

## **A Model for Strategic Marketing Sustainability (Marketing mix to Marketing matrix)**

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***Purpose:*** The aim of the article is to analyze the concept of sustainable marketing as part of sustainable development and propose a model for sustainable marketing. Sustainability covers current issues and sustainable development, which form a background for a better understanding of sustainable marketing. Sustainable marketing includes a definition of the concept, as well as sustainable consumer behaviour, sustainable marketing strategy, sustainable marketing mix and benefits of sustainable marketing. It is the author's belief that the challenges, which marketers have to face, cannot be solved by means of conventional marketing. Instead there has to be a change in conventional marketing practices. Sustainable marketing is concerned with sustainable development and offers marketers a holistic approach to make the products and the companies themselves more sustainable in order to meet tomorrow's challenges and appeal to today's consumers at the same time.

***Design/Methodology/Approach:*** For the purpose of the research the author used the method of critically analyzing the literature.

***Findings:*** the proposed Sustainability Marketing Model contributes to the ongoing marketing sustainability conversation. The proposed model addresses this requirement, expanding the notion of the marketing mix, in terms of its relevance for sustainability, but also transforming the notion of a mix into a matrix of decision-making. But we go further still, ensuring that sustainability is a focus at all levels of the strategic planning process.

***Originality/Value:*** Sustainability marketing is planning, organizing, implementing, and controlling resources and the marketing programme to meet the needs and wants of customer. The proposed marketing planning framework will assist managers to address sustainability challenges in their decision making, in line with the definition of marketing, which calls for a responsibility to society at large, not just individual consumers. At present, marketing's conceptual frameworks lag behind what is a fundamental and significant shift in marketing philosophy.

*The approach proposed is designed to deliver transparency, along with a comprehensive audit of operational issues that might impact all sustainability outcomes, and reduce such negative responses. The conclusions of the article indicate that sustainable marketing can bring such benefits as: cost reduction, increase of reputation among customers and business partners, entering new markets, risk reduction of operational failures, aid in finding appropriate staff, as well as gaining a high market position by an entrepreneur. It also concludes that a modern enterprise must function with awareness that economic, ecological and social goals are of equal importance.*

**Keywords:** Marketing, Marketing Matrix, Marketing Planning Model, Sustainability, Strategic Marketing Planning

## 1. Introduction

Marketing perceived either as a company philosophy or as one of the key functions of business, which is most strongly involved in connections between an enterprise and the environment it is based in, should be the main source and focal point for an enterprise, as far as sustainable development is concerned. In modern concepts of marketing the necessity for enterprises to engage in socially and ecologically oriented activities is underlined. These activities include, amongst others, recycling, returnability of product, recyclable packaging, low level of chemicals and heavy metals in offered products, biodegradability of products, communication concerning ecological and environmental aspects of company activities, support of social actions, encouraging healthy lifestyle among the community members and employees, following ethical practices, and providing employees with social care.

Marketing is therefore related to the social, ecological and economic dimensions of sustainable development at the micro level, and comprises the relations as well as attitudes of market entities in the value chain. In this context marketing may be perceived as a component of sustainable development and an activity supporting it. The increased involvement of companies in social and ecological marketing activities is strongly related to the implementation of modern technologies and innovations in business processes, the development of relationship marketing, and creation of partnership relations with customers and other market entities. Since at present sustainable production must be related to sustainable consumption, modern marketing plays a key role in creating opportunities for future development. In these circumstances sustainable marketing is not just an option to

consider but also a major challenge to be responded to, and to be used as a source of competitive advantage in the near future.

Marketing as a key management concept currently faces a serious dilemma. In the face of an increasing number of accusations relating to creating artificial demand for products and services by selling offerings and encouraging increased consumption in order to maximize profits, it must be now perceived in the wider social context. In this context one assumes that striving for a better quality of life contributes to the gradual deterioration of grounds for prosperity in future. Thus, managers and scientific circles need to reflect on whether and how it would be possible to reconcile a focus on customer satisfaction, profits for the enterprise with long-term prosperity for customers and future generations.

In 1987, the publication of the report “Our Common Future”, which defines sustainable development as *“development that meets the needs of current generations without compromising the ability of future generations to meet their own needs”*, played a critical role in establishing a bridge between business, the state and civil society (World Commission on Environment and Development 1987, 8) [1]. It thereby initiated a dialogue in which social, environmental and ethical concerns have become central aspects when discussing the role of business in society (Burchell & Cook 2006) [2]. Since then, the notion of sustainability has become an important principle for assessing both business activities and social development. Indeed, growing public concern over such problems as human rights abuses, child labour, ecological degradation and irresponsible marketing tactics has emphasized the need for firms to demonstrate their social responsibility in the marketplace (Collier & Wanderley 2005, 170) [3].

This issue has developed further through business and political initiatives such as the Rio Declaration on Environment and Development in 1992 and the Johannesburg Summit in 2002. In a similar vein, the European Council in Lisbon made a special appeal at the start of the 21st century to companies’ sense of social responsibility with respect to the best practices for sustainable business development. It further encouraged debate by publishing several official documents on how to promote more sustainable business practices (European Commission 2001, 2002) [4] [5]. Over the years, sustainability has thus become a part of daily business rhetoric, and an extensive body of both scholarly and practitioner-oriented literature has emerged on the topic (Banerjee 2007; Doane 2005; Wilenius 2005). [6] [7] [8] Much of this literature emphasizes the role of marketing in both developing and deploying

sustainable business strategies. Sustainability has thus transformed the way companies compete to such an extent that it is now considered to be one of the most influential business megatrends of recent decades, in addition to quality and information technology (Ahola & Palkamo 2009; Lubin & Esty 2010).[9][10]

It has been over 45 years since Philip Kotler (1972) [11] introduced the concept of societal marketing in an attempt to integrate both social and ecological issues into marketing strategies. Since then, similar socially and environmentally enlightened concepts have become a part of the business rhetoric, and an extensive body of both scholarly and practitioner-oriented marketing literature has emerged on the topic (Crane 2000; García-Rosell 2009; Kilbourne & Beckmann 1998; Montoro 2003)[12][13][14][15] Much of the discussion of sustainability in marketing has revolved around the notions of societal marketing, environmental marketing, green marketing and sustainable marketing – usually used as synonyms – which are regarded to be socially responsible and ethical forms of marketing that represent progress towards a market in which people are able to live and work in ways that can be maintained for generations without depleting or harming our environmental, social and economic resources(Crane 2000; Crane & Desmond 2002; Desmond & Crane 2004; Peattie & Crane2005; van Dam & Apeldoorn 1996)[16][17][18][19][20].

A recent development in marketing has brought new influences to the field of sustainable marketing. Whereas customers were previously the primary concern of marketing, the sustainability debate seems to have drawn marketers' attention towards other market actors and thus shifted marketing thinking from a "*customer-*" to a "*stakeholder-orientation*" (Bhattacharya 2010) [21]. Additionally, a recent special issue of the "Journal of Public Policy and Marketing" on stakeholder marketing shows the growing interest in integrating stakeholder thinking into marketing theory (Bhattacharya 2010). Marketers who adopt the stakeholder concept seem to understand marketing as a process that extends beyond the scope of a firm and includes a broad set of stakeholders (e.g., Ferrell, Gonzalez-Padron et al.2010) [22] The aim of sustainable marketing is still to add value to the consumer and satisfy the customer's wants and needs but in a sustainable way (Charter et al. 2002, 12; Belz & Peattie 2009, 31; Martin & Schouten 2012, 10).[23][24][25] Therefore sustainable marketing can be defined as follows: Sustainable marketing is a holistic approach with the aim of satisfying the

ants and needs of the customers while putting equal emphasis on environmental and social issues, thus generating profit in a responsible way.

The notion of customer satisfaction is thus expanded to include other market constituencies that affect or are affected by the operations of a business. The call for a multi-stakeholder perspective of sustainable marketing and marketing in general has increased with the sustainability megatrend.

This trend shows that the issues underlying sustainability are too complex – both theoretically and practically – to be viewed from a unilateral perspective (marketer or customer) as usually occurs in mainstream marketing (Catterall, Maclaran & Stevens 2002, 186).[26] Sustainability relies on the different meanings it has amongst different interest groups within society. While marketers may see sustainability as a new method of business development or growth, environmentalist and human rights advocates associate it with the intrinsic values of nature and global redistribution, respectively (Dryzek 1997; Hemmati 2002).[27][28] In this regard, sustainability becomes a discourse on fundamental values and meanings that requires multiple stakeholder perspectives.

The concept of sustainable marketing is not the complete new presentation of marketing activities. An increased interest in environmental issues in the 70s led to the emergence of quasi new concepts of marketing, which to a smaller or lesser degree underline that marketing is a social system that concentrates on environmental and social aspects. Among them one can distinguish macro marketing, ecological marketing, green marketing, and social marketing. The concept of sustainable marketing, which emerged in western literature at the end of the 90s, is a natural subsequent stage in the evolution of marketing. It is a wider concept of management, which adopts the idea of sustainable development, and entails the necessity to change behaviors of all participants of the value chain including producers and consumers. The necessity to reconcile a constant focus of marketing on boosting consumption and better-balanced use of natural and tangible resources has been even more significant in the last years. Fisk (2006) [2] underlines that the long-term consequences of activities undertaken form the basis for a shift from a focus on customer satisfaction maximization to sustainable consumption maximization. Within the concept of sustainable marketing, enterprises aim at accomplishing ecological, social and economic objectives. This approach comes down to maintaining an environmental, equity and economic balance. In

literature these three elements are referred to as ‘the 3Es’ and constitute the three aspects mentioned above.

From the perspective of the above deliberations, sustainable marketing can be defined as the process of planning, organizing and implementing marketing programs relating to designing products, prices, ways of selling, promotion and people (employees) so that 1) customers are satisfied and their needs are met, 2) company objectives are accomplished, 3) these processes are compatible with the ecosystem. As the consequence, the concept of sustainable development necessitates a new look at marketing tools that influence the market (sustainable marketing mix), as well as incorporating sustainable marketing-related issues into the main trend in research on marketing and consumer behavior. Before an enterprise develops it, it will be necessary to conduct market research in order to answer the following questions: Is the enterprise aware of the concept of sustainable development and the influence on its activities? Is the enterprise able to modify its offerings and processes accordingly? Will innovations be necessary? Does the enterprise establish positive connections with ecological organizations and groups of local community? Do activities undertaken as part of market communication underline the enterprise’s involvement in environmental and community problems?

Marketing objectives and strategies need to be adapted to the sustainability agenda. Typically, economic objectives are about profits and market shares. Instead, economic objectives in sustainable marketing can be set for increasing the revenues and market shares of sustainable products and services. Environmental and social objectives have been often ambitious and published in CSR reports but have been ultimately not followed through. Environmental objectives should not only concern the production process, such as lowering emissions, but the whole life-cycle of the product. Therefore environmental objectives can aim at lower energy consumption during the use phase or 100% recyclability. Social objectives are about making the products as healthy and safe as possible when used. However, the safety and health of employees as well as workers within the supply chain, has gained increasing attention, which is why social objectives are now also set for health and safety in factories and in the supply chain. (Belz & Peattie 2009, 115- 118)[29]

The significance of marketing from the perspective of sustainable development will vary according to the company size, the business it is in, or its organizational culture. In some companies, under the pressure exerted by customers, it will be limited to designing more

‘sustainable’ products or services. In those which undertake sustainable development activities because they cherish these values, marketers will implement the concept of sustainable marketing by changing and redesigning the whole corporate marketing strategy and culture.

The relationship between marketing and socio-environmental sustainability can be categorized into three ‘ages’ (Peattie 2001a) [30]. It began with ‘ecological marketing’ in the 1970s that focused on pressing environmental problems, such as air pollution, depleting oil reserves, and the environmental impact of pesticides e.g. Henion and Kinnear 1976 [31]. It impacted a narrow range of industries and largely focused on technical solutions to resource use, pollution or waste concerns e.g. the addition of catalytic converters to cars. The 1980s era of ‘environmental marketing’ focused on developing products with superior socio-environmental performance with the aim of marketing them to the ‘green consumer’ in search of competitive advantage. This was more opportunity focused and involved a far wider range of industries. It reflected growing consumer interest in sustainability issues, and higher levels of information available through the development of sustainability oriented guides and labels. The third age, of ‘sustainable marketing’, involves the transformation of markets and marketing to achieve substantive progress towards the internalization of socio-environmental costs previously treated as externalities. Since sustainable marketing implies it having reached a sustainable end state which ultimately is both impossible to judge and dependent on the sustainability of the society within which it takes place, it is more helpful to talk about ‘sustainability marketing’. This is marketing that seeks to integrate the ecological and ethical concerns of the green marketing era, along with a relationship marketing focus, to create a form of marketing that develops long-term, sustainability oriented value relationships with customers (Belz and Peattie 2012)[29].

Most sustainability marketing activity and research has focused on the ecological sustainability of products and production systems rather than on their contribution to greater social justice with some particular exceptions such as Fair-trade marketing which is primarily social. However in practice social and environmental issues are so intertwined within the sustainability agenda that it is unhelpful to draw a clear distinction between them.

As the level of uncertainty and complexity reach a high threshold, organizations enter into a strong turbulence era. Therefore, to address these unknowns with standard methods and tools which are linear is no longer possible. Thus, calls for new governance tools and methods to

tackle the upheaval have been done. This paper proposes a marketing planning framework that will assist managers to address sustainability challenges in their decision making, in line with the American Marketing Association's (AMA) revised (2007)[32] definition of *marketing*, which calls for a responsibility to society at large, not just individual consumers.

At present, marketing's conceptual frameworks lag behind what is a fundamental and significant shift in marketing philosophy. We propose a *Sustainability Marketing Model*, a simple yet systematic framework that ensures sustainability cascades through the marketing planning process. In developing this, the marketing mix is replaced with a *matrix* that adds four critical decision fields to the traditional marketing mix – Participants, Physical Evidence, Process and Partnership – and draws on the three pillars of sustainable development – Planet, People and Profit – to ensure managers cross-check decision making's sustainability impacts. The model is described, and implications for theory and practice.

The AMA (2007) has called for Marketing to recognize a responsibility to *society at large*, not just individual consumers, yet business managers currently have little guidance on how they might drive a sustainable development agenda across their operational activities, particularly market-facing activities typically construed under the heading of the marketing mix.

The marketing should bear a societal obligation beyond the narrow consumer-organisation dyad is generally not reflected in its contemporary conceptual frameworks, for example, the idea of market orientation (Kohli & Jaworski 1990; Narver & Slater 1990) [33] [34]. This position is starting to change, for example, the key concept of the value chain (Porter 1985) [35] has been revised (Porter & Kramer 2006) [36] to reflect the simultaneous harm created along with value, a point made by Polonsky, Carlson and Fry's (2003) [37] conceptualization of the harm chain. A simple conceptual framework to guide managers in reducing the harm created as the result of their decision-making is, however, a conspicuous omission from the description.

Philip Kotler (2011) [38] argued, 'marketing will have to reinvent its practices to be environmentally responsible' (p. 132). At present, marketing managers' decision-making is typically framed around the traditional concept of the marketing mix, which addresses the needs of individual consumers, but provides little guidance on operating more sustainably, for the benefit of society at large. Several new texts deal with the marketing-sustainability nexus, Belz and Peatie's (2009) [39] *Sustainability Marketing* and Martin and Schouten's (2012)



[40] Sustainable Marketing and sustainability was the recent focus of a special issue of the Journal of the Academy of Marketing Science (2011) [41], highlighting that marketing is seeking the reinvention Kotler calls for. To add to this ‘reinvention,’ we propose the Sustainability Marketing Model, a simple yet systematic framework that ensures sustainability cascades through the marketing planning process, to address this gap.

After decades of sustainable marketing research and practice, the problem is not about coordinating sustainable marketing activities, satisfying green consumers’ needs or even obtaining knowledge about the efficient use of natural resources. It can generally be argued that there is an urgent need to help marketers enhance the internalization of perspectives and knowledge from multiple stakeholders into the firm’s marketing strategy rather than to give them tools to respond to stakeholder demands (Fry & Polonsky 2004; Maignan et al. 2005; Polonsky & Rosenberger 2001). [42][43][44] I agree; however, my doctoral dissertation goes further by viewing the nature of stakeholder theory beyond the scope of the firm. With this perspective in mind, I define the contemporary problem as a lack of means to make accessible the knowledge, everyday life experiences and practices of multiple stakeholders for the sake of transforming old ways of organizing, managing and relating in the marketplace – a transformation that is needed to progress towards greater sustainability. However, this problem cannot be adequately addressed if sustainable marketing continues to rely on managerial techniques that subjugate environmental and social considerations to the principles of the generic marketing concept.

### **The Sustainability Marketing Planning Model**

Bridges and Wilhelm (2008, p. 34) [45] argued, ‘marketing education for sustainability requires a consideration of environmental and social issues in all elements of marketing strategy planning, from objective setting to target market selection to strategic and tactical decisions regarding each of the marketing mix variables’. The proposed model addresses this requirement, expanding the notion of the marketing mix, in terms of its relevance for sustainability, but also transforming the notion of a mix into a matrix of decision-making. But we go further still, ensuring that sustainability is a focus at all levels of the strategic planning process. This latter point will be dealt with first, before we focus on the *matrix* notion.

Holistic planning and strategic decision-making is the first of four sustainable development principles. Strategic planning assists organisations by making them understand how they will

compete in the future. Through the strategic planning process, value is to be created: value for consumers, value for the organisation, and, importantly, value for society at large. The planning process occurs at a number of levels, starting with the vision and/or mission, which articulates how the organisation sees its place in the future, its purpose and ‘what it wants to accomplish in the larger environment’ (Kotler et al. 2007, p. 80) [46]. It is critical that sustainability is addressed at this primary level, as the mission, ‘acts as an “invisible hand” that guides people in the organisation so they can work independently and yet collectively toward overall organisational goals’. This planning level also establishes a level of expectation for employees, consumers and other stakeholders.

From the mission, planning cascades to the strategy level, where goals are articulated into strategies. Marketing strategy requires the, ‘planning and coordination of marketing resources and the integration of the marketing mix to achieve a desired result’ (Kotler et al. 2007, p. 79) [46]. It is ultimately the marketing mix that produces value for individual consumers and society at large, or alternatively, harm. This desired result must include sustainability outcomes, aspirations stated in terms of sustainability performance *indicators*. We next describe an expanded conceptualization of the marketing mix, a Sustainability Marketing Matrix, for the achievement of sustainability outcomes.

### **The Sustainability Marketing Matrix**

The marketing mix, a simple mnemonic device of four Ps broadly details the activities the marketing manager needs to consider to achieve the organisation’s desired market offering: product, price, promotion and place. These are important decision areas, but alone they do not permit a firm to adequately address sustainability’s challenges. These challenges include: altering the way things are done, that is, the way value or harm is created; clearly demonstrating to stakeholders the firm’s sustainability stance and values; collaborating with other individuals and organisations to achieve sustainability-related synergies; and ensuring employees and customers are included and supportive of the drive toward greater sustainability.

These challenges are addressed through, respectively, processes, physical evidence, partnerships and participants. They are added to the traditional four Ps to expand our understanding of what needs to be in a more sustainability-relevant marketing mix, and then these eight elements are cross referenced against the TBL’s planet, people and profitability

measurements to form the Sustainability Marketing Matrix. Before discussing the TBL we might draw on services marketing explanations in explaining these additional mix elements.

**Process:** Process describes how the service is assembled, the actual procedures, mechanisms, and flow of activities by which the service is delivered – the service delivery and operating systems.

**Physical Evidence:** Physical evidence refers to the tangible clues that assist consumers' evaluations of products. In service contexts, such evidence might include elements of the servicescape, including design and furnishing, employee appearance and communications. Manufactured products might make use of evidence as product packaging and labeling information, distribution.

**Partnership:** Partnership refers to the cooperative efforts of sustainability outcome-enabling individuals and organisations in the realization that one organisation cannot stand alone in the struggle to achieve sustainable development. Productive partnerships include employees and the organisation's customers, captured under participants, below, and other stakeholders and even competitor organisations. Firms' partnering with universities' research centers to innovate around sustainability performance metrics is an obvious choice. The concept of partnership is also important in instances of co-production, which, in terms of service-dominant logic (Vargo and Lusch 2004) [47], is a potentially significant market.

**Participants:** Participants include 'all human actors who play a part in service delivery and thus influence the buyer's perceptions: namely the firm's personnel, the customer, and other customers in the service environment. Participants is preferred to People, the term commonly referred to in services marketing, as it was the term originally used by Booms and Bitner (1981) [48] and to avoid confusion with the People of the triple bottom line, against which it must be cross-referenced. This element highlights the role of human resource management and customer management, as key ingredients in the service offering. For sustainability marketing, employees and customers are equally important. Employees should be committed to the sustainability ethos, and be committed to continuous sustainability performance improvement.

Customers too can be included in continuous-improvement efforts and suggestion systems. Customers are not merely targeted to consume the outputs of the organisation in the general marketing sense, but are also to be included in the co-production of sustainability achievements as much as possible through, for example, product use, servicing and disposal, recycling and future product purchase. This might include a move away from personal ownership toward temporary use, as being developed in an increasing range of product categories along service dominant lines.

### **TBL is an Accounting Framework**

The TBL is an accounting framework that incorporates three dimensions of performance: social, environmental and financial. This differs from traditional reporting frameworks as it includes ecological or environmental and social measures that can be difficult to assign appropriate means of measurement. The TBL dimensions are also commonly called the three Ps: people, planet and profits. We will refer to these as the 3Ps.

The purpose of this matrix is to raise the following questions

**Planet:** How does our marketing mix element make optimal use of environmental resources, maintain essential ecological processes and help to conserve natural heritage and biodiversity?

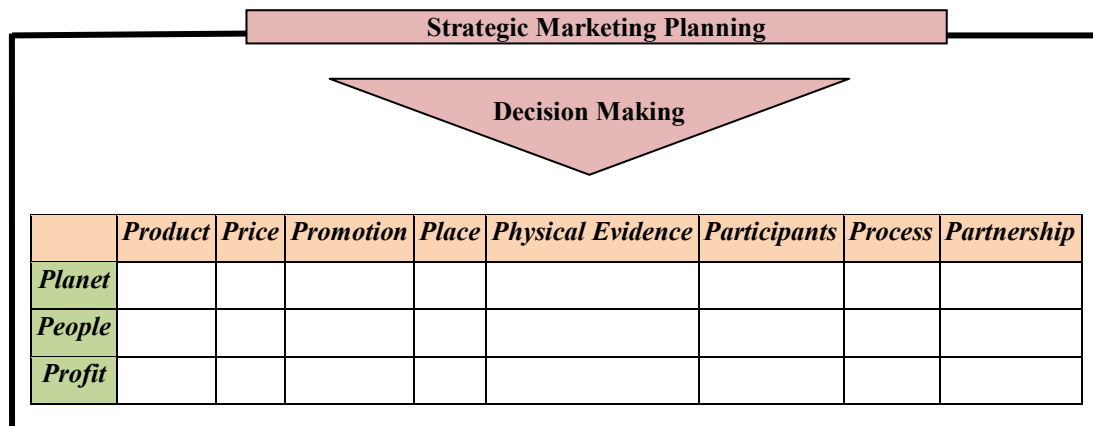
**People:** How does our marketing mix element demonstrate respect for individuals and the socio-cultural authenticity of communities?

**Profitability:** How does our marketing mix element ensure our viable, long-term economic operations, and provide long-term socioeconomic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities to communities?

Each of these additional ingredients can and needs to be effectively managed by the marketing manager in the pursuit of sustainability outcomes. The inclusion of participants, physical evidence, process and partnership is recognition that the traditional sense of the marketing mix, that is, that which is controllable by the organisation, must be seen more comprehensively. Each of these, now eight, marketing mix elements can be managed against assigned sustainability performance indicators by simply cross-referencing each mix element

against the TBL's pillars, Planet, People and Profit, to form the 8x3 matrix which we call it as Sustainability Marketing Matrix.

### The Strategic Sustainability Marketing Framework



Profitability over the long term should, not surprisingly, be the result of the activities and operations of the firm that cascade from decisions made around our Sustainability Marketing Model. These questions will bring to the fore appropriate key performance indicators that firms might use to measure and manage their TBL impacts.

## 2. Conclusion

Sustainability marketing is planning, organizing, implementing, and controlling resources and the marketing programme to meet the needs and wants of customer. While the organizations will be taken into consideration of the norms of society and the environment in order to achieve the organization's objective. In the future, the organizations need to integrate the sustainability marketing concept for identifying marketing strategy, which will fulfill the needs and wants of stakeholders in the present or future, and allow for long-term business life

The proposed marketing planning framework will assist managers to address sustainability challenges in their decision making, in line with the definition of marketing, which calls for a responsibility to society at large, not just individual consumers. At present, marketing's conceptual frameworks lag behind what is a fundamental and significant shift in marketing philosophy. The Sustainability Marketing Model described in this paper is a simple yet systematic framework that ensures sustainability cascades through the marketing planning

process. In developing this, the marketing mix is replaced with a matrix that adds four critical decision fields to the traditional marketing mix - Participants, Physical Evidence, Process and Partnership - and draws on the three pillars of sustainable development - Planet, People and Profit - to ensure managers cross-check decision-making's sustainability impacts.

Though Sustainability will affect a firm's positioning. This proposed approach is designed to deliver transparency, along with a comprehensive audit of operational issues that might impact all sustainability outcomes, and reduce such negative responses. The consumers and other stakeholders are now looking to firms and organisations to go further in pro-social and pro-environmental achievement, not only claiming such credentials but also demonstrating these in tangible, evidence-based ways, and involving other partners in the process. Sustainability offers firms the opportunity for differentiation from competitors and increased profits, but it needs to be systematic, evidence-based and transparent. The model proposed here, a key part of which is the Sustainability Marketing Matrix, would help firms ensure this is the case. The proposed Sustainability Marketing Model contributes to the ongoing marketing sustainability conversation.

Future research might explore how firms in different product categories and industry sectors might approach sustainability more systematically by making use of the marketing planning model described here. While the Sustainability Marketing Matrix might appear complex, it might easily be broken down into its different constituent parts and these parts examined in some detail. For example, how employees and customers might be drawn deeper into the sustainability topic and the firm's attempts to address this topic should prove of interest for services marketing researchers in particular, especially in high-contact services where customers and employees have a high level of personal interaction.

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