

Ivana Casaburi, PhD
Associate Professor of Marketing
ESADE Business and Law School / Ramon Llull University
Campus Barcelona - Sant Cugat. Av. Torre Blanca, 59 08172 Sant Cugat
<https://www.esade.edu/faculty/ivana.casaburi>
ivana.casaburi@esade.edu

To practice sustainability marketing: An exploratory study about key points in the product and brand decision-making process

Abstract

It is well-known that the global COVID-19 pandemic has intensified some trends that first appeared on the worldwide business stage at the beginning of the 21st century. Today, sustainability, digitalization and inequality are at the top of the agenda for scholars and managers in the marketing field. This paper focuses on one of these megatrends: Consumers' increasing sensitivity to and awareness of environmental and social challenges and their impact on product and brand strategies. The main objectives of this contribution are to: (1) Analyze the implementation of sustainability marketing strategies in international companies established in Spain in two different product markets (fast-moving consumer goods and automobiles); and (2) identify the key factors involved in the product/brand decision-making process. Based on a critical review of literature about marketing and sustainability and on interviews with marketing directors as well as chief sustainability officers, one of the main issues to arise is how to decide between leading the sustainability trend or defending market share and the resulting implications on product and brand decisions. Our paper concludes by offering a list of key factors on the decision-making process and presents future research avenues that should advance the insights derived here.

Keywords: sustainability marketing in practice, decision-making process, green products, brand reputation.

Introduction and Objectives

The new social, economic and environmental context is currently dominated by at least three megatrends (Rust, 2020; Cingano, 2014; Kolk and Pinkse, 2005) that are impacting the marketing function: Sustainability, digitalization and inequality. This paper is an exploratory study within the context of connections between marketing and one of these megatrends: Sustainability. In this paper, we want to explore the sustainability trend and its impact on the marketing decision-making process, with a special focus on product and brand strategies.

Even though numerous articles have been published in the last 20 years analyzing the relation between marketing and sustainability as well as the practical implications for managers, we identify one key gap through our exploratory study based on a literature review and interviews with managers and experts. When conducting our research, we discovered that one of the main issues that these managers have at the top of their agenda is deciding whether to lead the sustainability phenomenon and consequently launch new products and brands or to wait for a better moment to invest and adapt their products for those consumers who have become more sensitive to environmental changes. Based on literature review, there is any study or academic article focused on analyzing this specific decision: to lead the change or to wait for a more consistent impact of this phenomenon in the consumer decisions.

Analyzing the evolution of the conceptual map focus on sustainability marketing, in previous research three issues have appeared in studies: (1) Emphasizing environmental issues under different names such as ecological marketing (Fisk, 1974; Henion and Kinnear, 1976), environmental marketing (Coddington, 1992), green marketing (Charter, 1992; Ottman, 1993), sustainable marketing (Charter, and Apeldoorn, 1995) and sustainability marketing (Belz and Peattie, 2012); (2) focusing more on sustainable organizational practices with profit-oriented and long-term survival goals than on socioenvironmental concerns (Connelly, et al., 2011); and (3) examining two alternative approaches focused on a holistic approach (economic, environmental and social dimensions) or on selected areas that contribute to the sustainability agenda (e.g., focusing on production processes, products or branding dimensions rather than on sustainability marketing as a whole) (e.g., Nolan and Varey, 2014; Peattie and Peattie, 2009).

Although in this paper we agree with the importance of adopting a holistic approach to better understand the relationship between marketing and sustainability (Peattie and Peattie, 2009; Weng, 2016), we also believe that it is important to further our understanding of specific decisions (e.g., on developing new products and creating new brands) to meet the needs of consumers in today's context and in the future (Luchs and Kumar, 2017; Waris and Hameed, 2021).

Research Question

The initial research question arose during the first step of our analysis of published interviews with managers (listed in appendix 2) and the literature review on marketing and sustainability. We found that one of the main dilemmas those managers have at the top of their agenda is deciding whether to lead the sustainability phenomenon or to adapt their products for consumers who are more sensitive to environmental and social challenges. After confirming that there was no specific and structured answer to this issue in the literature, we formulated the following research question: What are the key points to consider in the decision-making process when a company must decide between leading the sustainability trend in its product/service category or adapting the firm's value proposition to those consumers who are more sensitive to sustainability?

Setting the Context: Sustainability Marketing's Credibility

Sustainability marketing is a provocative area of research. Marketing is typically regarded as encouraging overconsumption and contributing to global change. However, at the same time, it is also promoted as a means to enable sustainable consumption. Businesses with a strong green focus often suffer from sustainability marketing myopia that is the result of emphasizing some aspect of the product's sustainability instead of focusing more on consumer needs (Villarino and Font, 2015). In fact, in many cases, products featuring sustainability attributes are marketed for their environmentally friendly or fair-trade characteristics, without paying enough attention to more relevant product elements to meet consumer expectations (e.g., good quality and taste) (Jagel et al., 2012). This can lead to skepticism (Crane, 2000; Kreps and Monin, 2011; Peattie and Crane, 2005; Rosli, Che Ha and Ghazali, 2019) or confusion among consumers who receive information that is not relevant to their decision-making (Ottman et al., 2006). In addition, sustainability claims often result in greenwashing, for example, when a company omits negative information (Lyon and Maxwell, 2011), generating cynicism due to products being falsely marketed as sustainable from the consumer point of view (Belz and Peattie, 2012; Bertilsson, 2014).

Despite criticizing the connection between marketing and sustainability, Achrol and Kotler (2012) argue that, in the third millennium, the super phenomena of marketing will be characterized by sustainable marketing. Sustainable marketing is broadly characterized by several elements (Kemper and Ballantine, 2019), including: recognizing the resource limits of growth, sustainable consumption (McDonagh and Martin, 2015) and developing sustainable product lifecycles (Gecevaska, et al., 2010). In this paper, we support our analysis on these three traits.

Literature Review

Sustainability marketing has grown increasingly important as an approach over the last 25 years (Kumar, 2016), including the previous concept of "ecological marketing" (Henion and Kinnear, 1976) which encompasses marketing activities that cause environmental problems, "sustainable marketing" which adopts a macro-marketing perspective (Charter and Apeldoorn, 1995) and "environmental and green marketing" as a holistic management process responsible for identifying, anticipating and meeting the needs of consumers and companies in an efficient and sustainable way (Belz and Peattie, 2012). According to the majority of academic contributions, sustainability marketing management refers to planning, organizing, implementing and controlling marketing resources and programs to satisfy customers' wants and needs, while also considering social and environmental criteria and meeting corporate objectives (Belz & Peattie, 2012). In other words, sustainability marketing can be defined as building and maintaining sustainable relationships with customers, the social environment and the natural environment (Belz, 2006).

Undoubtedly, the sustainability marketing concept has grown substantially, and much of it has focused on promoting "green" products and understanding market segments and consumer preferences for environmentally friendly products and the role of the environment in branding (Dangelico and Vocalelli, 2017). In particular, brand value increases with the implementation of green marketing principles (Jensen, Annan-Diab, and Seppala 2018). Among others, the reasons behind this are: the increased value of products, the company's improved image and its ability to attract new consumers and prepare to cope with stakeholders' environmental pressures (Kumar and Christodoulopoulou, 2014). In this context, the green mark meets the "3E" criteria, that is, it

is ecological (minimizes negative environmental impacts), equitable/transparent (does not support unfair practices and social injustice) and economic (supports long-term economic sustainable development). This is the orientation and the approach we have adopted in this paper.

Study Overview and Data Collection Method

This paper is the result of an exploratory study based on a literature review and qualitative data collection from both secondary sources (interviews, reports and professional articles listed in appendix 2) and primary sources (45-to-60 min semi-structured interviews with six marketing and/or communication directors as well as chief sustainability officers working at four companies established in Spain. More details in appendix 1). To better understand the managerial implications of sustainability marketing, we decided to include diversity in the sample analyzed. Consequently, we selected two different product categories and two segments. Because this is an exploratory study, the main reason behind this was to determine if there was any aspect that differed depending on the product category or consumer purchase process.

We analyzed two different product categories: Fast-moving consumer goods (with a special focus on food, home hygiene products and cosmetics) and automobiles (with a special focus on electric and hybrid plug-in cars). For each product category (consumer goods and automobiles) we analyzed brands from the mass-market and luxury segments to include different perspectives.

We used the same criteria regarding “diversity” (product category and segment) in both: secondary and primary data collection. The secondary sources are listed in the appendix 2 together with the complete list of all the companies analyzed (appendix 3 / directly interviewed and analyzed from secondary sources). We omitted a specific reference to companies interviewed because authorization is still pending from their headquarters to be able to cite them in further publications.

We held six semi-structured interviews with a Marketing Director and/or a Chief Sustainability Officer in each of the four companies (two companies from the consumer goods industry and another two from the automotive sector). In two of these companies we conducted two interviews because there are two people in charge of the sustainability strategy of the company, with the objective to cover the five topics of the study. We used five topics to guide the interviews: (1) the main trends impacting their product category; (2) the size/impact of the sustainability phenomenon in their industry; (3) their customers’ thoughts and reactions with respect to “green” products and brands in the product category; (4) the main challenges and opportunities for their products and brands; and (5) the key points and limitations in the decision-making process.

We completed the data collected in interviews with public information about these four companies as well as information on other companies from both product categories and both consumer profiles (companies involved in the study are listed in appendix 3).

Findings

According to the data collected, all the companies interviewed have sustainability and related strategic decisions about products and brands at the top of their agendas. For all of these companies, the main dilemma is deciding whether to lead the change or adapt their products and brands to meet sustainability demands. Without relevant differences between the two industries, we addressed five issues related to the market and seven related to company decision-making processes.

From the market perspective, at least five issues pertaining to the buying decision process and consumer behavior were examined: (1) Consumer behavior after the COVID-19 pandemic has changed less than consumers' interest in achieving a better world. (2) Consumers continue to be concerned about the efficacy of sustainable solutions; for them, being sustainable is not enough. We found that sustainability is important, but efficacy or functionality is also important at the same level or more than being sustainable. (3) The additional price: Who has to pay? This is especially important in the mass-market segment due to price sensitivity. In fast/moving consumer goods, for all managers interviewed, the general opinion is charging the extra cost to consumers, even though companies favor sharing responsibility, especially with durable products (this is the case of all managers interviewed in the automobiles industry). (4) In terms of credibility and the ambiguity of sustainability marketing and brands, customers are not very confident in the altruistic behavior of companies and, in many cases, believe that it is a type of greenwashing. In both the consumer good industry and in the automotive sector, we found some interesting collaborative projects between NGOs and private companies (e.g., with WWF) to build sustainable brands and make the private companies' promises more credible for consumers. (5) Consumers do not have the same level of demand across international markets, and most companies don't have enough information to make decisions about how to adapt their sustainable offering to each geographical market.

Looking for more evidence in articles and news published about other companies in the same industries (consumer goods and automotive), we verified that these five issues are the most relevant and common even if, depending on the product category and consumer profile, some other specific issues might arise.

From the company perspective, at least seven issues pertaining to the decision-making process are relevant: (1) The main decision is whether to lead the category or defend market share; (2) deciding to focus on capturing new consumers (new segments) or preserving current ones; (3) as a consequence, they have to make a brand decision, that is, launch a new brand or stretching the existing one; (4) this involves brand credibility and the question of how easy or difficult it is to add value to the existing brand; (5) next is the financial model (costs and investment) and the short or long-term return on investments (ROI); (6) related to the previous points is geographical implementation, adopting a global strategy but with local adaptations; and (7), last, but very relevantly, which new managerial capabilities and cultural organization changes are needed.

These seven issues stem only from the primary sources we analyzed even if, in some of the examples from secondary sources, we find some direct or indirect connections.

Managerial Implications and Conclusions

Managerial implications are directly related to the research question described above. Assuming that sustainability is a transversal and global phenomenon, companies have to match it to their vision and strategy in order to make the first strategic decision: Lead the change or defend their market share. To make this decision, identifying the key factors to consider is essential when adopting a consumer-centric approach as well as creating a list of the essential questions that may be used to guide those managers who decide to approach the sustainability challenges and opportunities through product and brand strategies. The key factors identified, and which might be useful as a guide are summarized in Table 1.

Table 1. Key factors to consider when deciding whether to lead trends or defend market share

Consumers/segment: Capture new consumers or retain current ones, in both cases managing the credibility challenge.

Intermediate client (e.g., retail or dealer): Share the opportunity and look for win-win collaborations.

Competitors: A source of learning, especially in the product category where sustainable solutions are more developed (e.g., cosmetics and the car industry vs. detergents).

Context: Taking advantage of the global opportunity but paying attention to local paths. The cross-learning process has to be supported.

Company: New or existing brand, radical or incremental product Innovation, financial model (long vs. short term) and strategic vs. tactical actions are the main decisions to make.

To conclude, all companies interviewed or analyzed agree on why they should create a new brand or use existing brands. According to the firms, new brands serve to capture the future, while existing brands capture the present; meanwhile, the combination of new and existing brands gives companies the possibility of preparing themselves for the future. However, what are the main challenges in each case?

Limitations and Further Research

This exploratory study only focuses on two product categories (consumer goods and automobiles) in two opposite segments (mass-market vs. luxury) and in one geographical market (Spain). According to our results, some key, relevant factors depend on the product categories. Consequently, exploring more categories (e.g., IT industry products or services) is needed to validate the common factors identified as well as detect any specific ones. The same limitation appears with respect to the geographic dimension.

At least three potential research projects can emerge from our exploratory study: (1) Qualitative research on additional industries and geographical clusters to validate or complete the list of the key common points already identified as well as to detect relevant specific points with managerial implications. (2) Qualitative study focused on identifying how to shift from existing brands to more sustainable brands or solve the dilemma between new and existing brands. (3) Quantitative analysis of a specific sector/market with cross-cultural dimensions to measure the relevance / weight of each key points from both perspective: Consumers and company.

References

- Achrol, R.S. and Kotler, P. (2012). Frontiers of the marketing paradigm in the third millennium. *J. Acad. Mark. Sci.* 40, 35–52.
- Belz F.M. and Peattie K. (2012) *Sustainability Marketing: A Global Perspective*. Chichester: John Wiley and Sons.
- Bertilsson J. (2014). The slippery relationship between brand ethic and profit. *Ephemera: Theory & Politics in Organization* 14: 125–136.
- Borin, N. and Metcalf, L. (February 2013). Integrating Sustainability into the marketing curriculum: Learning activities that facilitate sustainable marketing processes. *Journal of Marketing Education*, 140-154.

Bridges C.M. and Wilhelm W.B. (2008) Going beyond green: the “why and how” of integrating sustainability into the marketing curriculum. *Journal of Marketing Education.*, 30: 33–46.

Charter, M. Greener (1992). *Marketing – A Responsible Approach to Business*. Sheffield: Greenleaf Publishing.

Charter, M. and Apeldoorn, P. (1995). Sustainable marketing. *Journal of Macromarketing*. 16 2: 15-56.

Chernatony, L., Harris, F., and Riley, F.D. (2000). Added Value: Its Nature, Roles and Sustainability, *European Journal of Marketing*. 34 (1/2): 39–56.

Cherrier, H., Szuba, M. and Ozcaglar-Toulouse, N. (2012). Barriers to Downward Carbon Emission: Exploring Sustainable Consumption in the Face of the Glass Floor, *Journal of Marketing Management*. 28(3/4): 397–419.

Coddington, W. (1992). *Environmental Marketing*. New York: McGraw-Hill.

Connelly, B.L., Ketchen, D.J. and Slater, S.F. (2011). Toward a “Theoretical Toolbox” for Sustainability Research in Marketing, *Journal of the Academy of Marketing Science*, 39: 86–100.

Crane, A. and Matten, D. (2004). *Business Ethics: An European Perspective*. Oxford: Oxford University Press.

Crane, A. (2000). Marketing and the Natural Environment’, *Journal of Macromarketing*, 20(2): 144–54.

Dangelico, R.M. and Vocalelli, D. (2017). “Green Marketing”: An analysis of definitions, strategy steps, and tools through a systematic review of the literature. *J. Clean. Prod.* 165, 1263–1279.

Esmaeili, A., Sepahvand, A., Rostamzadeh, R. and Joksiene, I.; Antucheviciene, (2017). J. Effect of integration of green constructs and traditional constructs of brand on green purchase intention of customer. *E+M Ekon. Manag.*, 20, 219–237.

Fisk, G. (1974). *Marketing and the Ecological Crisis*. London: Harper and Row.

Gecevska, V., Chiabert, P., Anisic, Z., Lombardi, F. and Cus, F. (2010). Product lifecycle management through innovative and competitive business environment. *J. Ind. Eng. Manag.*, 3, 323–336.

Gordon R., Carrigan M. and Hastings G. (2011) A framework for sustainable marketing. *Marketing Theory*. 11: 143–163.

Grimmer M. and Woolley M. (2014) Green marketing messages and consumers’ purchase intentions: promoting personal versus environmental benefits. *Journal of Marketing Communications*. 20(4): 231–250.

Henion, K. and Kinnear, T. (1976). *Ecological marketing*. American Marketing Association. Chicago.

Henriques A. and Richardson J. (2004). *The Triple Bottom Line: Does it All Add Up*. Routledge, 2004.

Jagel, T., Keeling, K. Reppel, A., et al. (2012). Individual Values and Motivational Complexities in Ethical Clothing Consumption: A Means-end Approach, *Journal of Marketing Management*. 28(3/4): 373–96.

Jensen, B., Annan-Diab, F., and Seppala, N., (2018). Exploring perceptions of customer value. *European business review*, Vol.30 (3), p.246-271

Kemper, J.A., and Ballantine, P.W. (2019). What do we mean by sustainability marketing? *J. Mark. Manag.*, Vol.35 (3-4), p.277-309.

Kotler, P. (2011). Reinventing Marketing to Manage the Environmental Imperative, *Journal of Marketing*. 75(4): 132–5.

- Kreps T.A. and Monin B. (2011). "Doing well by doing good"? Ambivalent moral framing in organizations. *Research in Organizational Behavior*. 31: 99–123.
- Kumar, P. (2016). State of green marketing research over 25 years (1990–2014) Literature survey and classification. *Mark. Intell. Plan.*, 34, 137–158
- Kumar, V. and Christodouloupoulou, A. (2014). Sustainability and branding: An integrated perspective. *Industrial Marketing Management*. 43: 6-15.
- Lyon T.P. and Maxwell J.W. (2011). Greenwash: corporate environmental disclosure under threat of audit. *Journal of Economics & Management Strategy*. 20: 3–41.
- Luchs M.G., and Kumar M (2017). "Yes, but this Other One Looks Better/Works Better": How do Consumers Respond to Trade-offs Between Sustainability and Other Valued Attributes? *Journal of business ethics*, Vol.140 (3), p.567-584
- McDonagh, P. and Martin, D.M. (2015). Sustainable consumption: Activism, innovation, and brands. *J. Mark. Manag.* 31, 1379–1382
- Mitchell R.W., Wooliscroft B. and Higham J. (2010). Sustainable market orientation: a new approach to managing marketing strategy. *Journal of Macromarketing*,. 30: 160–170.
- Nolan, T. and Varey, R.J. (2014). Re-cognising the Interactive Space: Marketing for Social Transformation. *Marketing Theory*, 14(4): 431–50.
- Obermille, C., Burke C. and Atwood, A. (2008). Sustainable business as marketing strategy. *Innovative Marketing*, Vol4 (3): 20-27
- Ottman J.A. (2011) *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*. San Francisco: Berrett-Koehler Publishers.
- Ottman J.A., Stafford E.R. and Hartman C.L. (2006). Avoiding green marketing myopia: ways to improve consumer appeal for environmentally preferable products. *Environment: Science and Policy for Sustainable Development*. 48: 22–36.
- Ottman, J.A. (1993). *Green Marketing*. London: Pitman.
- Papadas, K.K., Avlonitis, G.J. and Carrigan, M. (2017). Green marketing orientation: Conceptualization, scale development and validation. *J. Bus. Res.*, 80, 236–246
- Peattie K. and Crane A. (2005). Green marketing: legend, myth, farce, or prophesy? *Qualitative Market Research: An International Journal*, 8: 357–370.
- Peattie, K. (2012). *Marketing and Sustainability*; Brass Centre: Cardiff, UK.
- Peattie, K. and Peattie, S. (2009). Social Marketing: A Pathway to Consumption Reduction? *Journal of Business Research*. 62: 260–8.
- Rosli N., Che Ha N., and Ghazali E. (2019). Bridging the gap between branding and sustainability by fostering brand credibility and brand attachment in travellers' hotel choice. *The Bottom line* (New York, N.Y.), 2019-11-07, Vol.32 (4), p.308-339.
- Rust, R. T., Moorman, C. and Bhalla, G. (2010). Rethinking marketing. *Harvard Business Review*. 88(1), 94–101.
- Rust, R.T. (2020). The future of Marketing. *International Journal of Research in Marketing*. 37, 15-26.
- Smith K.T. and Brower T.R. (2012) Longitudinal study of green marketing strategies that influence millennials. *Journal of Strategic Marketing*. 20:535–551.
- Villarino J. and Font X. (2015). Sustainability marketing myopia: The lack of persuasiveness in sustainability communication. *Journal of Vacation Marketing*, Vol. 21(4) 326–335.
- Waris I. and Hameed I. (2021). An empirical study of consumers intention to purchase energy efficient appliances. *Social responsibility journal*, Vol.17 (4), p.489-507
- Weng M.L. (2016). A blueprint for sustainability marketing: Defining its conceptual boundaries for progress. *Marketing Theory*, Vol. 16(2) 232–249.

Appendixes

Appendix (1): more about the methodology used in this study.

It is a qualitative study based on published interviews (list in the appendix 2); literature review and a pilot qualitative interview study.

The research questions arose during the first step of our analysis of published interviews with managers (secondary sources) and the literature review (focused on product and brand decisions) on marketing and sustainability. It was the starting point for the exploratory study in which, according to the research questions (identify key points in the decision-making process) we decided to use a pilot qualitative research method based on 45-to-60 min one-to-one semi-structured interviews based on 5 topics to guide the conversations with 6 managers.

The 5 topics (described in the text of this paper) come from the analysis of the interviews listed in the appendix 2 (secondary sources) and literature review.

Appendix (2): Reports, interviews, cases and news focused on sustainability in FMCG and automotive industry, mainly in Spain.

Reports

- Mizera S. (2013) Sustainability at Unilever: An interview with Lesley Thorne, Global Sustainability Manager. *Journal of Brand Management*. volume 20, pages191–195.
- Pavione, E., Pezzetti, R. and Dall'Ava, M. (2016). - Emerging Competitive Strategies in the Global Luxury Industry in the Perspective of Sustainable Development: The Case of Kering Group, *Journal of Management Dynamics in the Knowledge Economy*. Vol.4, No. 2, pp 241-261.
- - Wells, V., Athwal, N. and Nervino, E.; Carrigan, M. (2021). How legitimate are the environmental sustainability claims of luxury conglomerates? *Journal of Fashion Marketing and Management* Vol. 25 No. 4, pp. 697-722.
- MarketLine - Unilever: Proving that sustainability and profitability can coexist. 02 Nov 2012.
- McKinsey & Company. Herbert R., Nyssens J.A.; Vallöf, R.; Wachinger T. State of the Industry in Disruption and Uncertainty – The State of Grocery Retail 2021: Europe.
- McKinsey & Company. Interview Frans Muller President and CEO, Ahold Delhaize - Disruption and Uncertainty – The State of Grocery Retail 2021: Europe. McKinsey & Company.
- The Breakthrough Institute - Tremberth, A. & S. Wang, “Why the COVID-19 response is no model for climate action”, 2020
- The economist. Choosing plan B. Danone rethinks the idea of the firm. Paris. Aug 9th, 2018.
- World Economic Forum - Wyns, A. “How our response to climate change and the Coronavirus are linked”, 2020

MarketingNews

- Interview with Danae Blanco, Marketing Portfolio & Sustainability Senior Manager de Coca-Cola Iberia. 05 June 2020"Queremos que una botella de Coca-Cola, Fanta o Aquarius pueda convertirse en otra botella de Coca-Cola, Fanta o Aquarius"
- SEAT - “Así es la nueva identidad corporativa de Seat S.A., inspirada en la ciudad de Barcelona” 02 September 2021
- Nestlé - “Reposicionamiento de Nestlé Aquarel, que se centra en el origen” 28 July 2021

- “El 90% de los jóvenes de la Generación Z valora que las marcas sean transparentes” 21 July 2021
- Aquaservice - "Nuestro objetivo es transmitir que Aquaservice es sinónimo de sostenibilidad". Interview with Fernando García-Guzmán, director of marketing, sales y logistic at Aquaservice. 12 July 2021
- Bonduelle: "Hemos sustituido el plástico por cartón en el 'packaging' de todas las conservas". Interview to Jorge Alonso, director de marketing de Bonduelle Ibérica, sobre su política de sostenibilidad, que los ha llevado a renovar su 'packaging'. 05 July 2021.
- Amazon, la marca más valiosa del mundo; Tesla, la que más rápido crece. 21 June 2021.
- El 'packaging' que desaparece, Gran Premio de Diseño del Festival de Cannes. 22 June 2021
- Las tres tendencias que están marcando el sector de la alimentación. 15 June 2021.
- Estrella Galicia estrena nueva imagen y aprovecha para crear un 'packaging' más sostenible. 11 June 2021.
- Arla Foods: "Queremos cambiar por completo la industria, haciéndola cada vez más responsable y verde" Enterview to Ainhoa Barrondo, director of marketing at Estée Lauder Group. 09 June 2021.
- Pepsi anuncia su botella 100% reciclada con campaña internacional, hecha en España. 07 June 2021.
- “Veinte mil leguas de viaje sostenible”. Interview to Sonia Cobo, Manager of communication and sustainability at Hill+Knowlton. 03 June 2021.
- Estée Lauder Group ensalza su origen en su nueva campaña. 28 May 2021.
- Las 15 innovaciones de Danone adaptadas a los nuevos hábitos de consumo por la pandemia. 05 May 2021.
- El apoyo del consumidor a la sostenibilidad no siempre se refleja en su compra. 04 May 2021.
- Los proyectos sostenibles que P&G impulsará en España. 20 April 2021.
- Los consumidores españoles, cada vez más interesados por conocer las prácticas de sostenibilidad de las marcas. 20 April 2021.
- "Los consumidores buscan marcas que dejan una huella positiva en el planeta y que aportan un bienestar integral". Interview to Manuel Mermería, director of marketing and communication at Origins (Estée Lauder Group). 12 April 2021.
- La COVID-19 aumenta el interés por un consumo más consciente. 15 March 2021.
- Calvo invierte 30 millones de euros para conseguir este envase para su atún. 21 January 2021.
- Porsche promociona su nuevo Taycan con postes de carga superrápida. 12 January 2021.
- Street marketing de Porsche para presentar su primer coche eléctrico. 12 October 2019.
- El 45% de los europeos prevé comprar un coche eléctrico en los próximos tres años. 10 June 2021.
- Reckitt Benckiser lanza una marca creada en España: Botanical Origin. 31 January 2020.

Appendix (3) – List of companies analyzed in alphabetic order:

Aquaservice - Arla Foods – Bonduelle – Calvo - Coca Cola Company – Danone - Estée Lauder Group - Estrella Galicia – Henkel - Hill+Knowlton - Kelian Brands - L’Oreal – Nestlé - P&G – Pepsi – Porsche - Reckitt Benckiser – Seat – Tesla - Unilever