

# **The 4xA<sup>2</sup> Green Marketing Mix in economic practice**

*An empirical study about acceptance & realization from a corporate perspective*

## **Authors**

Matthias Schlipf<sup>1</sup>, Julia Rotter<sup>1</sup>, Tobias Gaugler<sup>2</sup>

<sup>1</sup> HM – Business School, University of Applied Sciences Munich, Munich, Germany

<sup>2</sup> Department of Business Administration, Nuremberg Institute of Technology,  
Nuremberg, Germany

## **Abstract**

Based on current research studies and company case studies, an adapted 4xA<sup>2</sup> Green Marketing Mix for a resource-efficient economy and businesses is proposed. The approach is based on an integrated consideration of the purchase and usage phases in both the B2C and B2B segments with regard to product design criteria, true cost accounting, and consultative and objective marketing. An online survey of company representatives ( $n=215$ ) was conducted to record and analyze the acceptance and degree of realization of the proposed *4xA<sup>2</sup> Green Marketing Mix* measures. Acceptance is assessed from the perspective of the individual company representatives, while actual implementation is assessed on the basis of the status within the respective companies. The results of the study show that there is a high level of acceptance of the proposed measures, but that implementation in a corporate context is lagging behind. The highest degree of realization and the smallest discrepancy between acceptance and realization can be found in the area of ecologically sustainable product design. The lowest acceptance and implementation rates are found in the area of sustainable (true) costing and availability-based pricing. The area of “green sales” offers both the greatest acceptance level and potential to improve, whereas the area of promotion is considered less relevant and ambiguous in view of greenwashing and greenhushing.

## **Keywords:**

- Sustainability
- Green Marketing
- Sustainably Marketing
- Marketing Mix
- Economy Transformation

## **Track choice:**

1. Marketing and Sustainability
2. Marketing Strategy

## Introduction

Human and corporate activity currently threatens the stability of our ecosystems and thus the availability of resources and livable conditions for current and future generations (IPCC, 2022; Richardson et al., 2023). The European Union (EU) wants to actively counteract this development with the EU Green Deal and fulfill its obligations under the Paris Climate Agreement (EU, 2019; UN, 2015) as well as counteract greenwashing. Achieving the goal - a competitive yet socially and environmentally responsible economy in the EU - requires further development of current business practices (EU, 2019). In order to achieve a (timely) transition to a resilient economy, it is necessary to focus on all three strategies of sustainability: In addition to primarily technology-oriented resource efficiency (Bourg et al., 2017; Krohns et al., 2011) and ecology-related resource consistency (Braungart & McDonough, 2021), society-oriented resource sufficiency must also be integrated (Fuchs et al., 2020; Schlipf & Maier, 2023) in order to achieve resource-decoupled and resilient economic growth (EU, 2019).

Marketing is a fundamental part of business activity. In order to contribute to a resource-efficient, resource-consistent and resource-sufficient purchasing and usage behavior, it is necessary to expand and even partially contradict the previous understanding of marketing. Marketing can have a major impact and relevance for the green transformation if the frame of reference is broadened (Peattie & Peattie, 2009; Ripple et al., 2017; White et al., 2019; Chandy et al., 2021). Just as the emitters of greenhouse gases (industry, mobility, energy, agriculture, etc.) are diverse, broad, and critical, green marketing must address these emitters in a diverse, broad, and self-critical manner.

Therefore, the aim of this paper is to further develop the traditional marketing mix and the far-reaching 4P approach (product, price, place, promotion) (McCarthy, 1960) towards a green transformation. Other authors have already worked on expanding the marketing mix (e.g., Peattie & Belz, 2010; Kotler, 2011; Perreault & McCarthy, 2002; Pomeroy, 2017; Garg et al., 2024). This paper builds methodologically on existing approaches and integrates concepts developed and verified by the authors. Various research and company case studies are used to show how resource-efficient, resource-consistent, and resource-sufficient purchasing and usage behavior can be promoted. From this, a new model - the Green Marketing Mix - is conceptually developed and proposed. This develops the classic 4P approach into a new and sustainable  $4xA^2$  approach (Schlipf & Gaugler, 2024), which distinguishes between the (re)purchase aspect and the (re)use phase of the corresponding services, among other things (see Fig. 1). Furthermore, the level of acceptance and the degree of realization of the proposed  $4xA^2$  *Green Marketing Mix* measures are evaluated from a corporate perspective based on an online survey.

----- insert Figure 1 about here -----

### Concept of $4xA^2$ Green Marketing Mix

This  $4xA^2$  *Green Marketing Mix* is intended to contribute to the design, production, and marketing of products and services according to principles that meet the needs of customers and society in a sufficient, moderate, satisfactory, and long-term manner. This resource-efficient, -consistent and

-sufficient  $4xA^2$  *Green Marketing* approach does not stand for de-marketing, artificial scarcity, or pure regulation, but rather for a focused, lean, and rational marketing that targets companies' responsibility for their products and integrates consumers and regulators accordingly. As a result of the proposed  $4xA^2$  approach, offers and purchasing decisions should be shaped by “*what the customer needs and what is sufficient*” rather than “*how much more the customer should want*” (Schlipf & Maier, 2023). Since the  $4xA^2$  concept was first introduced in 2024, the model has been adopted by manufacturing companies and marketing agencies and integrated into applied

marketing literature (Berthold-Kremser et al., 2025). In the following, each of the four A<sup>2</sup> elements is presented along with current research and company case studies in the B2C and B2B segments.

### **Product-A<sup>2</sup>: ARUM-Design & Asset-as-a-Service**

**ARUM** design (appealing, reliable, use-oriented, modular) and **Asset-as-a-service** are intended to promote functional and emotional durability, supported by product modularity and service orientation, for a long, resource-efficient product life (Bocken et al., 2016; Schlipf & Maier, 2023). This aspect aims to design the Product-P in such a way that the longest possible and resource-saving product life is achieved without motivating (rapid) repurchasing. This can be achieved by promoting functionality and appealing/aesthetic design in order to develop a higher emotional value perception of the product on the part of the customer. It can also be achieved by extending the product's service life with the help of services such as updates, upgrades, repairs, maintenance, and replacement parts. The focus here is less on ownership and more on the usage function (asset-as-a-service) of the product in question (Bocken & Short, 2016). In addition, the modularity of the products should ensure easy and low-effort disassembly, component and material separation at the end of the life cycle. Target is to come from economies-of-scale (of new products) to “economies-of-repair” and “economies-of-disassembly” of used products.

### **Price-A<sup>2</sup>: Actual True Costs & Availability-based-Pricing**

This aspect considers the “true costs” (**Actual true costs**) of a product or service, including ecological (and social) follow-up costs. In contrast to conventional prices, these actual true costs of products are characterized by the fact that environmental and social follow-up costs (so-called externalities) incurred in the manufacture of the corresponding products are included in the price both in the B2C (Oebel et al., 2024; Michalke et al., 2023; Penny, 2023; Pieper et al., 2020) and B2B (Schlipf et al., 2024) sectors. The second A-measure (**Availability-based pricing**) involves a pricing and cost model based on the availability of products to ensure better resource efficiency in the product operation phase and a circular economy. Examples of this are pricing and business models such as pay-per-use, pay-per-hour, and equipment-as-a-service.

### **Place-A<sup>2</sup>: Advisory Selling & Aligned Sales + Service**

The focus here is on transparent consulting (= **Advisory selling**), which explains sustainable business models, ecological impacts, and service options in a way that is understandable, comprehensible, and quantifiable. In this regard, the focus is on providing objective and independent advice to customers during sales talks and the sales process to create transparency between companies and customers (Gossen & Kropfeld, 2022). In many applications - white goods such as washing machines (Boldoczki et al., 2021), machine tools (Tiede et al., 2012), buildings (Rinne et al., 2022) - the CO<sub>2</sub> footprint of manufacturing the products is lower than the CO<sub>2</sub> footprint generated during the entire usage phase of the corresponding products. It is therefore important to operate the relevant products in an “operationally optimal” manner (load-based) depending on the operator profile and to manage the corresponding services (updates, modernizations, retrofits, repairs, maintenance, spare parts) accordingly. Thus, an **Aligned Sales + Service** approach disclosing both the use and the subsequent possibilities for maintenance, services, and modernization/retrofit solutions is required (Schlipf et al., 2019).

### **Promotion-A<sup>2</sup>: Above-board & Authentic Communication**

Corporate communication should be honest, authentic, and encourage consumers to question their purchasing habits in order to promote resource-friendly buying behavior (Gossen & Frick, 2018; Pieper et al., 2020; Schlipf et al., 2023; Gollnhofer & Pechmann, 2025). Companies can

also contribute to this by communicating their own successes and especially challenges regarding sustainability strategies honestly to the outside world (**Above-board communication**). This aspect relates to the company's public communication and should involve independent third parties and thus an **Authentic Communication** (Hentschl et al., 2023; Berthold-Kremser et al., 2025). This gives companies the opportunity to have their “green” commitment certified by certifications, seals, etc. An objective informative model such as the **BIKE** approach serves this purpose:

- Behave with your customer □ behave responsibly towards your customers
- Inform your customer □ be transparent and authentic
- Keep your customer □ accompany your customers for as long as possible
- Earn with your customer □ achieve economic success together with your customers

## Survey Design

The given explanations and diverse promising individual case studies (Schlipf & Gaugler, 2024) show that the  $4xA^2$  *Green Marketing Mix* offers a structured concept with clear recommendations on how to shift businesses towards a green economy. However, in practice, there is often a discrepancy between acceptance and actual realization in companies. Although companies recognize the relevance of sustainable measures, the practical implementation of individual aspects often falls short of expectations. Thus, this study aims to evaluate the current level of acceptance and realization of the  $4xA^2$ -measures from a corporate perspective based on an online survey.

The data was collected using a standardized, anonymous online survey. The survey was created using the LimeSurvey tool and made accessible via a shareable link. Participants were mainly recruited through calls on LinkedIn via the authors' personal profiles. The survey period ran from March 14, 2025, to June 12, 2025 with a total of  $n=214$  participating company representatives. Demographic details of the participants can be found in Fig. 2.

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The survey consisted of a total of 35 questions, most of which were closed questions (single and multiple choice, 4-point Likert scales). The questionnaire was structured by five question blocks: demographic questions, company-related questions, questions on acceptance of the  $4xA^2$  *Green Marketing Mix* from a personal perspective, and questions on realization of the  $4xA^2$  *Green Marketing Mix* from a company perspective and a final question block regarding ranking of the  $Ax$  measures. Those questions regarding acceptance and realization can be found in Table 1.

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The participants' perceptions and attitudes toward sustainable marketing measures were recorded using closed statements that could be answered on a four-point Likert scale (1 = “Strongly disagree/No”, 2 = “Partly not agree”, 3 = “Partly agree” to 4 = “Strongly agree/Yes”). Each of these statements targeted specific characteristics of one of the eight “A's”. In addition, the fifth question block included ranking questions, in which participants were asked to rank the eight elements of the  $4xA^2$  *Green Marketing Mix* in order of importance or feasibility. When formulating the questions, care was taken to ensure that each of the eight “A's” was understandable, and appropriate examples were included for the participants.

## Data analysis

The data analysis was primarily descriptive. Absolute and relative frequencies, percentages, and averages were calculated for closed questions (e.g., agreement with statements on a Likert scale). Bar and column charts were used to illustrate the results. For closed questions based on a

four-point Likert scale, positive (agreement) and negative (disagreement) responses were summarized.

A delta value was calculated to capture the difference between perceived acceptance (from a personal perspective) and its actual realization in the company. This is calculated from the difference between the respective percentages of the acceptance and realization questions:

$$\Delta \text{Delta-A}_x = \text{Level of Acceptance of A}_x - \text{Level of Realization of A}_x$$

## Results

Table 2 shows the aggregated results of the acceptance and realization level of each individual A-measure and the corresponding delta values. With an average of 80.3%, there is a generally high level of acceptance of the 8 As. *Advisory Selling* has the highest acceptance rating of the eight A elements, with 91.1% approval. *Advisory Selling* also shows the largest delta and potential, i.e., the largest gap between approval and actual implementation, at 35.5%. Furthermore, *ARUM Design* with 87.8% and *Above-board Communication* with 86% show a high acceptance rate that is significantly above average. The analysis shows that *Actual True Costing* performs worst with an acceptance rate of only 70.6%.

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The data collection clearly shows that, despite high acceptance, actual realization in companies is significantly lower. The average implementation rate is 61.2%, resulting in an average delta of 19.1% between acceptance and realization. The highest implementation rate was achieved by *ARUM Design* with 78.9%, followed by *Above-board Communication* with 68.7%. The survey evaluation shows that *Availability-based Pricing* is the least implemented, with an implementation rate of only 49.5%. *Actual True Costing* (52.8%) also shows a low implementation rate. Due to the high level of acceptance and realization, *ARUM Design* has the lowest delta (8.9%) and thus the best acceptance/realization ratio. In order to better categorize the calculated percentages, they were evaluated using an adapted version of the Net Promoter Score (NPS). This uses a so-called traffic light system, which is derived from the basic theory of the Net Promoter Score (Reichheld, 2004). The Likert scale used in this survey was adapted to the NPS (see Fig. 3).

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The evaluation of the traffic light rating of all eight A-measures paints an overall positive picture (see Fig. 3, top) in terms of acceptance. Four of the A's (*Advisory Selling*, *ARUM Design*, *Above-board Communication*, *Asset-as-a-Service*) are in the green zone (< 80%). The remaining four A-measure (*Availability-based Pricing*, *Aligned Sales + Service*, *Authentic Communication*, *Actual True Costing*) are in the yellow zone (60–80%) and therefore receive moderate approval. It should be noted that the elements of the Product-P (*ARUM Design* and *Asset-as-a-Service*) in particular meet with broad approval, while the Price-P (*Actual True Costs* and *Availability-based Pricing*) tends to receive less approval.

In the context of the evaluation of realization (Fig. 3, middle), no element achieved a rating in the green segment. All A-measures are in the yellow and, in percentage terms, in the upper part of the red segment. The study results again suggest that the A-measures of the Product-P (*ARUM Design*, and *Asset-as-a-Service*) achieves a higher level of realization, while the A-measures (*Actual True Costs* and *Availability-based Pricing*) of the Price-P receives the lowest level of realization.

The analyzed eight A-measures of the *Green Marketing Mix* can be assigned to the classic areas of the 4P Marketing Mix as well (see Table 3). Analysis of the available data shows that there are

significant differences when the A-measures are aggregated into the corresponding P-elements. Product-A<sup>2</sup> (*ARUM Design* and *Asset-as-a-Service*) has the highest level of acceptance and realization in companies, with a delta value of 13.4%. The most significant differences occur with a delta of 22.7% for Price-A<sup>2</sup> (*Actual True Costing* and *Availability-based Pricing*) and 23.6% for Place-A<sup>2</sup> (*Advisory Selling* and *Aligned Sales + Service*), with Price-A<sup>2</sup> having the lowest implementation rate in the examined companies at 51.2%.

----- insert Table 3 about here -----

According to the  $4xA^2$  *Green Marketing* model, two A's (=A<sup>2</sup>) are added to each of the four P's, with one A-measure for each P reflecting the (re)purchase aspect and the second reflecting the (re)use phase (see Fig. 1). As part of the study, the corresponding A-measures were compared with each other in terms of their acceptance and realization (see Table 3). From the survey results, an average value was determined for the (re)purchase acceptance and realization as well as the (re)use acceptance and realization level. The results show that the (re)purchase aspect has a higher acceptance rate with an average value of 83.9% than the (re)use aspect with 76.7%. The realization rate shows that (re)purchase measures (64%) are rather implemented than (re)use measures (58.3%). Furthermore, analyses of the various demographic subgroups in the sample were carried out. This revealed that the acceptance of the *ARUM* criterion is significantly less pronounced among companies with 10–25 employees than in the rest of the sample. In addition, *Above-board* and *Authentic Communication* are highly significant for family-run business. Family-run companies are significantly more likely to believe that *Above-board communication* is important (7 reject. vs. 100 approv.) than for non-family-run companies (21 reject. vs. 83 approv.).

## Discussion

The results show that the companies examined are well on their way to achieving environmentally sustainable product design (*ARUM Design*). Incentives and legal requirements regarding circular economy, reparability, and decarbonization seem to be having an effect here. In addition to sustainable product design, the focus on the usage function rather than the ownership function (*Asset-as-a-Service*) of the corresponding product is also welcomed. Implementation is still lagging behind in the companies surveyed, which is understandable, as “as-a-service” business models face logistical and contractual challenges, particularly in the manufacturing industry and in mechanical and plant engineering, due to on-site maintenance and repairs at the customer's premises (rather than via-the-air as in the established as-a-service software segment).

In the area of sustainable pricing, both the acceptance and realization of the corresponding Ax measures are lowest compared to the rest of the sample. This reflects companies' concerns that integrating *Actual True Costs* could lead to market share and revenue losses, as not all market competitors would be able to act accordingly. Legislators are certainly called upon here to create a level playing field across countries and regions. Examples of this are the EU Emissions Trading System (ETS) or the proposal for climate country alliances and climate clubs.

The high level of acceptance of an *Advisory Selling* approach for environmentally sustainable products and services and the correspondingly high potential for realization are surprising. Obviously, companies have a responsibility to leverage this potential and improve their environmental sales approach. With regard to sustainability communication, the picture is mixed and suggests uncertainty - also in view of the EU Green Claim Initiative - about what can and should still be communicated in times of greenwashing and greenhushing.

## Summary & future research

Based on specific research and corporate case studies, this study proposes a conceptual extension of the 4xP marketing mix to a *4xA<sup>2</sup> Green Marketing Mix* and presents its actual acceptance and realization level in economic practice. The survey shows that the measures of the *4xA<sup>2</sup> Green Marketing Mix* enjoy high acceptance, with the corresponding “homework” in terms of realization effort by companies and legislators. The comparisons between acceptance and realization reveal significant potential, particularly with regard to Price-A<sup>2</sup> and Place-A<sup>2</sup>. Product-A<sup>2</sup> has proven to be the leader and could represent a promising approach for future measures aimed at environmentally friendly consumption. Future work could further investigate the demographic subgroups of the sample (e.g., economic sector, company age) or examine the concrete implementation of all proposed A-measures within a specific company and the effects in terms of emission reduction and commercial key figures.

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**Figures & Tables**

*Figure 1: Extended 4xA<sup>2</sup> Green Marketing Mix for a transformation to a green economy*

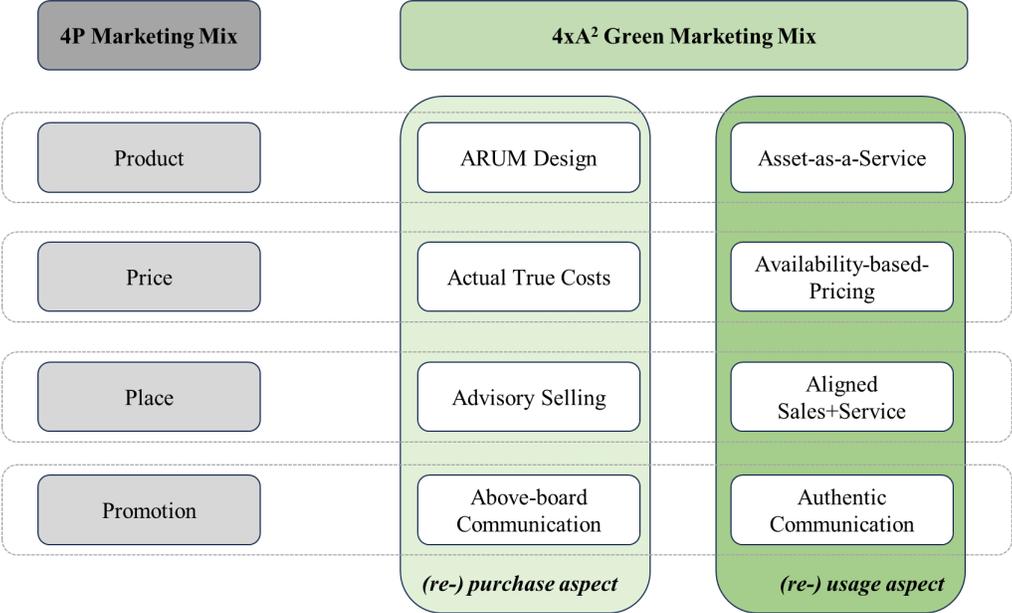


Figure 2: Demographical details of the participating company representatives (n=214) of the online survey (March 14, 2025 - June 12, 2025)

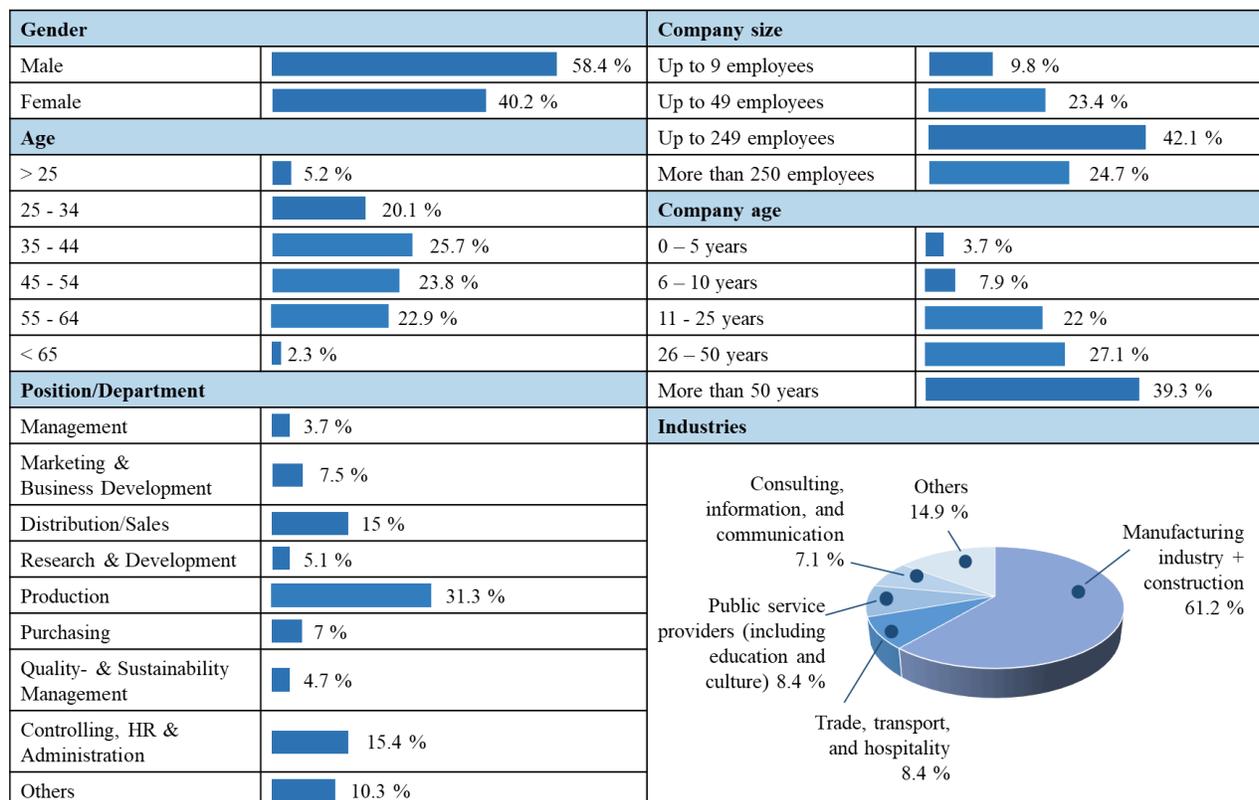


Figure 3; Survey results about each proposed  $A_x$  measure regarding acceptance (top), realization (middle) and delta (bottom) based on a traffic light scoring in reference to Net-Promoter-Score logic

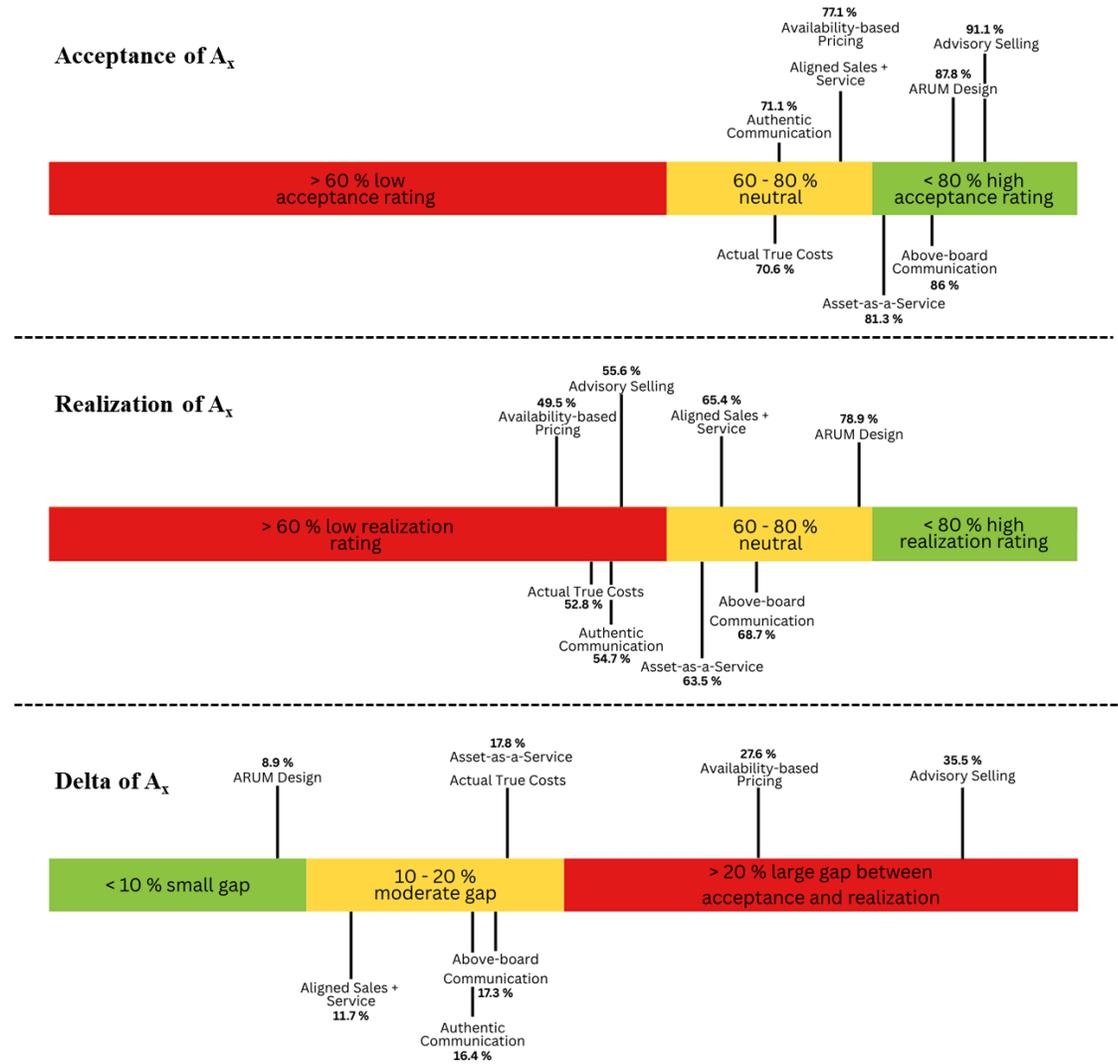


Table 1: Questions of the survey regarding acceptance and realization level for each Ax

Green Marketing Mix	Acceptance	Realization
<i>ARUM Design</i>	<p><i>Current trends show a development towards short product life cycles, in which repeat purchases or the acquisition of the next product generation occur frequently and quickly.</i></p> <p><i>Does your company design the products in a usage-oriented, reliable, and simultaneously appealing way, so that the perceived value of your customers is increased and thus a longer usage duration is promoted?</i></p>	<p><i>Current trends show a development towards short product life cycles, in which repeat purchases or the acquisition of the next product generation occur frequently and quickly.</i></p> <p><i>Does your company design the products in a usage-oriented, reliable, and simultaneously appealing way, so that the perceived value of your customers is increased and thus a longer usage duration is promoted?</i></p>
<i>Asset-as-a-Service</i>	<p><i>Nowadays, the design of cost-effective production plays an important role in new product development. In contrast, in your company's product development, do design criteria such as repairability, maintainability and dismantling (at the end of the product life cycle) have the same importance as cost-effective production?</i></p>	<p><i>Nowadays, the design of cost-effective production plays an important role in new product development. In contrast, in your company's product development, do design criteria such as repairability, maintainability and dismantling (at the end of the product life cycle) have the same importance as cost-effective production?</i></p>
<i>Actual True Costs</i>	<p><i>The production of products generates greenhouse gases and other effects which lead to environmental damage and the associated subsequent costs. Do you think it makes sense to integrate the costs of these externalities into the sales price of the product? (Actual True Costs)</i></p>	<p><i>The production of products produces greenhouse gases and other effects that lead to environmental damage and associated follow-up costs. Does your company integrate the costs of these externalities (Actual True Costs) into the selling price of your products?</i></p>
<i>Availability-based Pricing</i>	<p><i>Nowadays, products are in most cases sold as property: the buyer owns the product and the corresponding price includes the production costs plus a profit margin. Whether the customer later uses the product more or less is not taken into account. On the other hand, you can also price the time the product is used (and not its ownership). For example, you don't buy a copier, but pay per page printed. The provider takes care of service, maintenance and updates for the copier. Do you consider such business and pricing models (such as pay-per-x or equipment-as-a-service) to be useful in order to operate the</i></p>	<p><i>Nowadays, products are in most cases sold as property: the buyer owns the product and the corresponding price includes the production costs plus a profit margin. Whether the customer later uses the product more or less is not taken into account. On the other hand, you can also price the time the product is used (and not its ownership). For example, you don't buy a copier but pay per page printed. The provider takes care of service, maintenance and updates for the copier. Does your company offer business and pricing models (such as pay-per-x or</i></p>

	<i>product (e.g. the copier) more efficiently and for a longer period of time over its life cycle?</i>	<i>equipment-as-a-service) to operate your products more efficiently and durably over their life cycle?</i>
<i>Advisory Selling</i>	<i>Currently, the focus of sales discussions is on the sale of new products. What do you think about also discussing with customers the efficient use and the associated maintenance, services and modernization/retrofit solutions of a product for the longest possible use (which replaces a new purchase)?</i>	<i>Today, economic aspects are the main focus in sales discussions. Does your company already use consulting in sales discussions to convey to customers your company's sustainable business model, future climate regulations and key metrics such as the CO<sub>2</sub> footprint of your products?</i>
<i>Aligned Sales + Service</i>	<i>Today, economic aspects are the main focus in sales discussions. What do you think about companies also presenting the sustainable business model, future climate regulations and key performance indicators such as the CO<sub>2</sub> footprint of their products and the entire company and advising customers on this?</i>	<i>Currently, the focus of sales discussions is on the sale of new products. When selling new products, does your company explicitly address the efficient use and the associated maintenance, services and modernization/retrofit solutions of a product so that your customers benefit from the longest possible use (which replaces a new purchase)?</i>
<i>Above-board Communication</i>	<i>Current communication and advertising by companies is mostly aimed at encouraging customers to increase their consumption. What do you think about companies making their communication transparent, authentic and honest in order to encourage resource-saving purchasing behaviour?</i>	<i>Current communication and advertising by companies is mostly aimed at encouraging customers to increase their consumption. Does your company communicate transparently, authentically and honestly with its customers to encourage resource-saving purchasing behaviour?</i>
<i>Authentic Communication</i>	<i>Today it is a trend for companies to advertise and communicate their products through <b>paid</b> third parties (e.g. influencers). Do you think that companies should instead promote and communicate their products through <b>independent</b> third parties (neutral bodies, regulators or legislators, independent experts) or certified seals?</i>	<i>Today it is a trend for companies to advertise and communicate their products through <b>paid</b> third parties (e.g. influencers). Does your company advertise and communicate its products via independent third parties (neutral bodies, regulators, independent experts) or certified seals?</i>

Table 2: Overview of survey results (n=214) of acceptance and realization level of each  $A_x$  measure and the corresponding delta value (positive agreement rates of Likert scale were summarized)

	$A_x$ measure	Acceptance ( $\emptyset$ )	Realization ( $\emptyset$ )	Delta ( $\emptyset$ )
Product	<i>ARUM Design</i>	87.8%	78.9%	8.9%
	<i>Asset-as-a-Service</i>	81.3%	63.5%	17.8%
	$\emptyset$	84.6%	71.2%	22.7%
Price	<i>Actual True Costs</i>	70.6%	52.8%	17.8%
	<i>Availability-based Pricing</i>	77.1%	49.5%	27.6%
	$\emptyset$	73.9%	51.2%	22.7%
Place	<i>Advisory Selling</i>	91.1%	55.6%	35.5%
	<i>Aligned Sales + Service</i>	77.1%	65.4%	11.7%
	$\emptyset$	84.1%	60.5%	23.6%
Promotion	<i>Above-board Communicat.</i>	86%	68.7%	17.3%
	<i>Authentic Communication</i>	71.1%	54.7%	16.4%
	$\emptyset$	78.6%	61.7%	16.9%
<b><math>\emptyset</math> over all <math>A_x</math></b>		80.3%	61.2%	19.1%

Table 3: Overview of survey results (n=214) of acceptance and realization level of each  $A_x$  measure based on traditional 4P-Marketing Mix approach and based on (re-) purchase and (re-) usage aspect (positive agreement rates of Likert scale were summarized)

	Acceptance (Ø)		Realization (Ø)	
Aspect	(re-) purchase	(re-) usage	(re-) purchase	(re-) usage
Product-A <sup>2</sup>	<i>ARUM Design</i>	<i>Asset-as-a-Service</i>	<i>ARUM Design</i>	<i>Asset-as-a-Service</i>
	87.8%	81.3%	78.9%	63.5%
	84.6%		71.2%	
Price-A <sup>2</sup>	<i>Actual True Costing</i>	<i>Availability-based Pricing</i>	<i>Actual True Costing</i>	<i>Availability-based Pricing</i>
	70.6%	77.1%	52.8%	49.5%
	73.9%		51.2%	
Place-A <sup>2</sup>	<i>Advisory Selling</i>	<i>Aligned Sales + Service</i>	<i>Advisory Selling</i>	<i>Aligned Sales + Service</i>
	91.1%	77.1%	55,6%	65,4%
	84.1%		60,5%	
Promotion-A <sup>2</sup>	<i>Above-board Communication</i>	<i>Authentic Communication</i>	<i>Above-board Communication</i>	<i>Authentic Communication</i>
	86%	71.1%	68,7%	54,7%
	78.6%		61,7%	
Ø	<b>83.9%</b>	<b>76.7%</b>	<b>64%</b>	<b>58,3%</b>