

**How can environmental marketing efforts be successful in motivating consumers
towards more Eco-friendly purchasing behavior**

ERASMUS UNIVERSITY ROTTERDAM
Faculty of Economics of Business
Marketing, Entrepreneurship and Organisation

Supervisor: Mr. G. Havranek
Name: Sonya Veleva
Student number: 325222
E-mail address: sonya.veleva@gmail.com
Study: International Economics and Business Economics (IBEB)
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EXECUTIVE SUMMARY

The problem subject of paper is “How can environmental marketing efforts be successful in motivating consumers towards more Eco-friendly purchasing behavior?” The topic has its social, scientific and marketing implications. The structure of the research will be as it follows:

First part: Introduction – introduction to the subject and the research problem. It will also include the scientific and social relevance as well as a brief overview of the research.

Middle part: Data analysis – this part of the research will be capturing the literature review over the problem statement. Proper explanation is described in the preliminary chapters section of the proposal.

Last part: Conclusion and implications – in this part will be presented the solution to the problem statement and general conclusions will be drawn. In addition, the implications for companies will be discussed. Limitations of the paper will also be presented as well as some ideas for further research.

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INTRODUCTION

Until the 1970s, it was the common belief that nature brings inexhaustible resources, providing mankind with unlimited opportunities for future economic growth. It was during the next decade when academics and politicians joined forces to open the eyes of humanity for the scarcity of these natural resources and the importance of preserving them. Probably the most notable turning point is the report of the Brundtland Commission (then known as the World Commission on Environment and Development), published in 1987 under the name *“Our Common Future”*. This marked the beginning of a new approach that society will use to deal with the increasing concerns about ecological deterioration - sustainable development. Under the pressure of the evolving different social and governmental norms, the corporate world had to react quickly. But it is not all bad. The shift in people's demands towards more Eco-friendly products opened a whole new world of opportunities for businesses. In no time it became clear that being “green” is not only beneficial for the society, but can also bring a lot of profits. Consequently, many companies started incorporating sustainability into every level of their organization.

One of the business areas, where environmental issues are widely discussed and a great amount of activities is taken, is marketing. Concepts such as Green Marketing, Environmental Marketing, Ecological Marketing, and Sustainable Marketing are all part of the terminology used in the field and the definitions of these concepts are even more varied. In his article “An introduction to Green Marketing” (1994) Polonsky gives his definition as follows: *“Green or Environmental Marketing consists of all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such that the satisfaction of these needs and wants occurs, with minimal detrimental impact on the natural environment.”*

Scientific and Social Relevance of The Subject

Although green marketing has become extremely popular in the last two decades, significant improvement of the pro-environmental behavior is still not seen. The majority of consumers admit that they are familiar with the problems about preserving the planet and that they are willing to take actions. However, there still exists a large gap between people's attitudes and their actual behavior. Despite the motivation of consumers to act Eco-friendly, much smaller percentage of people actually do. Many academic works were developed in intent to understand how can these pro-environmental claims be converted into actions, but definite results are still missing. And all the

efforts that businesses and governments are putting in the attempt to live in a more sustainable world are in vain, if people are not willing to change their personal lifestyle.

For making this process even harder, businesses are also to be blamed. The period of sharp economic growth, characterized by companies trying to deliver immediate solutions to consumers' demands, has left a profound imprint on the society as a whole. The approach of firms to deal with problems is still dominated by looking for short-term solutions. The concept of sustainability, on the other hand, is a long-term issue. If industrial aims are to shift consumer behavior and motivations to be socially responsible, companies have to start by changing people perceptions about what can be done and how difficult and slow the process is.

People can feel global warming everyday thus environmental issues and ecology, although very abstract for the mass, have a touch to everyday life. There is a certain relation class A refrigerator or washing machine saves energy which is good for the environment because of lowering CO2 emissions as a result of lower electricity consumption. The price can be leading criteria for buying a product like the hamburger for example. People find McDonalds tasty and buy it every day although the company is popular with its behavior not in favor of the environment. However when buying appliance the criteria is different. The long term usage of goods makes consumers consider more sustainable consumption. Here the marketing's role seems easier.

Additional challenge is set in front of marketing however, as it has often been blamed as a key force in driving unsustainable over-consumption (Peattie & Crane, 2005). There is a lot of skepticism, regarding marketing campaigns, as they are seen as a tool used only to sell products and maximize profits. In order for these campaigns to be successful, the focus of marketing should shift and try to gain consumers thrust. Marketing should find a way to show to people the gravity of the environmental problems and convince them that actions are taken from companies to prevent further deterioration. The problem that is still in hand is how this can be done.

Purpose and Nature of the Research

The purpose of this research is to investigate what are the reasons for the existing gap between people intentions and their actual behavior when it comes to environmental issues. In addition, even the more essential part of the research is how can marketing tools be used, to try to erase this gap and motivate consumers to convert their intentions into actions.

Research Process and Methodology

As the academic work on the subject of sustainable consumption and environmental marketing is very broad and thorough, the research will be based primarily on literature review. The methodology will be focused on finding, evaluating and comparing different results from previously done researches. There will also be some real life examples of marketing strategies aimed to reach the green consumers as well as evaluation of their success. Based on these evaluations, conclusions will be made. The geographical limitation of the research is developed countries.

Problem Statement and Research Partial Questions

The problem definition of this paper is “How can environmental marketing efforts be successful in motivating consumers towards more Eco-friendly purchasing behavior?” In the process of developing the solution to the problem, several sub-questions must be answered:

1. What is consumer attitude towards sustainability and Eco-friendly consumption?
2. What are the major obstacles that still hold back the mainstreaming of green products? This can also be formulated as what are the reasons why there still exists a gap between consumer attitude and their actual purchasing behavior.
3. How can marketing be used to successfully overcome these barriers and motivate consumers to behave pro-environmentally?

These sub-questions are also used as titles for the different sections of the middle part of the research.

II.1. UNDERSTANDING CONSUMERS ATTITUDE TOWARDS SUSTAINABLE BEHAVIOR

In order for a company, or an industry, to be successful in motivating consumers to change their behavior and to be more responsible for the future development and social welfare, the first thing that needs to be clearly understood is what are people attitudes towards this kind of behavior. The majority of people are not willing to change if the change does not bring any personal benefits. It is therefore the marketers' responsibility to know what exactly consumers are looking for, and to find a way to deliver it. Before doing that, it is extremely important to segment the “green” consumer market properly. In this chapter the focus is on evaluating different segmentation models, presented in previous researches, trying to extract the most appropriate ones.

The model followed here is as follows:

- ➔ What are the factors motivating a consumer to make a purchase in general and why people do buy green or sustainable; what are the obstacles;
- ➔ Based on the conclusion that there are consumers that want to buy green the next step is to study how many are they in general;
- ➔ Having the general model is a good start to show us how many green consumers there are but further step would be to find what are possible segmentation criteria and how exactly the research should be undertaken
- ➔ Based on the specifications of the industry and goals of the company what should be the right green marketing strategy? In this chapter basics should be given while in more details this will be researched over next parts of the proposal.

In the literature that was researched are available different approaches studying green consumer segments and segmentation models. Firstly several surveys' (Roper 2002, Hardy and Ecopreneurist) results present the different segments of green consumers in the market whereas results are mainly for the US market. Another approach is undertaken in Straughan and Roberts (1999) report where the author researches which are the most appropriate segmentation criteria when segmenting the green consumption. Apart from presenting the segments and methods for segmentation other authors (Ottman, 2004) focus on the reasons why consumers buy ethical, sustainable or green. All have its importance for the conclusions reached here.

First step, as described above, is to study what are the purchasing criteria in general. The leading motivation for most consumers is the personal benefit and only after that society matters. (Carrigan

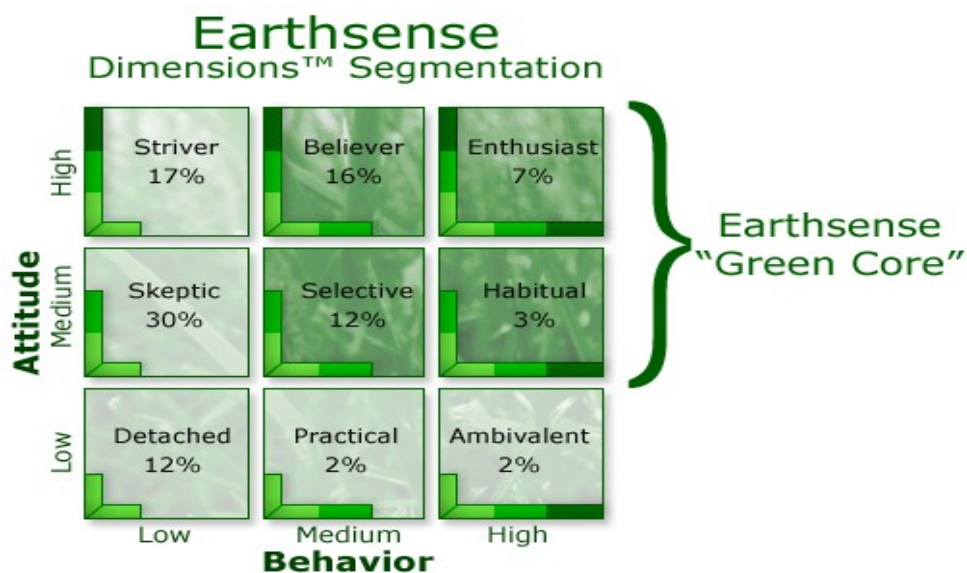
and Attalla, 2001). Also the authors point out that amongst the leading motivation factors are the price and convenience. People would not behave ethical or green if they have to pay a premium or need to put more efforts to commence the purchase. Slightly different is the case when consumers consider their health and would buy organic food even with the premium price if they are convinced it is better for their health (Schaefer & Crane, 2005). When consumers buy not for themselves but for their children this criteria even deepens (Pickett-Baker & Ozaki, 2008). In general it can be concluded that different purchasing motivation exists for different products and it should be considered if the green product is food or a TV set for example.

During my research I found several documents citing the Roper report where can be found information about the five major segments of consumers in terms of green consumption patterns. The industries researched are: Automotive; Apparel; Paper/Packaging; Food/Agriculture; Home furnishing; Technology; Home improvement; Energy/Utilities; Household products; Lawn/Yard care. The information about the segments in details is shown in Appendix 1. Here will be shown the outcome in brief along with the most important conclusions.

Five Segments of Consumers in the United States

- “True Blue Greens” (major green purchasers and recyclers: 9%)
- “Greenback Greens” (will buy or give green, won’t make lifestyle changes: 6%)
- “Sprouts” (who care but would only spend a little more to buy green: 31%)
- “Grousers” (who see the environment as a problem, but somebody else’s: 19%)
- “Basic Browns” (who essentially don’t care/won’t care: 31%)

Having the results seem that more of the consumers do not care or the “green” market is a still limited. Similar are the results from another research by Mike Hardy published in 2009. It shows that Enthusiasts, which are most passionate and active green consumers are only 7% of population (15.6 million US adults). He shows 9 segments of green consumers and provides further segmentation criteria along with results for the United States. It is important not only how many green consumers exist but also to what extent they tend to buy green products



Source: Nine Shades of Green America: Green Consumer Segmentation

Apart from the surveys that focus on dividing the US market in segments another segmentation model is by using the criteria of how Eco-friendly consumers are. This approach has been undertaken by LOHAS¹ movement and cited by other authors like Horler (2011). The results are not valid only for USA, but globally. These surveys reveal that when marketing environmentally-friendly products and services, four consumer segments can be identified as targets for companies. The results can be summarized as follows:

1) **LOHAS**: strong views regarding personal health and the planet as a whole. These consumers are not too concerned about the price and are strong users of green products. Their behavior is not only reflected by their concerns but they are permanently looking for ways to influence other segments also to go green (16%).

2) **Naturalites**: their interest is mainly driven by their concerns to be healthy and about personal wellness. This is reflected in their consumption of natural and organic products, as well as gym memberships. By these actions they can protect the environment but their concerns for the planet are not as important as it is for the LOHAS. Naturalites represent 24-25% of the total number of consumers.

3) **Drifters**: have a shifting commitment to most issues, including sustainability but as whole are not too concerned about environment. Drifters are youngest segment and their behavior is inspired

¹ **LOHAS** is a **MOVEMENT** that aims to bring balance back to our planet by inspiring individuals and businesses to find their own unique way of being environmentally friendly

by the latest trends. This group is very price sensitive and this is an obstacle for green their buying. (23%).

4) **Conventionals**: they are the practical users and would do any efforts like recycling only in order to save money but tend to be less environmentally-conscious in attitude, they are practical consumers whose energy-conservation. The recycling efforts can make them a target for some marketers as conventionals may be interested in green products in the long run (23%).

5) **Unconcerned** — that group of consumers have other priorities and are not really sure what green products are available. They buy products strictly on price, value, quality, and convenience and would not be very willing to buy green at all (14%).

The so far presented 3 models (Roper, 9 green shades and LOHAS) give the percentage of the different green segments. In general it can be concluded that too little are the truly green consumers— somewhere between less than 9-16% in different models. The unconcerned consumers represent a large group that has a potential to move towards Eco-friendly consumption. Still in order is how to erase the gap between attitude and consumers behavior. When choosing a strategy or if to implement green marketing, a company has to consider the green segments; their responsiveness to greenness and how sensitive they might be; the competition; if higher green sensitiveness than the entrance of new competitor having green marketing affects the company (Ginsberg & Bloom, 2004).

In their research Straughan and Roberts (1999) report that expressions of environmental concern are not making the “green consumer”. They research different segmentation approaches and past studies. The conclusions of the authors is that the psychographic criteria is more effective than the demographic and suggest that there is no ideal approach to segmenting the market, but five variables have to be studied and those are: Segment size, segment accessibility, ease of identification, strategic / operational effectiveness and segment stability.

One of the most impressive results from this research is that amongst most important ecologically conscious consumer behavior for the respondents is the person's belief that individuals can play an important role in combating environmental destruction.

The main reason for the green consumer behavior as per Straughan and Roberts’ research is the fact that people can play a part and main reason consumers do not act green as per Ottman (2004) is their believe that the big companies and not consumers have to pay the green premium.

The EU has a in its campaign “Stop climate change play your part.” (Driven by the Green Group) where are stated 10 things the ordinary citizen can do to stop climate change for example. Many NGOs work on the problem, but marketing is the science related to customer and the market and marketing tools may have greater success than political and scientific statements. On the label of a green product there should be information about the results a consumer can deliver to the planet Earth by buying the product.

So no matter if segmenting or offering to the mass market the company has to convince consumers that the product is really green. In the 1990s many companies claimed that, but their products were not actually green. Here the labels helped (both Ginsberg stated this and both statements are based on Roper survey). Labels can be used as an important tool because they can guarantee by a sign – Blue angel in USA, butterfly in EU. The label is gained by an independent organization authorized by the government. Here the role of the government is twofold - it gives guarantee to consumers, but it also supports good practices and companies that are green can be recognized. Further recommendations of what should the companies do are given in the next chapters. Here the example is given in order to show how the information provided by marketers needs further support from a third party due to the lack of trust.

Gap exists between believes and action (Pickett-Baker and Ozaki, 2008). General issues are not specific enough to lead to action. Market for green products is under-exploited within groups with pro-environmental values. Although very small as percentage, the truly green or enthusiastic buyers or LOHAS represent a segment of millions of consumers worldwide. As the purpose of this research is to find an answer how marketing can boost the Eco-friendly purchasing behavior, the rest of the consumers are of greater interest. Mostly those in the middle can become greener and obviously there is a certain segment of consumers that can not be targeted. What can be done with the potential?

From the literature review and the stated above it can be concluded that one of the main reasons for the gap between consumer’s attitude and their behavior is that consumers look for the benefits from using a certain product. More important for the consumers tend to be the value a product can bring them and eco-friendly issues are not the leading. In the next chapter the study will focus on the main obstacles that still hold back the mainstreaming of green products. Although some of the reasons are purely rooted in consumers’ behavior, definitely marketing during last decades also played its part. Marketing is the science supposed to create a definite behavior and not stop it.

II.2. THE MAJOR OBSTACLES THAT STILL HOLD BACK THE MAINSTREAMING OF GREEN PRODUCTS

After examining the basics of consumer behavior regarding environmental issues, it will be wise to investigate why the greening is still only capturing a niche market. If concerns about sustainability are so many, and the popularity of the subject is this big, how come that green behavior is still not appropriately adopted by the majority? In this chapter, the focus will be on what are the biggest barriers that marketers are facing, when trying to promote the Eco-friendly behavior in the mass market. Possible barriers could be: price sensitivity, Perceived lower-quality of green products, Distrust in marketing promotions, Limited knowledge, Availability and convenience, Inside the company. The importance of each barrier varies by product, industry, and geography (Bonini and Oppenheim, 2008)

II.2.1. Price Sensitivity

Still, a lot of the green products that reach the market are overpriced, compared to the conventional substitutes. In some cases this is because of the higher costs involved in the product development process. In other cases however, it is just a marketing strategy, aimed to maximize the profits of the firm and not protect the environment.

There is a conflict between the interests of different stakeholders (Carrigan and Attala, 2001). As a result consumers doubt that the higher price is needed for a certain product to be green. If this consumers' view, that the higher price brings only higher profit, is added to price sensitivity the effects doubles. Consumers may be suspicious that the green product is sold with a premium just because it is green (Ottman, 2004). This is obstacle that stops consumers to buy, because they believe that the higher price brings the company a profit, but no real benefit for the environment.

However during the last decades consumers accepted that green products normally cost more and if the company sells them for the same price as analogs people are suspicious if they are really environmentally friendly. Carrigan and Attala (2001) state that consumers punish the unethical behavior of companies more than they reward the ethical and still people buy because of the price, value, quality and brand similarity. In the purchasing criteria the green is amongst the leading motivation. People buy more for themselves and have personal reasons to buy or not rather than

social or environmental.

On the other hand the results for buying organic food are because it is much healthier (Ginsberg and Bloom, 2004). When considering health, price is not always the leading motivation. The consumers can see a direct benefit for them which is not the case for an electric car for example, where although in long term it can turn to be cheaper to use, the obvious direct benefit is for the environment. For consumers it is important for what exactly is paid the higher price. Consumers are not willing to pay premium just because the product is green, and so the purchase of the product has to bring other benefits (Ottman, 2004)

II.2.2. Perceived Lower-Quality of Green Products

A lot of people share the opinion that green products are of lower quality than their regular substitutes, because of the sacrifices of environmentally harmful components. Consumers are skeptical about the quality of green products and assume they are with lower quality (Ginsberg and Bloom, 2004). In the past green products were with worse quality – for example laundry detergent that is not harmful for the environment cannot wash as good as the analog (Ottman, 2004).

But it is not only the quality as consumers' value but also the false green goods that are offered. Some products promoted as green are not as green because only some components are recyclable while the rest are not Eco-friendly. For example consumers cannot be convinced the product “paper towel” is green if it is packed in non-recyclable nylon (Ginsberg and Bloom, 2004).

The quality is an important purchasing motivation for many products. Like in the example with the detergent it is not only quality of the product but also the value that the consumption of the product adds for consumers. If a product cannot have the expected results, than consumers distrust in it, but also in the quality of the green products as a whole.

This perception is totally different for the organic food. Consumers can believe it has even better quality because it brings benefits for their health. On the other hand still many consumers will prefer buying a hamburger because they find it tasty (Ginsberg and Bloom, 2004).

II.2.3. Distrust in Marketing Promotions

Marketing is often seen only as a selling tool, and there are a lot of critics that exactly marketing is

the reason for over-consumption. A company has to convince consumers that the product is really green as in the 1990s many companies claimed and products were not actually green – labels help (both Ottman and Ginsberg stated this – both statements based on Roper survey). Some examples of false green marketing practices are the green selling, green harvesting and compliance marketing.

Green selling – this began in the early 1990s when environmental concerns amongst the society grew and many companies included green in their selling campaigns (Pattie and Crane, 2005). However this was not marketing focused on new greener products development, but just promoting existing products by adding to environmental features. As a result consumers distrusted green claims. There could not be seen any difference in the products and so green selling was accepted with cynicism. Nowadays still same notions exist and many companies are not willing to add environmental issues to their marketing activities no matter their products have green qualities because managers fear from alienating consumers who distrust the green slogans.

Green harvesting – greening could create costs saving for the company – for example less packages. However, the gained savings are not transferred to the consumer but opposite - harvested by the company which even sells green product with a premium. A strong negative long-term consequence is that nowadays customers expect green products to be sold with premium and if not people doubt that they are as environmental friendly as stated.

Compliance marketing – companies stated they comply with the environmental legislation and so they are green. This cannot be successful because companies have to comply and are expected to. It cannot be competitive advantage.

All above are examples of unsuccessful attempts for green marketing. Companies applied some of them in the past like the green selling when the environmental concerns begun to be of greater importance in the late 80s and early 1990s. Although green marketing had developed some results in stimulating Eco-friendly purchasing behavior, they are still not even close to what is expected and desired. Some of the reasons for this are rooted back in these failure practices which have strong impact on consumers' attitude.

Paradoxical proposition is that the way through the environmental crisis created by excessive and unsustainable consumption, is yet more consumption. In contrast, sustainable marketing also has to address non-purchase behaviour such as product use, sharing, maintenance, disposal, and take-back (Peattie and Crane, 2005).

II.2.4. Limited Knowledge

It is possible that people are still skeptical about sustainable consumption, just because they do not have a proper knowledge about the harm that conventional products do on the environment. If this is the case, there might be improvement in consumer behavior if marketers take adequate measures to educate people about the benefits that green products bring to the society.

There cannot be a definite answer about marketing's role, but some guidelines can be established – for advertising (too slim anorexic bodies, cigarettes and cancer) and other marketing tools (Carrigan and Attalla, 2001).

The truly green consumers are well educated and know a lot about the green products, their characteristics and where to find them. The largest online empowerment community of green consumers, with 14 million members, allows the kind of informed decision making that is key to green consumption (Ottman, 2011).

The limited knowledge, however, is still a great problem for the mass market. The company needs to find a way to convince consumers what is their individual contribution by purchasing the green product. Many consumers believe that only big companies can and must play their part.

Although consumers are becoming more sophisticated and seem to be very well informed they do not have enough information or have the wrong information. For example what time does the PVC bags need to degrade; the dimensions of the pollution they cause; people do not tend to pay more for getting these bags from the supermarket so they need to be convinced and the marketing tools can be used here – shop for second hand cloths that are recycled product and the concept is to re-use not throw away gives 5% discount each Thursday for consumers that does not pick PVC bags. If consumers have more information they could enter the green issues in their purchasing equation.

Many products are green but consumers do not know that and even if they would like to have Eco-friendly purchasing behavior they wouldn't buy products that they do not know are green. Lack of information is one of the main reasons for the gap (Ginsberg and Bloom, 2004). What consumers mostly assume green products and Eco-friendly purchasing are about as perception is shown in Appendix 2.

II.2.5. Availability and Convenience

As green consumers still only represent a niche market, it may turn out that more people are willing to switch to environmental products, but they do not, just because these are harder to find, or harder to use. Especially in the western world, people are used to have everything they need, conveniently waiting to pick it up and consume it. This attitude might be one of the reasons why the mass-market is still dominated by conventional products.

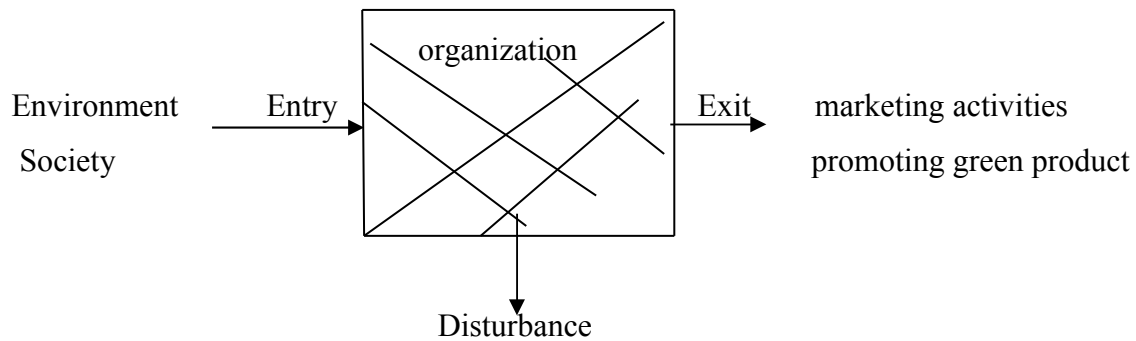
The convenience of use for many products stops consumers buying their greener analogs like is for example the Ford electric car. What is the price of the vehicle? Where is this in the equation? Price is important criteria and maybe the reason for people not buying it is that more inconvenient car although in long term is more economical cannot stimulate consumers buying it – for more expensive products consumers are more price sensitive (Ginsberg and Bloom, 2004).

More consumers would support positive marketing behavior than boycott negative. They would buy green if they can do this as easy as buying the analog. Another reason for the attitude-behavior gap is that consumers wouldn't stop buying a product that is unethical if they rely on it (Carrigan and Attalla, 2001).

II.2.6. Inside the Company

Green is often only limited to marketing department and not integrated with other business functions (Peattie and Crane, 2005). Moreover many of the marketers are conservative or the so called “formula marketing”. This means doing what is tried-and-tested, again not changing the core of the product. Most of the companies are seeking short term cost savings and not long term investment. This is not green marketing but finance orientation.

Companies face difficulties when despite the fact that the right green marketing approach is undertaken as seen from the outside, the inside organizational believes are not as green. If we look at the company as a system (Jackson, 2000) it has the right signal at the entry and also broadcast green but the middle is not coherent. This inevitably leads to disturbance thus the long term broadcast is questioned.



During the research it was founded that the obstacles are too different for different industries as the purchasing criteria is not the same for food or cars for examples. Many researchers try to find the answer. The number one reason stated by US consumers is that green products are too expensive

Barriers to Green Purchasing	
<i>% U.S. general population indicating each of the following prevents them from using environmentally responsible products and services 2009</i>	<i>%</i>
They are too expensive	63
I am not sure they are actually any better for the environment	36
I don't know enough about them	30
They are not available at the stores/other places I shop	28
They do not work as well as the products I usually buy	23
They are less convenient to use	14
Nothing / no reason	12

Source: © 2010, Natural Marketing Institute (NMI), 2009 LOHAS Consumer Trends Database.

Generally the main obstacles that still hold consumers go green are of two major groups. The first are social and behaviorist like the price sensitivity, the limited knowledge while the second major group are problems caused by the companies. Some date back of their fault green marketing in the past and other are related to the lack of present action. These truly marketing reasons and the possible strategies to overcome the obstacles are further researched in the following chapter.

II.3. WHAT CAN MARKETING OFFER IN ATTEMPT TO OVERCOME THE OBSTACLES THAT HAMPER GREEN PURCHASING BEHAVIOR

After defining the problems that marketers face when trying to motivate consumers towards environment friendly behavior, it is time to focus on the possible solutions. All actions related to green marketing sound challenging and hard to achieve. In this chapter of the research the attention will fall on to how marketing can make the most of the situation. However in order to study what can be done now first should be researched what marketing didn't do the right way in the past. This will be followed by general statements of what should real green marketing do. In order to erase the gap between consumers' attitude and actual behavior green marketing can use branding, as well as different elements of the marketing mix. At the end it would be wise to introduce also different green marketing strategies applied by companies.

II.3.1. False Green Marketing

Peattie and Crane (2005) in their research express that what is popular as “green marketing” is neither marketing, nor green or environmental. Reasons why green marketing failed are compared with the work of King why marketing as a concept failed in UK in the 80s. Some critical issues related to green marketing are its ***sales orientation*** – marketing is only sales based and green issues only appear in the promotion not in making the product itself green; ***compartmentalism*** or limiting green only to marketing department; seeking ***short term*** results. The sustainable development as a concept is the opposite. It needs to reach long term, sustainable results. Basically it could be simply concluded that the problem with most green marketing activities is that they are limited to not significant changes in the marketing mix with an accent only on the promotion.

Five routes to failure are named by Peattie and Crane: green spinning, green selling, green harvesting, enviropreneur marketing, and compliance marketing. Some of them were already presented in more details in the previous chapter so here the rest two will be studied only.

Green spinning – more PR and related to the consequences of the company or the industry is typical for example for the oil, automobile sector. It is not marketing related to customers, but to society and relevant authorities. The green spinning is related more to lobbying, publishing brochures and reports and merely public relations activities which maybe part of the marketing

communications, but is anticipated as overcoming negative impact and attitude rather than building on long term branding.

Enviropreneur marketing – designing green products without trustworthy research; people responded they would buy green products, but it was mainly because they are expected to give this answer when asked. There were no definite products, but consumers were ready to buy green in general. This is not enough to conclude a certain green product will be bought and also what price the consumers are ready to pay. So the results from market researches were overrated and long-term results for many green enviropreneurs who rushed in developing green alternatives were not like expected.

Real green marketing should:

- ➔ Start with the customer. After that of course consider all stakeholders.
- ➔ Long-run perspective – sustainable. Not for example promoting recyclable containers without recycling facilities in the area. This is hard to be done after so many years promoting immediate benefit for the customer.
- ➔ It has to involve full use of all company's resources. The Eco-friendly concept should be part of the whole company and its supply chain. This is very difficult to achieve in practice.
- ➔ Be innovative. For example by improving product longevity – appliances are very contaminating; introducing better methods for disposal – ex. Battery.

In order to erase the gap between consumers attitude and their purchasing behavior and reach the desirable results green marketing has an arsenal including the branding and certain tools of the marketing mix that can be used. Following are suggestions how this can be done.

II.3.2. Branding

Marketing should be taking the responsibility, rather than standing behind the idea that the company is just a servant of the consumer's desires and wishes. The marketing should educate the consumers and make them wish green products. Consumers want to act green, but they expect businesses to lead in tackling the issue of climate change. To do this, the companies need to develop more and better environmentally-friendly products. Some already are, but they are not good positioned, finds a Climate Group study, which discovered that two-thirds of American and British consumers cannot name a green brand (Bonini and Oppenheim, 2008). Similar were the results of the National Technology Readiness Survey in 2007. It was found that of 1,025 U.S adults more than two thirds

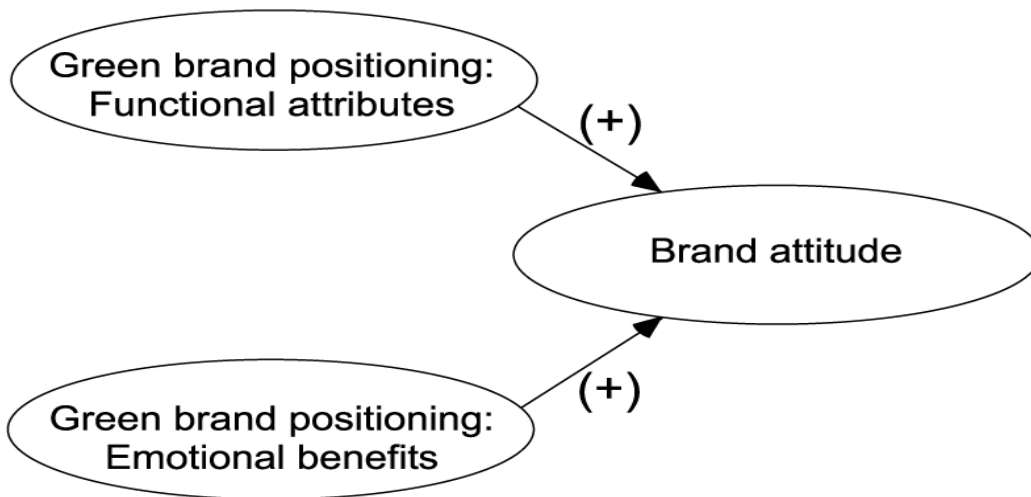
of participants say they prefer to do business with environmentally responsible companies, but almost half say it is difficult to find green goods and services.

A well implemented green positioning strategy can lead to a more favourable perception of the brand, giving support to the green marketing approach in general. When creating a green brand for a business or company actions are more important than words, because falsely claiming action and being found out will gather far more ill will than not having done anything green at all (Young, 2011). Green marketing should focus on finding a way to position the products in the minds of consumers as having the same quality as their analogs and put forward the companies' efforts (mainly in consumer's mind) that the production is orientated towards costs saving in order to offer green products at a lower price and in more convenient way in order to satisfy consumer's purchasing criteria. Brands can be used to gain customer trust in the products and in the company itself. When people identify themselves with a certain brand they might be much more likely to change their behavior. Thus, incorporating the greening into the brand image could turn to have positive influence on consumers purchasing decisions. However, this incorporation must be carefully thought through, otherwise it might be very harmful for the company's reputation.

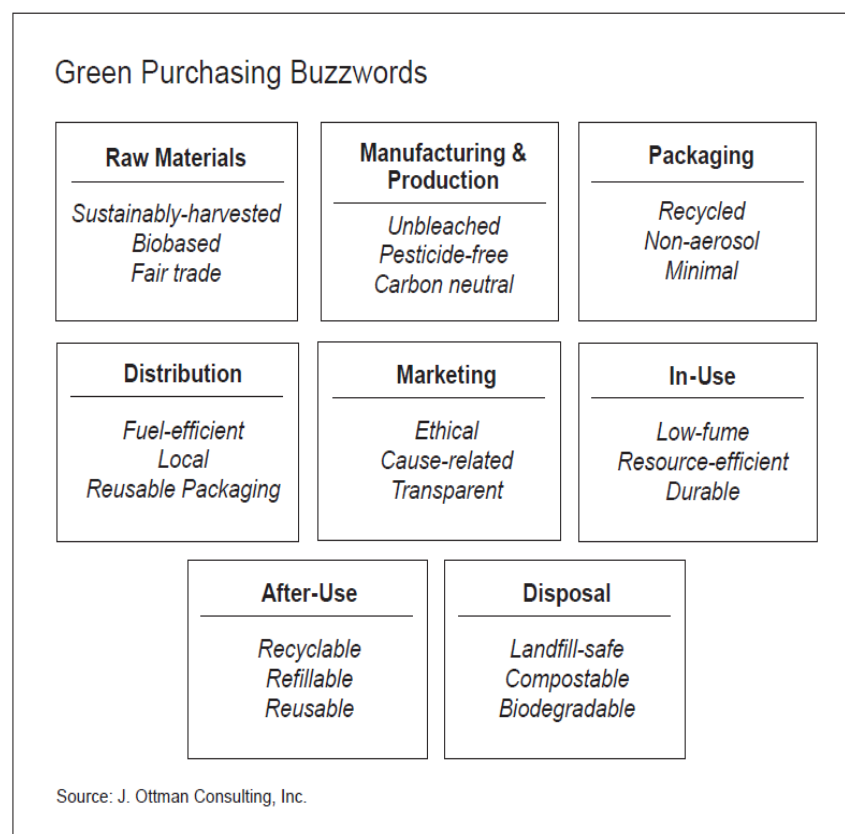
There are some specific issues related to green branding compared to traditional brands.

One of several key elements of creating additional value of companies' products is building an emotional bond to customers. Emotions are a key to understanding the behavior of consumers (Russo, 2010). Green brands can have exactly this emotional element. One robust result is that when consumers believe they are making a tangible difference on environmental or social criteria, this belief strengthens their commitments to products.

Results of a research by Hartmann *et al* (2005) indicates an overall positive influence of green brand positioning on brand attitude. Further findings suggest distinct functional and emotional dimensions of green brand positioning with the interaction of both dimensions in the formation of brand attitude. Highest perceptual effects were achieved through a green positioning strategy that combined functional attributes with emotional benefits.



As the green brand creates stronger emotional bonds with consumers, the company must be very careful and avoid green-washing. It is not enough for a company to green its products; consumers expect the products that they purchase to help reduce the environmental impact in their own lives too. Such consumer expectations raise the bar and imply that consumers may hold companies responsible for the environmental impact of the products that they buy – across the entire lifecycle. Consumers increasingly care not just about product sourcing, but about its use and disposal too. From the scheme below it is visible where in the cycle what consumers’ concerns may arise.



II.3.3. The Marketing Mix

Branding, as powerful as it is, is not enough to change consumer behavior. Therefore, a modification of the marketing mix is needed as well.

Product - A greater focus on how a product is made is required in order consumers to be convinced same is sustainable. The product must have a new definition. What is needed to be done in general is convincing consumers that the changes in products and thus their purchasing behavior required are necessary and worthwhile, and that the benefits and motivations involved are genuine (Schaefer and Crane, 2005).

The concept of Kotler for the product consisting of 3 circles: core, packing, brand, service etc. with the focus moving from the outer to the inner circle.

Price - It was already shown that amongst the main obstacles for consumers to purchase green is the price. The company has to emphasize on the cost instead of the price – long term consumption like it is for the computers or cars. The companies must make sure that consumers understand the financial and environmental returns on their investment (Bonini and Oppenheim, 2008). If consumers are able to track their savings from using a product, they are more willing to try new green products—especially those that cost more. People will feel more confident about their eco-friendly purchases when they understand how the products help the environment. In the USA many companies participate in Energy Star's voluntary EnergyGuide labeling program. In retail stores labels are placed on products in order to inform about the products' annual energy use (in watts and dollars) and compares it to similar products. This is presented in a simple and clear manner. So the information helps consumers choose products that not only are energy efficient but also save them money in long term. This is a good example of overcoming the price sensitivity barrier.

Place - Green marketing needs to change the market and not only the product – for example take back and recycling of beer bottle. In order to erase the gap between consumers' intention to act green and their actual purchasing behavior marketing should emphasize on the benefits from the product use.

Promotion - Marketing communication must inform but not just impress. This can have great effect but is most difficult to be achieved in just 30 sec TV ad or onto a short label. Here is the role of environmental education in the society. The more informed consumers are, the easier they could

grasp the marketing's message. This is on the other hand making consumers more demanding from a company.

Carefully optimizing marketing efforts to target a niche market while still being effective is preferable for every marketing budget; for green marketing it is a necessity. Only a limited segment of the population consider purchasing a green product, a segment that tends to segregate into communities that share their knowledge and preference of green products without regard for traditional campaigns. To access this market, companies must advertise at the appropriate venues and to the right markets to ensure their efforts are rewarded (McClendon 2010).

In the previous chapter it was founded that one of the barriers that still holds the mainstreaming of the green marketing is because consumers look for a personal benefit when buying a product. Marketing of green products can be successful by demonstrating win-win situation. It depends on the usage of a product. For instance for mothers making purchasing decision – their children win – the environment win. (Pickett-Baker and Ozaki, 2008). Some purchasing scheme can be presented as 4 side model – company-buyer-consumer-environment marketing efforts may be successful by addressing the win-win of two of them. This should be a focus in the communication mix.

It is clear that there are many possibilities to stimulate consumers go green by branding green or using tools from the marketing mix. The next thing is a company to take action.

II.3.5. Green Marketing Strategies

In their work Ginsberg and Bloom offer managerial solutions for companies which green strategy they have to apply. The aim is to give recommendations to companies how they should behave. The research offers systematization of the different green marketing strategies and which should be applied. After answering several core questions about the industry and segments the company recommends which strategy is better for a concrete situation. The approach is totally different compared to the results this paper is trying to reach. Analyzing it however can give answer to the following question: why marketing is not enough green for companies that are implementing green initiatives. If a company's marketing strategy is orientated towards the competition and following two conditions exist: the threat of new entrants is high and the consumers' sensitiveness towards greenness is high, than this can stimulate the green marketing activities.

What needs to be considered by the company is green differential – can competitors be beaten in this dimension; if improving the greenness will improve its market presence and brand acceptance; will there be negative results if no green activities are taken and to what dimension; what is the size of the green segment.

The attitude towards consumers who buy unethical may influence respondents in marketing researches answer wrongly (Carrigan and Attalla, 2001). So if the results are used for building marketing strategy, this may have fatal results. Before relying on a market research a company has to consider how reliable the results are.

A company has to answer all above questions prior taking decision whether to promote its green activities and apply one of the following strategies:

Lean green – implementing green initiatives but not marketing them; companies do so in order to optimize their costs and comply with the regulations. Example of such company is Coca-Cola. Risk for such companies is that if they promote their green activities this will do them more harm than good because can raise questions why this was not done before the green initiative; it will make consumers be more suspicious and look in depth all the products and activities of the company.

Defensive – sporadic or temporary green initiatives; precautionary measures taken in period of crisis or as a response against activists and / or competitors. Companies do not permanently have green activities because for their industry consumers are not green differential.

Shaded greens – they apply long-term environmentally friendly process but choose to promote them as benefit of secondary importance – example is Toyota.

Extreme green – life-cycle pricing approach; total-quality environmental management; manufacturing for the environment – ex. Honest Tea – degradable tea bag.

When choosing a strategy or if to implement green marketing at all, a company has to consider the green segments; their responsiveness to greenness and how sensitive they might be; the competition; if higher green sensitiveness than the entrance of new competitor having green marketing affects the company. Companies need to educate consumers. Roper survey showed that half of the Americans would buy environmental friendly products if the labels and displays or the

salesperson can provide the reliable information why is the product environmentally friendly.

In this part of the research the focus was on how each of the components of the marketing mix can be modified in order to have the maximum influence possible on customers purchasing decisions. As amongst the main obstacles for consumers to act green is the higher price of green products marketing can instead promote the costs and benefits of a product. Product modification is also very important, because consumers won't change their purchasing habits unless they see the benefits of that change. It was also demonstrated how can be built successful green brand and as a result convince consumers buy green. Finally different green marketing strategies where analyzed. It was shown that not every company promotes its greenness together with a short explanation why. This is also needed to make the natural connection with the next chapter with examples of companies.

II.4. REAL LIFE EXAMPLES OF COMPANIES

This last chapter of the research will show some practical examples. Several companies' marketing strategies will be presented. The idea is that companies that are engaged with a different degree of pro-environmental activities will be discussed. For example The Body Shop is one of the most active green companies. On the other hand McDonalds has been pressured to change, but its brand image strongly contradicts with the green concept. Companies like Coca-Cola are highly involved in the sustainable development, but have chosen not to popularize their actions. There exist a lot of differences in the approaches of businesses. Therefore it will be interesting to investigate how consumers respond to these differences in terms of how their behavior has changed. This will help to get a clearer view on what marketing techniques are successful in motivating people to behave more Eco-friendly, and which have failed to deliver the desired results. In order to select examples were picked companies that are the most cited in green marketing literature but also companies that are amongst the top brands in several countries (See Appendix 3). Also an approach that was used during the pick up of examples was the industry. Many of the green products are for personal and everyday usage like foods, detergents, cosmetics and appliances (See Appendix 4).



Coca-Cola is not a top-ten green brand but is actually a pretty green company. According to the strategies mentioned in the previous section Coca-Cola is a Lean Green company. As a result of increasing demand for a green profile, the company tackled its most problematic area, plastic bottling. The plastic bottle was redesigned to lower the use of non green material. This helped the company with gaining profits while raising Coca Cola's "green" profile. The firm also pledged 100% recycling of its bottles sold in the US. This alone did not bring new customers or profit, but significantly raised the green profile and added good image to the brand. Coca-Cola is also taking green steps on their packaging, with the release of the "PlantBottle," which is comprised of 30% renewable materials from feed-stock resin. A life-cycle analysis conducted by the Imperial College of London indicates the "PlantBottle" reduces carbon emissions by up to 25% compared against petroleum-based PET bottles.

This example shows how easy it is to create green "add on" to the company brand. While in other industrial processes, the actual work may require extensive packaging redesign, production process modification and financial investment. This move alone doesn't make Coca-Cola a green champion but it certainly will help make their products less environmentally harmful. In 2009 Coke did 2 things. It unveiled an ad campaign urging recycling. This is the visible green effort. During the next year Coca-Cola announced that it will spend \$3 million to perform green upgrades to its headquarters in Atlanta. The aim is to cut energy use in the building by 23%, and cut water consumption by 15% by installing energy-efficient lights and air-conditioning equipment, and also harvest rainwater.

This is a very good example how a company can go green and not only sell green. There is more to do than selling green products. With that building investment the result for the environment is that it will eliminate 10,000 metric tons of CO2 emissions annually, as well as save over \$1 million in annual operating costs. While some of the upgrades are modest, it is a sign that green building concepts are becoming more mainstream.



There are 80 McDonald's initiatives around the world, aiming to make the company greener such as: using renewable packages, switching from bleached white napkins to plain brown; using fryers that require less oil; reduce electricity consumption in restaurants; using solar hot water heaters; decreasing the weight of polypropylene cold cups; serving salads in cardboard bowls instead of plastic dishes; separate receptacle for organic waste. Due to the limitation of this paper more details about the green initiatives of McDonalds around the world are presented in Appendix 5.

Despite its efforts, McDonald's has been criticized for the waste it creates around the world. In the UK, McDonald's is responsible for 29 percent of all takeaway litter, according to The Mail. Greenpeace has alleged that the Brazilian soya that McDonald's feeds its chickens is responsible, in part, for the destruction of rain forest lands. Eric Schlosser's 2001 book Fast Food Nation claimed that McDonald's uses political influence to put profits before people's health and the social conditions of its workers.

Energy savings and waste reduction are central to McDonald's corporate social responsibility strategy, Langert said. Globally, the restaurant consumes \$1.7 billion annually in energy and it spends another \$1.3 billion handling its waste. McDonald's has more than 31,000 locations worldwide.

McDonald's is trying to show consumers its "greener" side with a new institutional marketing effort. The company is doing this under pressure and many consumers are skeptical about the greenness of McDonalds. However due to globalization consumers may boycott a company around the world and make it go green. Although McDonalds have many critics for not being enough green at the same time it has lots of loyal customers that do not care of that and buy hamburgers due to availability and low price.



Procter & Gamble Co.'s (P&G) has made a continuing commitment to greening its corporation. Its website has a long list of eco goals, but the reporting is still lax, difficult to read and challenging to evaluate. P&G "Future Friendly" campaign teaches consumers how they can have a positive impact on the environment by making their homes more energy efficient, using less water, and reducing the amount of household waste. Specific tips include washing clothes in cold water and drying them in the air rather than in a dryer. P&G benefits because it refreshes its brand, enhances its reputation, and protects its market share from new environmentally friendly competitors. The company has pledged to develop and market at least \$50bn in cumulative sales of "sustainable innovation products" between 2007 and 2012. As their management stated the aim is P&G products to have at least 10 per cent less impact on the environment than previous or alternative versions.

P&G's four new commitments - powering its plants with 100% renewable energy, using 100% renewable or recycled materials for all products and packaging, having zero consumer and manufacturing waste go to landfills, and designing products "that delight consumers while maximizing the conservation of resources" are similar to Wal-Mart's and other companies goals stated during the last decade.

But the rest, which have no specific timeline, Procter & Gamble has announced several, including committing by 2020 to replace 25 percent of petroleum-based materials with "sustainably sourced renewable materials," reduce consumer packaging by 20 percent, reduce manufacturing waste to less than one-half of 1 percent, use 30 percent renewable power for its manufacturing plants, and reduce truck transportation 20 percent. The company says it will report progress on these goals annually.

Another giant going green was **General Electric (GE)**. In 2005 GE launched "Ecomagination," an initiative with the broad objective of meeting environmental challenges such as the need for clean water, renewable energy, and reduced emissions. Ecomagination covered GE's efforts to enhance its investment in sustainable technologies and increase its revenues from sustainable products such as lower-emission aircraft engines, efficient lighting, wind turbines, and water purification technology. As part of the Ecomagination campaign, GE also undertook efforts to make its own operations more environmentally sustainable. One of the results of the program is that GE kept its greenhouse gas emissions flat in 2005, even as revenues rose.

So far the companies of the companies presented made greener their products or their buildings. Another approach is undertaken by Dell.



In partnership with The Conservation Fund and Carbonfund.org, Dell has launched 'Plant a Tree for Me,' a program that makes it easy and affordable for individuals, corporations or even entire communities to "go zero" by measuring and then offsetting their carbon emissions associated with the electricity generated to power an extended portfolio of IT products – simply by planting trees. This involves the consumer in doing something different than just buying the product of a company and thus has not only Eco-friendly purchasing behavior but also green behavior in the local community. This initiative maybe will not make Dell sell more computers but is surely the right thing to do. It is part of its marketing mix and particularly communication mix. But apart from planting trees Dell is a truly green company as it offers:

- Most energy efficient desktops in the world

- World's first energy smart servers
- First and only company to offer free PC recycling worldwide
- First technology company to be carbon neutral by the end of 2008

Dell understands that its responsibility for the computers it produces does not end when they leave the factory and has created the Dell Recycle program in which it attempts to lessen the impact of obsolete computers, keyboards, mice, monitors, and printers that might otherwise end up in landfills. By recycling obsolete computers, Dell is able to keep toxic chemicals out of landfills and to reuse useful materials.



The following example is for a company which products are indisputably green and what more can it do – the **Body Shop**. The flagship store will be The Body Shop Singapore's most environmentally friendly store, with vast improvements in energy efficiency and extensive use of eco-friendly materials.

"We wanted a stunning customer friendly space that not only encapsulates our reputation as the original, ethical brand selling high-quality skin and body care products, but is also a store that gives us the opportunity to raise the bar on our commitment to protecting the planet," Bill Spence, The Body Shop international retail director, said. The shopping space will be lit mainly by energy efficient LED lighting, while the fittings in the store are built using recycled off-cut teak from discarded wooden pallets typically found in factories, and used for carrying crates.

"The Body Shop Singapore hopes that what we have achieved in the ION store will encourage and inspire other retailers to start thinking about how they develop their stores, using environmentally-friendly materials and energy efficient lighting whenever possible," Daisy Tan, The Body Shop Singapore head of brand and values, said.

Like with the example of Dell it's not only the product but the all what a company shows to the society that can help erase the gap between consumers' attitude and actual behavior.

Here the list of companies can be continued but it is not necessary as above can give enough material for further conclusions.

There are lean green companies like Coca-Cola that are much greener than they show to the society. But only the fact the operations of a company are green cannot change consumers' behavior. The initiative Coca-Cola started with the recycling bottles is a good way to mainstream Eco-friendly behavior. This can be done by many companies offering soft drinks and beer. But if plastic or glass bottles can be recycled and consumers want to do this it is also very important such facilities to exist in the area. Companies cannot go alone and mainstream the recycling.

Other companies like the McDonalds are going green in order to cut costs and because they are under pressure. There is a small step between being defensive green however and implementing long-term green marketing initiative. Some campaigns, even if implemented only episodically or defensive, may stimulate consumers to act more Eco-friendly and after that repeat their green purchase.

Some companies that already are offer green products like Dell can afford to go on further with involving consumers in environmental issues.

Another issue related to Eco-friendly behavior is to buy local products. For example fruits and vegetables produced in the area. This is the opposite of the examples of the multinational companies show above. In order to stimulate consumers buy those local products however the government and NGOs has to play their part.

III. CONCLUSION

The research reached its goal and answered stated questions. Some of them better while for other further research can be done. It was mainly based on existing literature on the subject while a field survey can add more to the results. Another limitation is that the problem stated was studied in general and better results can be reached if a certain industry, product or country is analyzed. Most of the publications available are for the developed countries and mainly the United States. The US however is where marketing was born. The US still doubt whether to sign the Kyoto protocol and as a whole environmental regulations in the European Union are stricter. This means a lot of the companies in EU are forced to go green. On the other hand examples given are for companies from the United States.

In the work process first was studied the consumers attitude towards sustainable consumption as a whole and different segmentation models in particular. It was found that still the green consumers represent a very small segment although results vary depending on the industry and demographic characteristics of the segment. It can be said that truly green consumers look for green products and are loyal consumers.

The problem stated however is not related to the existing green buyers but the rest that state they are ready to do but do not actually purchase green. It was concluded that amongst the main reasons for this is that in market researches many consumers give the answers they are expected to. Apart from this there are a number of obstacles that hamper consumers buy green. Amongst the most important are the price sensitivity and limited knowledge. As we live in information era the knowledge will be easily spread in near future and consumers can be educated. The price of the green products on the other hand is a greater barrier. As it is in the US than what about the rest of the world and developed countries. What can marketing do in this relation is to put an accent on the costs and not the price and especially for long-term appliances. Other obstacles like the distrust in green products were caused by the false marketing in the past. There are lessons and examples that need to be considered in the future.

No matter the many obstacles and big gap that still exists, marketing can offer many things in order to stimulate a lot to erase the gap between consumers attitude and Eco-friendly behavior. Companies need to educate consumers. Roper survey showed that half of the Americans would buy environmental friendly products if the labels and displays or the salesperson can provide the reliable information why is the product environmentally friendly.

Apart from looking for an answer of the main problem stated general green marketing strategies also were analyzed in order to have a more comprehensive view. When choosing a strategy or if to implement green marketing at all a company has to consider the green segments; their responsiveness to greenness and how sensitive they might be; the competition; if higher green sensitiveness than the entrance of new competitor having green marketing affects the company.

To increase the sales of environmentally sensible products, companies must remove the main six obstacles — namely, limited knowledge, negative perceptions, distrust, high prices, and low availability as well as anticipate the green marketing as leading management principle for the whole company. In other words, they must:

- increase consumers' awareness of green products,
- improve consumers' perceptions of eco-products' quality,
- strengthen consumers' trust,
- lower the prices of green products,
- increase these products' availability.

Maybe the time of the green marketing has not yet come. Mass market consumers are not ready to purchase green and if we can see this happens in western society what about the rest of the world – in developing countries production is environmentally harmful and people cannot care what they buy because the issue is whether they could buy a meal at all. The question is how much time can we afford to lose, before it will be too late. Because if consumers do not start changing their purchasing behavior the consequences could be fatal. And although there is not indisputable evidence that we are causing the global warming, we just can play our part in causing less pollution and harm to the environment.

What companies can do through marketing is to educate people about the importance of every choice they make, to show them the impact that their actions could have and to set an example of what does it mean to be green. Can marketing do this alone? No. The government and NGOs need to assist companies in the education of consumers, to make sure that all the premises for changing behavior are available and to convince people, that the only thing they have to do is to react.

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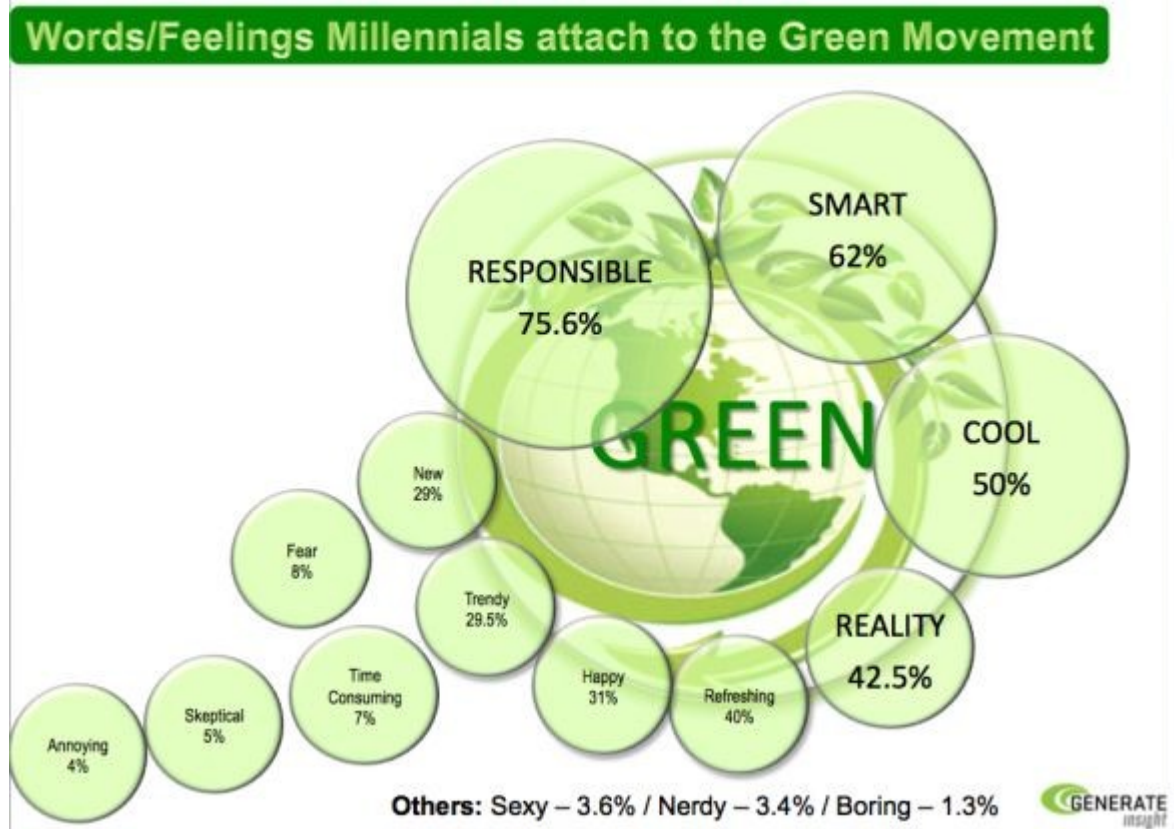
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V. APPENDECES

Appendix 1

The Roper Survey divides consumers into the following groups

- **True Blue Greens (9 %):** True Blues have strong environmental values and take it upon themselves to try to effect positive change. They are over four times more likely to avoid products made by companies that are not environmentally conscious.
- **Greenback Greens (6 %):** Greenbacks differ from the True Blues in that they do not take the time to be politically active. But they are more willing than the average consumer to purchase environmentally friendly products.
- **Sprouts (31 %):** Sprouts believe in environmental causes in theory but not in practice. Sprouts will rarely buy a green product if it means spending more, but they are capable of going either way and can be persuaded to buy green if appealed to appropriately.
- **Grouzers (19 %):** Grouzers tend to be uneducated about environmental issues and cynical about their ability to effect change. They believe that green products cost too much and do not perform as well as the competition.
- **Basic Browns (33 %):** Basic browns are caught up with day-to-day concerns and do not care about the environmental and social issues



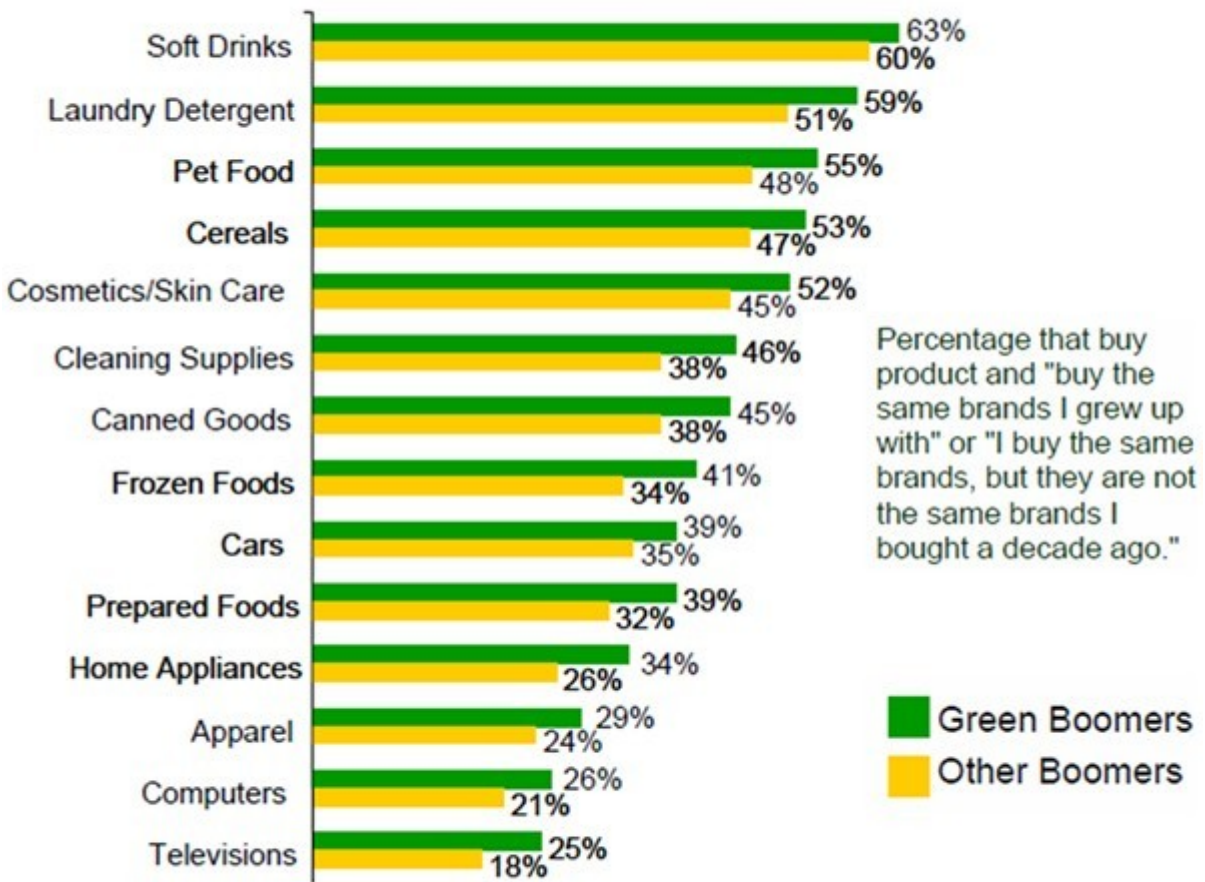
Source: MarketingCharts is a Watershed Publishing publication

Appendix 3 – top brands



	AUSTRALIA	BRAZIL	CHINA	FRANCE
1	Subway	Natura Cosméticos	Haier	Yves Rocher
2	Toyota	O Boticário	Gree Electric Appliances, Inc.	L'Occitane en Provence
3	ALDI	Ipê	Microsoft	Veolia Environnement
4	IKEA	Unilever	Mengniu	Belambra Clubs (vvf)
5	Woolworths	Nestlé	Volkswagen	IKEA
6	Apple	Petrobras	Shangri-La	Decathlon
7	Dove	Bombril	Tsingtao	Danone
8	IGA	Johnson & Johnson	Yili	NIVEA
9	Kimberly-Clark	Avon	Lenovo	Suez Environnement
10	Coles	Hering	Suning	Leclerc
	GERMANY	INDIA	U.K.	U.S.
1	Alnatura	Amul	The Body Shop	Seventh Generation
2	LichtBlick	Dabur	Innocent	Whole Foods Market
3	Frosch (Erdal Rex)	Infosys	The Co-operative	Tom's of Maine
4	Tegut	Taj Hotels Resorts and Palaces	Marks & Spencer	Burt's Bees
5	Edeka	Britannia	IKEA	Trader Joe's
6	NORDSEE	Suzlon	Dove	Walt Disney
7	REWE	Hindustan Unilever	Sainsbury's	SC Johnson
8	Dr. Oetker	Wipro	Waitrose	Dove
9	Volkswagen	Maruti Suzuki	Fairy	Apple
10	ALDI, Danone, Henkel (TIE)	Godrej Consumer Products	Morrisons	Microsoft, Starbucks (TIE)

Brand Loyalty of Green Boomers



Source: Focalyst View 2006

Base = Total Boomers

Appendix 5.

- About 80 percent of packaging used by McDonald's Europe comes from renewable resources.
- In Canada, switching from bleached white napkins to plain brown has saved \$1.3 million annually, while reducing energy, wood and water use.
- U.S. restaurant locations recycle about 13,000 pounds of used cooking oil per year, on average.
- Using a fryer that requires less oil allows restaurants to cook the same product with 40 percent less oil, saving 4 percent in energy over other fryer models.
- U.S. locations completing an energy survey identify savings of \$3,000-6,000. McDonald's USA recognizes "Energy All-Stars," or store managers that have provided examples for others.
- In France, 10 restaurants that have committed themselves to an interactive software, EcoProgress, have reduced electricity consumption 11 percent over a few months.
- McDonald's Mexico is testing solar hot water heaters in four locations to reduce use of liquified petroleum gas, with a corresponding 2.7 percent decrease in monthly LP gas consumption and a 19 percent drop in carbon emissions.
- McDonald's Sweden is using CO2 detectors in 24 restaurants to adjust ventilation systems to the amount of customers in the store, reducing electricity use 15 percent annually.
- McDonald's Europe is serving salads in cardboard bowls instead of plastic dishes, and wooden coffee stirrers instead of plastic.
- In the U.S., decreasing the weight of polypropylene cold cups has decreased costs by 6 percent and saved nearly 1,000 tons of resin.
- Various anti-littering marketing campaigns have been implemented in Portugal, Italy, Switzerland, the UK, Australia, Germany and other nations.
- A variety of different waste and recycling bins have been tested in certain countries. A German model achieved a 90 percent recycling rate.
- Restaurants in Switzerland feature a separate receptacle for organic waste, which is sold to Kompost, which ferments the waste into biogas.

Source: McDonalds website