The Marketing Information System (MkIS)	76
CRM	77

## **2 The Marketing Mix**

84

<b>2.1 Communications (aka marcomms)</b>	<b>85</b>
Noise	86
Word of Mouth (WoM)	89
Push, pull and profile strategies	89
The Comms Mix	90

Advertising	90
Public Relations (PR)	91
Integrated Marketing Communications (IMC)	92
Digital platforms	94
The use of Communications Agencies	95
Measuring Marcomms	95
2.2 <i>Convenience (aka place)</i>	96
Marketing channels	96
The use of intermediaries	97
Brick and/or click	98
Market coverage	98
Distribution logistics	99
Sustainable distribution	100
2.3 <i>Customer Benefits (aka Product)</i>	102
Anatomy of a product	102
Classifying goods	104
The Product Portfolio	105
Product Life Cycle (PLC)	105
The PLC as a coordinating tool	109
The Product Adoption Curve (aka the diffusion curve)	112
New Product Development (NPD)	113
The NPD process	115
Barriers to good NPD	117
Developing sustainable products	117
Choice editing	118
2.4 <i>Cost to consumers (aka Price)</i>	119
Pricing perspectives	119
Pricing techniques	121
Technology and pricing	122
Vouchers and cashback	122
Sustainable pricing	123
2.5 <i>The Services Mix</i>	123
Services marketing versus marketing services	124
Characteristics of services	125
The extended marketing mix for services	125
Service quality	128
<b>3 Sustainable Marketing Planning</b>	<b>133</b>
Objectives, strategies and tactics	134
3.1 <i>Planning frameworks</i>	136
Scenario planning	137
Goal setting	137
3.2 <i>Situation review</i>	141
Marketing audits	142

The internal marketing environment	143
Internal environment analysis tools	143
McKinsey 7S framework	143
Core Competence Framework	144
Boston Control Group (BCG) matrix	147
Directional Policy Matrices	149
Value Chain Analysis (VCA)	151
The "Micro" marketing environment	153
Communities and networks in the Micro environment	155
Online communities	156
Tribes	156
Creating networks and communities	157
<i>Microenvironment analysis tools</i>	<i>158</i>
Porter's Five Forces	158
5Ms	160
Mendelow grid	161
Balanced Scorecard	162
<i>3.3 External environmental frameworks and analysis</i>	<i>164</i>
The macro environment	164
Identifying future trends	165
Macro-frameworks	165
Economics	166
Politics	168
Information	169
Sociocultural	170
Technology	171
Legal	172
GDPR	173
Online GDPR	175
Environment	175
Reduce, recycle, repair, repurpose and reuse	176
Ethical	176
Issues with the environmental tools and frameworks	177
The SWOT summary	178
<i>3.4 Generating useful SM objectives</i>	<i>179</i>
TOWS analysis	180
<i>3.5 Strategic SM choices (i) – Sustainable segmentation, targeting and positioning</i>	<i>182</i>
Segmentation	182
Segments and sustainability	184
Targeting	186
Ethical targeting	187
Positioning	188
Sustainable positioning	189

3.6	<i>Strategic SM choices (ii) – choosing a strategy to achieve SM objectives</i>	193
	Schumpeter's Creative Destruction	193
	Mintzberg's deflected and realised strategies	194
	Strategy formulation	195
	Porter's Generic Strategies	195
	Ansoff	196
	Practical steps towards Sustainable Marketing (SM)	197
3.7	<i>Issues of control and measuring value</i>	198
	Key Performance Indicators (KPIs)	198
	540-degree feedback	199
	Hard and soft controls	199
	Budget	200
	A sustainable marketing benchmarking framework	201
3.8	<i>Barriers to adopting Sustainable Marketing Planning</i>	203
	Focus	203
	Responsibility for ownership	203
	Shareholders	205
	Multiple stakeholder interests	205
	Short-termism	206
	Predominant sales orientation	206
	SMEs don't need to plan	206
	Crisis management	207
	Overcoming barriers to adoption	207
4	<b>Marketing themes in the 21st century</b>	213
4.1	<i>Relationship Marketing (RM)</i>	213
	Defining RM	213
	CRM and RM	215
	Loyalty	215
	Loyalty versus satisfaction	216
	Measuring and monitoring online loyalty	218
	Benefits of RM	218
4.2	<i>Internal Marketing (IM)</i>	219
	Defining Internal Marketing (IM)	220
	Internal supplier–customer relationships	221
	Internal Marketing (IM) and the marketing mix	222
	IM and segmentation	224
	Benefits of Internal Marketing (IM)	224
	Key criticisms of Internal Marketing (IM)	226
	Practical steps towards implementing Internal Marketing (IM)	227
	Marketing's role in supporting the organisation's market orientation	227

- 4.3 *Sustainable entrepreneurship* 228
  - Values, norms and sustainable entrepreneurs 229
  - Sustainable entrepreneurs in the community 231
  - Ownership and sustainable entrepreneurship 231
  - Growth 231
  - Environmental resilience 232
- 4.4 *Sustainable branding* 233
  - Brand personalities 234
  - Brand equity 235
  - Brand positioning 236
  - Brand communities 237
  - Reputation 238
- 4.5 *Global Sustainable Marketing* 239
  - Key factors in global marketing 240
  - Foreign Direct Investment (FDI) 241
  - Vulnerable states 242
  - Global marketing and the Macro environments 243
  - Increasing investment in Sustainable Development 245
  - Sociocultural factors 245
  - Gender balance 246
  - Technology factors 246
  - Global marketing and the Micro environments 246
  - Global Marketing and the Marketing Mix 247
  - Sustainable distribution 248
- 4.6 *Digital marketing in the sustainable age* 248
  - Mobile 250
  - The Internet of Things (IoT) 250
  - Out of Home (OoH) 250
  - Virtual Reality (VR) 251
  - Augmented Reality (AR) 251
  - Personalisation and customisation 251
  - Digital marketing research 251
  - Onsite versus offsite data 252
  - Analytics 252
  - Big Data 252
  - Kelley's 3S approach: Search, Site and Social 253
  - Listening 254
- 4.7 *SMEs and micro-enterprises* 254
  - The Decision-Making Unit (DMU) 256
  - SMEs and sustainability 256
  - SMEs' sustainability barriers 256
  - Tools and frameworks 257
- 4.8 *Charities, not-for-profits and third-sector organisations* 258