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THE ENVIRONMENTAL IMPERATIVE

Throwing Shade



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Greenwashing

Greenwashing occurs when a firm presents itself as being green (mindful of the environment) but actually performs poorly on environmental measures (Delmas and Burbano, 2011). Often such greenwashing occurs because a firm initiates a public relations effort to silence environmental critics without changing things for the environment (Mendez, 2020).

(Continued)

Brands need to present real evidence to validate their claims to be environmentally friendly. Brands that provide no such evidence, but use vague terms about their environmental commitment might be guilty of greenwashing. Such vague terms might include 'sustainable', 'socially responsible', 'eco-friendly', 'bioplastic', or 'recycled content', 'natural', or 'green'. In the US, the Federal Trade Commission has developed Green Guides to provide guidance on what firms should do when making green claims (FTC, 2020). In this way, the FTC regards greenwashing as an issue related to truth in advertising.

In 2020, the watchdog NGO Truth in Advertising presented a short list of firms accused of greenwashing (Truth in Advertising, 2020). These included the following: (1) VW, BMW, Chevy, Ford, and Mercedes-Benz for marketing 'clean diesel' autos (when their diesels release nitrogen oxides more than 65 times what the Environmental Protection Agency allows), (2) Procter & Gamble's Charmin Freshmates for marketing the product as 'flushable' because they are safe for sewer and septic systems (when only well-maintained plumbing systems can handle these wipes when flushed), and (3) Reynolds American's Natural American Spirit cigarettes as an eco-friendly cigarette (when cigarette smoke contains hundreds of toxic chemicals and at least 69 that cause cancer).

Ben & Jerry's might be regarded by many as a 'woke' or socially aware business. It sources Fair Trade ingredients in order to improve the lives of farmers in developing countries and it has long supported climate action, as well as racial justice (Ben & Jerry's, 2020). But its critics note that Ben & Jerry's product is an unhealthy one (Holman and Buckley, 2020). A half pint of chocolate chip cookie dough ice cream at Ben & Jerry's delivers 25 grams of sugars and 16 grams of fat with its 280 calories (Fatsecret, 2020). Currently, glucose is increasingly regarded as the new tobacco and some ethnic minority groups (such as Black Americans) are more likely to contract Type 2 diabetes than Whites.

The Organic Consumers Association (OCA) has sued Ben & Jerry's in a consumer deception lawsuit asserting that Ben & Jerry's marketing claims about 'happy cows' and 'caring dairies' are not based on fact (Regeneration Vermont, 2020a). In other words, many consumers believe Ben & Jerry's uses grass-fed organic milk due to its marketing, but it does not. According to Regeneration Vermont, the nonprofit group advocating for a return to sustainable and regenerative agriculture in Vermont, Ben & Jerry's sources its milk from concentrated animal feeding operations (CAFOs) in which cows remain in confinement on concrete – not grass – for their entire lives (Regeneration Vermont, 2020b). Additionally, independent testing by the OCA discovered traces of glyphosate (the weed killer Round Up developed by Monsanto) in 10 of 11 Ben & Jerry's ice cream flavors. Michael Colby, a co-founder of Regeneration Vermont says that after meeting with Ben & Jerry's for a year in hopes that Ben & Jerry's would source organically, he was told by Ben & Jerry's founder Ben Cohen that Ben & Jerry's would not transition to organic because it wouldn't allow them to 'maximize profits' as a wholly owned subsidiary of Unilever.

Questions to Consider

- How do you feel when you learn that greenwashing happens in markets today?
- What does this say about firms' wishes to be perceived as being aligned with environmental concerns close to the hearts of consumers?
- Can you think of some brands that you might need to scrutinize now regarding their claims to be environmentally friendly? Which ones would these be?
- Should there be closer oversight of firms making green claims or is the current arrangement where NGOs and the media call out greenwashing firms sufficient?

CHAPTER OVERVIEW AND LEARNING OBJECTIVES

This chapter will discuss what Philip Kotler – a leading thinker in marketing – calls ‘the environmental imperative’ (Kotler, 2011a). Macromarketing scholars have long focused on environmental degradation as an externality of marketing. In fact, ‘environment’ is the third of the six core dimensions in macromarketing’s QuEEnSHiP acronym presented in Chapter 1. The question emerging from such research was, ‘can anything be done about this externality?’ Now, managerially oriented scholars like Kotler are suggesting that the some of the assumptions of marketing practice, such as limitless resources of the Earth and unconstrained carrying capacity for waste on the planet, are wrong. At this juncture when such fundamental assumptions of marketing are being rethought, macromarketing offers valuable insights into crucial societal issues regarding the environment. Many of these issues have already received treatment over the years by two schools within macromarketing – the developmental school and the critical school of thought.

This chapter also presents the importance of the ethical concepts of citizenship (being responsible to society at large) and stewardship (being responsible to another stakeholder) in responding to the environmental imperative. For firms pursuing environmental stewardship, employees will lead this effort. In this pursuit, the values and principles of employees help firms discover new products, new markets, and new internal processes for conducting operations.

Not surprisingly, firms that treat the physical environment with respect tend to do the same with other stakeholders, beginning with their own employees. In other words, stewardship is not limited to environmental stewardship. Stewardship of resources also applies to human resources – within the firm first, and then outside the firm. Transparency is a core dimension of firms marked by stewardship ethics. This can be extended to an ‘open books’ atmosphere where just about all information in the company is made available to employees in the firm.

Firms responding to the environmental imperative are likely to find a receptive audience to their actions. Notably, many environmentalists who took an adversarial stance toward business are now seeking to work with businesses because of the recognition of the importance of jobs and employment to society (Nordhaus and Shellenberger, 2007). Here, a recognition that profits must be made by businesses is an important aspect of this revised way of regarding business persons and their endeavors.

Values-driven firms, such as New Belgium Brewing Company based in Fort Collins, Colorado, pursue profits and draw on a more humanistic approach to stakeholders to obtain these profits. The results of taking a triple-bottom-line approach can be seen in the firm being able to make its Belgium-style brown ale more distinctive and appealing to a wider set of customers. New Belgium accomplished this by using its community of pastoral amateurs to call consumers to this movement that pursued a less materialistic but higher quality of life.

After this chapter, you should be able to answer the following questions:

- What is the environmental imperative?
- How did the developmental school and the critical school differ in their views regarding the role of marketing systems in environmental stewardship?
- How are citizenship and stewardship similar? Different?
- Why are employees endemic to success in shifting to sustainable business practices?
- How can sustainable enterprises choose to identify and reinforce their values and principles for a far-flung workforce?
- What advantages do values-driven companies gain regarding branding?
- How can sustainable enterprises reinforce a high-involvement culture of the firm?
- How can sustainable enterprises reinforce sustainable suppliers around the world?

FROM BAD BUSINESS TO GOOD BUSINESS

Commerce in the Age of Transparency

Urgency Regarding Environmental Degradation

Pope Francis issued *Laudato Si'* – a 70-page encyclical on the environment in 2015 (Pope Francis, 2015). In his provocative encyclical, he called for urgent action to stop climate change and proposed that caring for the natural environment be added to traditional Christian works of mercy, such as feeding the hungry and visiting the sick (McKenna, 2016). The Pope did not mince words in describing man's destruction of the environment as a sin and accusing mankind of leaving coming generations 'debris, desolation and filth' (Pope Francis, 2015, p. 47). He also called the climate a common good meant for all and decried the asymmetrical burden climate change imposes on poor countries. He also denounced profit maximization.

Laudato Si' resonates with many macromarketing concepts as evidenced by Pope Francis' use of the word 'systems' 58 times.

Northwestern University's Philip Kotler is one of the most respected scholars of marketing and his ideas about marketing and society are macromarketing ones, too. His popular textbooks have influenced business culture around the world to the point that terms in his book (such as consumer orientation, segmentation, targeting, and positioning) are known by those who have never studied marketing formally (Hackley, 2009, p. 2).



Philip Kotler of Northwestern University's Kellogg School of Management

Source: Photo used with permission of Philip Kotler and featured on the cover of Philip Kotler, *My Adventures in Marketing* (Idea Bite Press, 2017).

Today, Kotler cites not one, but a set of environmental challenges that compose an environmental imperative for society, such as (a) climate change, (b) depletion of the ozone layer that protects the Earth from ultraviolet radiation, (c) soil degradation and increased desertification, (d) increased air and water pollution, (e) reduction in the availability of fresh water, and (f) increasing depletion of physical and natural resources, such as oil, copper, timber, and ocean fisheries. Kotler sees that companies now need to make drastic changes in their product development, manufacturing, financial, and marketing practices if sustainability is to be achieved. This is the environmental imperative.

In this era of the environmental imperative, firms will not want to appear indifferent to larger economic, social, and environmental concerns (Kotler, 2011a). With consumers e-mailing, blogging, and tweeting both the good and bad aspects of firms and their activities, firms are now 'swimming in a highly transparent fishbowl' (Kotler, 2011a, p. 134). As a result, accountability has increased markedly for firms in society in what some have termed the Age of Transparency (Meyer and Kirby, 2010).

The Influence of the Internet

When asked if there would be a widespread conversation in society about a ‘green economy’ if the internet did not exist, *The New York Times* Environment Correspondent Felicity Barringer, said, ‘No’ (Barringer, 2008, personal communication). With the internet, entrepreneurs with green innovations can keep these in front of possible consumers and investors much longer as a result of new communication technologies. Using social media, corporate-sized nongovernmental organizations (NGOs), such as the Environmental Defense Fund and the Natural Resources Defense Council (1.3 million supporters), can mobilize its supporters on legal and scientific issues regarding the environment (NRDC, 2011). Online communities, such as SustainLane – billing itself as a people-powered green guide – serve as a way people interested in living healthy lives on a green planet can discuss local green news and share information and tips (SustainLane.com, n.d.). The members of SustainLane.com have written reviews on more than 30,000 green products and businesses across the country.

By going to www.scorecard.org, one can quickly find the largest polluters where one lives or works. Figure 8.1 depicts one of the results from entering the zip code for Hollywood in Los Angeles County in Southern California. As shown, Los Angeles County is one of the worst/dirtiest counties in the United States.

Even pollution from far away can be traced back to its source. For example, the North American Commission for Environmental Cooperation released a study showing that three-quarters of the dioxin in the breast milk of Inuit women in Nunavut, Canada’s northernmost territory, came from municipal waste incinerators in the Midwest and Eastern parts of the United States (Weaver-Zercher, 2010).

In April 2006, a dense cloud of soot, toxic chemicals, and gases from smokestacks of coal-burning plants in northern China along with dust and desert left China and swept over Seoul, Korea. A US satellite spotted the cloud as it came across the Pacific. As a result of such weather-born exports from the developing world, air filters in places such as Lake Tahoe and eastern California become dark (Bradsher and Barboza, 2006). Particles of sulfur, carbon, and other compounds can work their way deep into the lungs contributing to respiratory damage, heart disease, and cancer. A conservative estimate of deaths from air pollution alone in the United States each year is 130,000 (Diamond, 2005, p. 492). In China, sulfur dioxide from burning coal results in 400,000 premature deaths each year (Bradsher and Barboza, 2006, p. 1). In sum, as scientific measurements have become more sophisticated, the global aspect of air pollution has become undeniable. China’s problems are now the world’s problems. Much of the particulate pollution in Los Angeles originates in China according the *Journal of Geophysical Research* (Kahn and Yardley, 2007, p. 1).

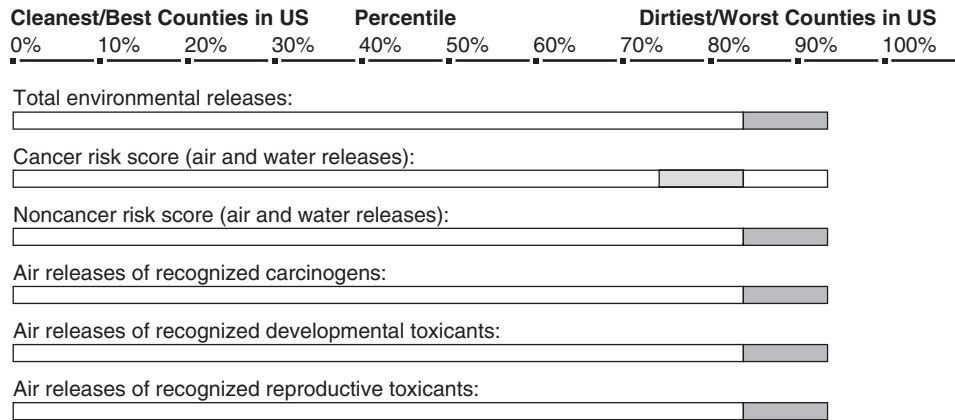


Figure 8.1 Results from Scorecard.org suggest pollution is the unglamorous side of Hollywood

Source: Scorecard, http://scorecard.goodguide.com/env-releases/county.tcl?fips_county_code=06037#major_chemical_releases

Can Marketing Be Reinvented?

However, air pollution is just one of the maladies afflicting countries today – especially in the developing world. The long list of other environmental problems include the following: biodiversity losses, cropland losses, desertification, disappearing wetlands, grassland degradation, invasive species, overgrazing, river flow cessation, salinization, soil erosion, trash accumulation, water pollution, and shortages (Diamond, 2005, p. 358).

Despite decades of disseminating marketing principles and techniques focused on finding out what customers want and giving it to them (the ‘little m’), Kotler now emphasizes a new turn for marketing in which marketers need to replace a narrow view of meeting one need for the customer with a more complete view of the customer (similar to the ‘biggest M’):

People today have a lot of concerns about the future. They hear about water shortages, air pollution, fat in their diet, rising healthcare costs. Most manufacturers don’t address these concerns. Each focuses on a slice of the customer’s life. A toothpaste manufacturer only thinks of the person’s teeth and a washing machine manufacturer only thinks of a person’s need to clean clothes. Marketers need to replace their vertical perspective of a customer with a horizontal perspective where they see the customer’s full humanity. Companies need to show that they share the same concerns as customers and that they are acting on these concerns.

(Kotler, 2011b, p. 34, para. 5)

Kotler singles out companies that care about the planet as those likely to win larger followings in the future. This is because largely unexamined assumptions of marketers about marketing are now being reconsidered. Kotler predicts that the environmental agenda emerging from this reconsideration of marketing's fundamental assumptions will have a profound effect on marketing theory and practice (Kotler, 2011a, p. 132).

Macromarketing Perspectives on Sustainability

Sustainable development refers to 'meeting the needs of the present without compromising the ability of future generations to meet their own needs' according to the UN's Brundtland Commission formerly known as the UN's World Commission on Environment and Development (WCED, 1987, chapt. 2, sect. 4). An emerging consensus is that the three pillars of sustainability are social, environmental, and economic sustainability (Haugh and Talwar, 2010, p. 385). These correspond to the 'triple bottom line' of people, planet, and profit discussed in Chapter 1.

Schools of Macromarketing Sustainability Thought

Among macromarketing scholars, two schools of thought have emerged about sustainability – the developmental school and the critical school (Prothero and McDonagh, 2020). The developmental school views markets as the most efficient provisioning mechanism for economic growth, human development, and quality of life. Accordingly, questions about sustainability would focus on how existing marketing systems can be improved to provide sustainability to societies. The critical school offers a critique of marketing and what it sees as marketing's inherent dependence on neo liberal ideas of competition in markets as allocating society's resources. Those in the critical school regard exchange as being based too much on the materialism and status needs of consumers. In sum, the developmental school sees markets and marketing as part of the solution for moving toward sustainability, while the critical school sees markets and marketing as part of the problem – moving societies away from sustainability.

The developmental school views marketing systems as improving people's lives. Sustainable consumption can be initiated by consumers because consumers vote with their money in markets. Consequently, the favored versions of their products succeed in markets. This means that producers change their behavior to survive. Also, governments can intervene in markets to provide incentives that would advance the interests of consumers, such as providing tax breaks for renewable energy companies, or corporate average fuel economy targets (CAFÉ) standards for automobile emissions. If the developmental school had a theme song written

by the Beatles, it would be 'We Can Work It Out' because this school believes that marketing systems can change and evolve.

By comparison, the critical school views marketing systems as inherently unstable. According to the critical school, markets are inherently unstable because an underlying Dominant Social Paradigm (DSP) influenced the development of marketing systems. In short, the DSP can be characterized by a materialism of 'more is good,' as well as a pragmatic stance toward competitive markets that 'if it works, it must be good'. If the critical school had a theme song written by the Beatles, it would be 'Revolution' because this school believes that nothing short of a radical overhaul of the DSP and its implied goal of wealth accumulation would be needed to change the course of societies.

Currently, consumers in developed countries consume resources well beyond their real needs as part of the materialistic lifestyle, and consumers in lesser developed countries aspire to consume beyond their needs (Ger and Belk, 1996). Longtime macromarketing scholar George Fisk was known to repeat the following question to stir reflection on the implications of the materialistic lifestyle being passed to those in developing countries: 'What are we going to do in twenty years when 500 million Chinese start their cars in the morning to drive to work?' (Fisk, 1997, personal communication).

Fisk's rhetorical question implies an endorsement of the critical school's indictment of the ideology that the meaning of life is to be found in buying things – which undergirds the DSP (Ger, 1997; Kilbourne, McDonagh, and Prothero, 1997). If the DSP does not radically change, marketing systems will ruin the environment. Fisk's forecast for China adopting Western consumption habits proved to be true, in general. After two decades of exponential growth, China had more than 300 million vehicles registered in 2017 (Zheng, 2017). Ten of the 25 most-congested cities in the world are now in China.

Kotler envisions stakeholders will have to accept many difficult changes if companies are to attain sustainability. Environmental sustainability considers the impact of business on (a) the quality and quantity of natural resources, (b) the environment, (c) global warming, (d) ecological concerns, (e) waste management, (f) lowering energy and resource use, (g) renewable energy production, and (h) improved pollution and emissions management (Townsend, 2008). Kotler envisions CEO and senior executive compensation packages as having to change. For example, senior executives must not only have to show economic success but also success in achieving predetermined goals for the company in the eight areas of environmental sustainability.

Can the DSP Be Changed?

The critical school asserts that a radical change needs to be made in the DSP. Although this suggests that a catastrophic climate event might be the precipitating event leading to such

a de-valuing of wealth accumulation (Gilding, 2011), another way could be less sudden and more gradual over time. Prothero is one scholar from the critical school who sees the way forward as marketing environmental stewardship as a commodity (Prothero and Fitchett, 2000). In other words, can green become 'cool?' This would imply deemphasizing consumption while emphasizing citizenship (Prothero, McDonagh, and Dobscha, 2010).

The existence of a consumer segment termed 'lifestyles of health and sustainability' (LOHAS, for short) implies that there is a chance that the DSP could be radically changed over time. One estimate of the LOHAS segment suggests that 25 percent of adults in the United States fall into this category or the 'cultural creatives' category (those whose consumption is strongly influenced by values related to environmental concern). Current distinctive consumption for this segment includes (1) organic foods, (2) energy-efficient appliances, (3) alternative medicines, (4) eco-tourism, and (5) 'slow fashion' made with natural and durable materials allowing clothes to last longer (Sung and Woo, 2019).

Recent research suggests that a sustainability discourse in the marketplace and in the media might be moving many toward a more holistic and global perspective (Prothero et al., 2010). In light of the fragility of the world exposed by the coronavirus pandemic in 2020, consumers in the US report they are more likely to buy environmentally friendly products (Dahlhoff, 2020). In a global consumer survey conducted by the Conference Board in 2020, two-thirds of respondents reported buying brands because of the brands' environmental practices, and more than half reported stopping their purchases of brands because of the brands' lack of fair labor conditions. Additionally, the concept of buying local to avoid the carbon emissions incurred in long-distance transportation has begun to be part of consumer thinking. It now is even green and chic to many.

Production for self-use – or prosumption – is increasingly common in places like Australia (Perera, Hewege, and Mai, 2020). Some prosumption activities include: (1) generating free energy from the sun and selling the excess, (2) recycling water and waste to reap financial benefits, (3) sharing mobility, and (4) accessing shared data networks.

Such moves to prosumption give hope that a consumption ideology may emerge that includes carbon neutrality as a focus (Prothero and McDonagh, 2020). However, business could do more to ensure consumption practices do not threaten future generations by supporting innovation and creativity for sustainability. Eliminating the planned obsolescence of products (seen in products that wear out too soon requiring replacement) and switching from a carbon-based economy to a bio-circular one.

The rise of these elements as part of a green commodity discourse suggests that social marketing of an idea, cause, or behavior, might prove to weaken the current DSP and possibly shift cultural norms to a sustainability mindset (Kotler, 2011a, p. 135). In this way, a convergence of the views of the developmental and critical schools of macromarketing might occur. The positive aspect of marketing (the social marketing of environmental stewardship

and the demarketing of overconsumption) might save marketing from destroying the very foundation on which it exists, for 'without a habitable natural environment, there will be no quality of life' (Kilbourne et al., 1997, p. 19).

The Two Phases of Business Sustainability

Andrew J. Hoffman is an accomplished scholar at the University of Michigan who holds a joint appointment in Michigan's Ross Business School and the School of Environment and Sustainability. He asserts that there have been two phases of business sustainability (Hoffman, 2018).

Sustainable Business 1.0

The first phase could be called Sustainable Business 1.0 and ran from the 1970s (when government imposed environmental regulations) to about 2018 when Hoffman published his article in the *Stanford Social Innovation Review*. Integrating sustainability practices in firms characterized this phase. In many ways, reducing unsustainability was the focus.

In Sustainable Business 1.0, things changed so that eventually a market shift occurred. In part, this shift came from a change in consumers' increased regard for green products, but also from firms marketing green products that were more appealing and effective. However, these two influences are among many that shifted market conditions.

When a market shifts, asking questions such as 'Will it pay to be green?' becomes irrelevant (Hoffman, 2019). Hoffman asserts that such a question is similar to asking 'does it pay to innovate'. The answer is not simple because it depends on who innovates, what they innovate, when they innovate, and how they do it. Answers to these questions require hard work, along with keen analysis and astute judgement about strategy for the firm. Instead, business leaders would do better to ask (1) what is driving change in the marketplace, and (2) how can I frame the issue so that members of my organization can readily use their skills and abilities to effectively respond to needed change?

Hoffman characterizes four types of drivers that led business to focus on reducing unsustainability during this first phase of business sustainability. Table 8.1 presents the four types of drivers that have moved markets to shift because of pressures to do so: (1) market drivers, (2) resource drivers, (3) social drivers, and (4) coercive drivers. Table 8.1 also features sources of external influence for each of the drivers, as well as how firm leaders could frame the issue using the language of business. For example, market-driven change might be occurring because of consumers. Accordingly, leaders of the firm could frame the issue as related to consumer demand or the need for product development. In another example, resource-driven

change might be occurring because of suppliers and buyers. Accordingly, leaders of the firm could frame the issue as related to the need to design a better process. In the case of a firm with child-labor problems among overseas suppliers, members of the firm could design inspection procedures and hire outside inspectors for making unannounced visits in the factories of overseas suppliers. Table 8.1 could be used in a similar manner for analyzing other situations facing firms wanting to integrate more sustainable business practices.

Table 8.1 Drivers, sources of external influence and framing of issue internally for the firm

Driver type	Source of external influence	Framing of issue internally
Market	consumers competitors trade associations consultants	consumer demand, product development strategic direction market growth operational efficiency
Resource	suppliers and buyers banks shareholders and investors insurance firms	process design capital acquisition capital investment risk management
Social	environmental NGOs the press religion academia communities	operational efficiency corporate reputation human resource management
Coercive	courts domestic regulation international regulation	operational efficiency regulatory compliance

Source: Hoffman (2019).

Sustainable Business 2.0

Sustainable Business 2.0 – now, in effect – will be characterized by businesses pursuing innovative ways for transforming markets using innovation across the spectrum of functions business conducts. For example, not only will there be more electric vehicles, but enabling such EVs to power homes when they are parked outside during electrical grid outages will be possible. Alternatively, if one is allowed to recharge one's EV at work for free (or a reduced rate), bidirectional charging vehicles, such as the Nissan Leaf, owners could routinely power their homes from their vehicle (Schmidt, 2019).

Additionally, the possibility of driverless cars, robots, and increased digitization of the analog world holds the promise of bringing sustainability into reality in ways never conceived in the past (Hoffman, 2018). For example, blockchain technology – a distributed ledger

system run on the internet – holds the potential to introduce transparency into opaque supply chains that cross international borders. Potentially, blockchain would allow one to see each transaction in a series of transactions in a complex supply chain. In this way, consumers and business could be empowered to conduct more rigorous audits of supply chains to police against labor abuses. Such technology also holds the opportunity to evaluate the mark-up in the price of goods across the supply chain. This could lead to a welcome focus on actual value added by members of a supply chain in negotiations among members of a supply chain in the future. In such ways, Sustainable Business 2.0 will bring about market transformation.

Doing the Right Thing

While Kotler wonders about how sustainability can be made to boost the business prospects for firms, individual actors continue to ‘do the right thing’ regardless of the short-term economic consequences. No doubt, the emerging discourse favoring environmental stewardship reinforces individual decision-makers to behave more like citizens, rather than like traders of goods and services when confronting environmental issues for the firm. For example, Jay and Jacki Givens have owned Givens Collision Repair Center in Frederick, Maryland, since 1998 (van Schagen, 2011). From the beginning, the Givenses have always been as green as possible, reusing everything they could. They installed special equipment to spray Waterborne products (high-quality, water-based paints that release half the toxins of solvent-based paint products), but they knew they could do more. They recently built a new facility, and eco-minded upgrades, such as strategically placing windows and skylights, and installing high-efficiency heat pumps and insulation, led to remarkable savings.

However, the Givenses were not just motivated by savings of greening their new building. They installed a BaySaver filtration system underground to clean and filter any groundwater leaving their property before it reached the Chesapeake Bay. It was a \$185,000 undertaking that will never see a monetary return for the Givens (van Schagen, 2011, p. 66).

‘There has definitely been a lot of good that has come out of it that I don’t think we’ll ever be able to put a dollar figure on,’ Jacki said. ‘But you’ve got to lay your head down at night and know that you’re doing things the right way – that means a lot to us’ (van Schagen, 2011, p. 66).

One of their employees, manager Rex Ransom, explained what installing the water filtration system means to the workers this way: ‘I think it’s pretty neat ... to know that they care enough to make sure that the water that’s getting down to the water treatment plant isn’t going to affect my kids,’ Ransom said. ‘They’re responsible for 18 people and 18 people’s families, and they really take that seriously’ (van Schagen, 2011, p. 66).

‘We’re proud of what we’re doing,’ Jacki said, ‘and we’re going to continue to do what we can – not just for us, but for our kids and our grandkids – to move not just our facility but our

industry into a greener and cleaner arena' (van Schagen, 2011, p. 66). In their advertising, the Givens now promote their 17,000 square foot state-of-the-art 'Green' facility as the 'shop of choice' to those concerned about the environment (Autobody Alliance, 2020).

The Givens' approach to their business illustrates the three ethical norms in the American Marketing Association's (AMA's) statement of ethics (AMA, 2011). First, Givens Collision and Repair Center seeks to do no harm. In this they deliberately choose to avoid harmful actions, such as releasing unfiltered groundwater leaving their property. This 'beyond compliance' ethic is similar to other firms that have dedicated themselves to stewardship and citizenship. Second, the Givens foster trust in the marketing system. Toward this end, the firm strives for fair dealing and the avoidance of deception in the delivery of the services the firm provides. The savings realized through green processes of their business and the green aspects of their new building relieve the firm from financial pressure that might lead to opportunistic behavior with stakeholders. Finally, the Givens embrace ethical values that nurture relationships with their employees as well as other stakeholders. The six ethical values highlighted in the AMA Statement of Ethics and Norms include (a) honesty, (b) responsibility, (c) fairness, (d) respect, (e) transparency, and (f) citizenship. These are presented in Table 8.2. Such values can serve as a ready starting point for firms' intent on identifying dimensions of their approach to business.

Table 8.2 Ethical values for marketers from the AMA statement of ethics

Honesty	– to be forthright in dealings with customers and stakeholders.
Responsibility	– to accept the consequences of our marketing decisions and strategies.
Fairness	– to balance justly the needs of the buyer with the interests of the seller.
Respect	– to acknowledge the basic human dignity of all stakeholders.
Transparency	– to create a spirit of openness in marketing operations.
Citizenship	– to fulfill the economic, legal, philanthropic, and societal responsibilities that serve stakeholders.

Source: AMA (2011).

Importantly, codes of ethics can become meaningless if the leaders of the firm treat such codes and their underlying ethical values as mere ornaments for a ruthless culture focused on the material success of the firm. Enron, based in Houston, Texas, began as an energy-trading and services firm that rapidly rose to post sales of more than \$101 billion in 2000 (McLean and Elkind, 2004). It was cited by *Fortune* as America's Most Innovative Company six times. However, it collapsed and declared bankruptcy in late 2001 because it engaged in purposeful and systematic accounting fraud. More than 20,000 employees lost their jobs. Those employees who had focused their 401k retirement plans on Enron stock lost their retirement savings, too.

The ethical values of Enron displayed in its code of ethics were ‘respect, integrity, communication, and excellence’. Although such values are admirable to readers outside the firm, many inside the firm likely interpreted these values to be applicable only for how the employees should treat each other and not necessarily applicable for how the employees should treat those not in the firm. The Enron leadership reinforced a shallow approach to business by posting up-to-the-minute updates of the Enron stock price not only in the lobby of Enron’s headquarters but also in the elevators. Such cues made the point that raising the stock price of Enron was to be the unswerving pursuit of all employees in the firm. In the end, the firm’s ‘profit uber alles’ culture – the understanding that profit was more important than anything else – led firm leaders and some Enron employees to commit crimes for the purpose of attaining more success in the marketplace than what Enron had rightfully earned (Wee, 2002).

Citizenship and Stewardship

Several action steps accompany each value in the AMA Statement of Ethics. The first point for action listed under the citizenship value is ‘to protect the ecological environment in the execution of marketing campaigns’ (AMA, 2011, p. 2, para. 4). Citizenship in this regard is similar to the principle of stewardship as part of enlightened marketing (Laczniak and Murphy, 2006). While citizens have rights, they also have obligations to the wider society (Prothero et al., 2010, p. 153). Stewardship embraces a duty to the common good and responsibility to act for the betterment of the host environment and community. Such duty and responsibility obligates marketers not to impose external costs on society and future generations – especially the physical environment – that would result from marketing operations. McDonald’s decision in the early 1990s to eliminate nonbiodegradable polystyrene containers and return to more ecologically friendly – but more expensive – paper packaging is one example of citizenship and stewardship.

The word ‘steward’ comes from the old English word ‘stigweard’, which means ‘guardian of the house and more specifically, of the farm animals’ (Audebrand, 2010, p. 420). The traditional responsibility of the steward to an owner is important, but so are wider obligations to the general public, to future generations, to other species, and to all of the natural world. Stewardship involves not only carefully tending the environment, but guarding and protecting it from harm. Phrases such as ‘looking after something’, ‘being accountable for something’, and ‘doing something on behalf of someone’, are all heard when people discuss stewardship. Stewardship does not imply ownership or final authority regarding what is guarded and protected. In this way, stewards recognize they are embedded in a system and are responsible to someone, to some others, or to something else.

In a notable study of firms committed to triple-bottom-line achievement, the citizenship and stewardship aspects of stakeholder marketing became apparent (Mish and Scammon, 2010). These private firms in the United States have a commitment to simultaneous social, environmental, and economic objectives. Each of these firms have operated for at least two bottom lines (profit and either planet or people) for 15 years and at least three bottom lines for at least 5 years (profit, planet, and people). Eight of the nine firms claimed membership in the Green Business Network (<http://greenbusinessnetwork.org>), a network of more than 5,000 US businesses that are 'green' in the sense of operating to solve – rather than to cause – social and environmental problems (Green Business Network, 2011). In short, these firms had operated as stewards for many years, so they give a valuable perspective on stewardship.

The leaders of these firms viewed the marketplace as unified in the sense that all actors in the marketplace are interconnected peers. Additionally, these leaders interpret the actions of their firms in relation to all players throughout the entire system. These firms carried a moral stance that their actions should in no way harm the weakest-link stakeholders in the market system, such as the environment or future generations.

Although each firm regarded itself as doing marketing differently from others (such as unilaterally disclosing all nontoxic ingredients on product labels rather than hiding them as 'trade secrets'), each firm committed itself to the interconnectedness of the market system in order to help transform industries and institutional norms. The perception about the interconnectedness of the actors in the market system allowed these firms to generate intelligence about all stakeholders and diffuse this intelligence through the organizational structure of these firms. By viewing their stakeholders as partners or potential partners, these stakeholders became sources of value for the customers of these firms. With this view, stakeholder needs hold implications for system well-being, as well as for the well-being of each actor in the system.

Other research calls firms to recognize that the same stakeholder might be represented in multiple stakeholder groups for the firm (Smith, Drumwright, and Gentile, 2010). For example, a customer might also be a citizen, parent, employee, community member, or person who may one day be healed of a major illness because of a treatment derived from a rare plant in an endangered forest. To avoid a myopic view of the marketplace where only customers or competitors would be in focus (and other stakeholders perceived only in a fuzzy way), firms must move from a market orientation to a stakeholder orientation (Ferrell, et al. 2010). This research suggests that marketers must first map the stakeholders of their firms. Although this can be more difficult than it first appears, stakeholders must be identified beyond generic categories as real people with names and faces. The importance of these stakeholders must be rated, as well as their interconnections.

The Role of Employees

‘Sustainability is really about transformation,’ IESE (Madrid) Professor Pascual Berrone said (Geller, 2018). ‘To truly become green, you’ll need organization-wide commitment to change. If you want your sustainability effort to be honest and genuine and to create a positive impact on the environment, then it has to be company-wide, and the commitment has to come from the top.’

The easiest stakeholders to list with names and faces should be the employees of the firm.

For firms pursuing environmental stewardship, the employees’ values and principles are like a compass that enables these firms to find their way to new products, new markets, and new internal processes for conducting operations. In a McKinsey survey, CEOs rated employees as the group that has the greatest impact on the way companies manage their societal expectations (Bielak, Bonini, and Oppenheim, 2007). These employees represent an enormous reservoir of talent and energy for building a firm with stewardship ethics of caring for the social, environmental, and economic outcomes of business operations (Yankelovich, 2006).

In most firms that view the environment and future generations as stakeholders, employees are the ones who prove to be instrumental in the process of changing organizational culture. In Chapter 1, Interface, Inc.’s employees asked Ray Anderson to address them on his environmental vision for the company. At that time, Anderson had no vision at all. But the encounter with his employees set him on a course of deep reflection that eventually led to Anderson’s ‘mid-course correction’ to join his employees in leading his company to climb ‘Mt. Sustainability’ (Anderson, 2009).

Values typically become more important for the firm in uncertain times because they orient employees on all levels to the firm’s abiding priorities, such as its social purpose. Research on small firms in the technology sector suggests that when uncertainty in the external environment increases, owner-managers increase their engagement with employees. This, in turn, results in improved performance (Sawyer, McGee, and Peterson, 2003). Notably, this study found no such role for external networking as it did for internal networking of the owner-managers of these firms.

New Belgium Brewing Company’s Employees

Values-centered entrepreneurs who embrace a mission of being socially responsible in the manner of Conscious Capitalism (discussed in Chapter 4), tend to work with employees in a more egalitarian way than traditional firms. For example, New Belgium Brewery, which makes Fat Tire Beer, practices open-book management and trains all employees in financial literacy so that they can read the firm’s financial books in a more meaningful manner (Choi and Gray, 2011).

Although salary information for employees is aggregated so individuals' salaries cannot be directly known, all other financial information can be accessed by any employee through the accounting department. New Belgium also includes all of its employees in strategy development, budgeting, and departmental planning. It takes time, but integration of employees in the management life of the company results in a high-involvement culture.

New Belgium first came to life in the basement of founders Jeff Lebesch and Kim Jordan in 1991 (Bradley, 2019). In 2001, Jordan – then the remaining CEO after Lebesch departed earlier, sold the firm to its employees through an employee stock ownership plan (ESOP). This led to employees taking responsibility for suggesting cost reductions, such as those of Doug Miller who runs the loading dock at the Fort Collins brewery. When Miller encounters an overnight shipment being sent out from the loading docks, he will find the employee sending the shipment and convince this person to use a less expensive form of delivery. 'Dude, this is \$100 to get it there tomorrow,' Miller said. 'Or it's there a few days later, and it's \$8.' At New Belgium, employees like Miller think like an owner of the firm – because they are.



New Belgium brewery employees in Fort Collins, Colorado

Source: Furnari (2016).

Citing environmental activist Guy Dauncey (www.earthfuture.com), the leaders of the firm believe that ‘if it’s not fun, it’s not sustainable’ (Moses, 2011, p. 1). New Belgium’s original Belgian-type beer is called Fat Tire, which refers to a wide-tired bicycle used by Lebesch when he traveled through Belgium to research beer formulas. Bonding between the firm and its employees is reinforced by the firm presenting each employee with a cruiser bicycle after one year of service. After five years of service, employees celebrate with a company-funded trip to Belgium. In these ways, New Belgium provides meaningful ways to connect emotionally with New Belgium as the core element of a brand community (Sartain and Schumann, 2006).

The firm cites its organizational culture as the most important and transferrable tool to drive sustainability. ‘We have tried to make our relationship with our co-workers – in terms of running the business – very transparent,’ co-founder and CEO Kim Jordan said. ‘I think that’s a foundational piece of who we are’ (Choi and Gray, 2011, p. 74). To Jordan, transparency means shining a light on the firm’s successes as well as on its shortcomings, so that stakeholders can be the judge of New Belgium’s authenticity – how its actions match the things the firm says about itself (Jordan, 2007). In its 2007 Sustainability Report, New Belgium’s sustainability director admitted that an aggrieved ex-employee rightly accused the firm of incorrectly using the phrase ‘100 percent wind-powered’ when natural gas provided over half the energy needed to make beer at the firm (Orgolini, 2007).

New Belgium’s transparency is also evident in the four-page Annual Summary of New Belgium’s Sustainable Business Story made publicly available on the firm’s website (New Belgium, 2010). This summary presents (a) New Belgium’s values-driven commerce, (b) its high-involvement culture, (c) its philanthropy, (d) its environmental impact, and (e) its recent accomplishments in sustainability. Although including technical detail (similar to the nonfinancial reporting of other sustainability-oriented firms, such as Denmark-based healthcare company Novo Nordisk), the summary is made ‘fun’ by the graphic design and tone of the writing. The founders of New Belgium sought to make profits not despite their triple-bottom-line approach (people, planet, and profits), but because of it. Integrating servant leadership concepts into the conduct of operations at ‘the Mothership’ – the employees’ term for the brewery in Fort Collins, Colorado – managers strive to empower employees to make the very best product.

Together, everyone ‘figures out the future’ (New Belgium, 2007). However, there are limits to open-book management and a degree of hierarchy is needed in any business (Bradley, 2019). CEO Jordan had to pound her fist on a conference room table to force the brewers at New Belgium to make an IPA beer. There had been resistance to doing this because an IPA is not a Belgian beer.

The firm captures waste methane from its process water treatment plant and burns this to generate electricity for running its brewery and offices, resulting in saving \$60,000 in

electricity expenses in 2009 (New Belgium, 2010). This closed-loop approach is one aspect of New Belgium's operation. Using this approach, the firm pursues a 'cradle-to-cradle' route to eco-effectiveness by designing things intelligently so they are not useless at the end of their lives (McDonough and Braungart, 2002). Their products and their components can be used again and again with zero waste.

New Belgium offers a rich example of a values-driven enterprise that celebrates the community aspect of working for a common purpose in business (Yankelovich, 2006). With its high-involvement culture, New Belgium attracts employees that do not want to be hired from the neck down. Such employees become 'highly empowered and resourceful operatives: HEROs for short' (Bernoff and Schadler, 2010, p. 10). In other words, such employees are ready to join a collaborative community according the highest value to people who look beyond their specific roles to make marginal contributions that boost the common purpose of the firm (Adler, Heckscher, and Prusak, 2011). At New Belgium, Don Rich and Marc Finer figured out that the cardboard dividers between bottles were not needed in 12-unit packages of Fat Tire beer. The triple-bottom-line savings were (a) more than \$280,000 for the cost of the dividers, (b) 150 tons of paperboard for the dividers, and (c) eliminating the leading cause of downtime in packing the product – the dividers. In the Annual Summary of New Belgium's Sustainable Business Story, it was noted that 'Marc and Don got at least a few high fives in the hallway for this one' (New Belgium, 2010, p. 1).

Today, jobs at any firm require increasingly higher levels of discretionary effort. Such effort takes an extra degree of initiative, and this depends on employee commitment. Before World War II, only 18 percent of jobs could be classified as high-discretion jobs (Yankelovich, 2006, p. 112). The rest were characterized by routine. By 1982, discretionary jobs accounted for 43 percent of jobs, and in 2000 they accounted for 62 percent of jobs. For jobs that cannot be outsourced or automated, many of the remaining jobs call for high levels of commitment. Values-driven firms such as New Belgium position themselves well for the future. In 2008, a *National Geographic* survey of more than 80 percent of US workers polled agreed that it was important to work for a company or organization that makes the environment a top priority (Kaufield, Malhotra, and Higgins, 2009).

Branding New Belgium from the Inside Out

In *Cultural Strategy: Using Innovative Ideologies to Build Breakthrough Brands*, authors Douglas Holt and Douglas Cameron featured New Belgium as a case study in how brands are more of a phenomenon of society and culture than they are of the mind's conception of tangible and emotional benefits (Holt and Cameron, 2010). Holt and Cameron served as consultants to the firm during the development of the firm's first (and probably last, according to the authors) television advertising campaign.

After spending an enormous time at the brewery, the pair of consultants noted that few of the brewery employees were active participants in the mountain outdoor adventure subculture, even though *Outdoor* magazine had included New Belgium as one of the best places to work in 2010 (Roberts, 2010). New Belgium's founders were both professionals (Jeff an electrical engineer and Kim a social worker) who had given up their careers to pursue an avocation they loved regardless of where it took them (Holt and Cameron, 2010). To Jeff and Kim, much fun came from experimenting with beer styles and improvising beer equipment. Very few of the staff were trained professionally for their jobs, and the founders liked it this way. For example, the COO joined the company as a graduate student in philosophy. In sum, the cultural assets of the company were (a) a company of creative amateurs, (b) pastoral organization of a family, and (c) the single-speed cruiser that represented human-scaled technology that had not been overpowered by other technology.

Kim Jordan, one of New Belgium's founders and current CEO, describes her experience with the firm in the following way:

What could be greater than a job where you get to think about and talk about and co-create a brand with people? And for me, brand is absolutely everything we are. It's the people here. It's how we interact with one another. And then there's the other piece of that creativity, obviously – designing beers. Not only do I get to play with scissors and crayons, but I get to sit with a group of incredibly creative people and talk about what kind of beers do we want to make that please us and will please our customers.

(Jordan, 2010)

Holt and Cameron steered New Belgium's advertising campaign toward presenting the essence of New Belgium – amateurs who brewed beer for the joy of doing it. Such amateurs worked in a place where new things happened most days and everyone was encouraged to create some fun during the day. For example, the firm has a mountain biking course on site and employees are encouraged to use it before and after work, as well as during lunchtime. By comparison, the target group for the advertising campaign were beer drinkers on the West Coast whose work lives were typical of many working in office cubicles where the technology of e-mail and voice mail had intensified the pace of the day and kept them from what they yearned to do – constructing the self through creative acts:

Our creative challenge was to devise a pastoral call to arms, calling out to [trapped white collar workers] in Seattle, Silicon Valley, Santa Monica, San Diego, and points beyond, allowing them to dream a bit that they too might someday have a chance to give it all for their avocation rather than their 8-to-8 job.

(Holt and Cameron, 2010, p. 237)

In the end, Holt and Cameron came up with a call-to-arms declaration of 'Follow Your Folly: Ours Is Beer.' In this way, the campaign proposed that the community of New Belgium were

part of a movement of fellow travelers who were enjoying a quality of life very appealing to what David Brooks terms ‘Bourgeois Bohemians’ (or Bobos – the knowledge workers of today’s educated class) (Brooks, 2000). The two ads focused on an engineer who dropped out of the rat race to make single-speed bicycles by hand in a mountain town.

In this way, the downshifting to a higher quality of life became the crucial association for New Belgium beer. The ad campaign was run for 14 weeks as an experiment in five markets of the Western United States where sales results were later compared with five markets where the ad campaign did not run. Sales increased 37 percent where the ad campaign ran compared with 2 percent where it did not (Holt and Cameron, 2010, p. 242). In short, the campaign inspired by the organizational culture of New Belgium proved to be a major success as a result of customers who wanted an accessible way to connect with the cultural expression represented by the New Belgium brand.

In the end, New Belgium’s story represents a firm push away from the materialistic, ‘more-growth’ ideology of the DSP. ‘What is wealth?’ New Belgium sustainability specialist Katie Wallace said. ‘Is it bling or is it being outdoors in a clear environment, organic food from farmers you know and having lower obesity in schools? We are not just here for more cash and bigger houses. We are here for quality of life’ (Wallace, 2009).

The End of Employee-Ownership at New Belgium

After co-founding New Belgium in 1991, Jordan sold the firm to its employees in 2001 through an employee stock ownership plan (ESOP) and stayed as CEO. The median salary of New Belgium workers in 2019 was \$65,000 and the ratio of CEO pay to that of the average employee was less than 10:1 (compared to other firms where the ratio averages 400:1) (Bradley, 2019).

The ESOP served as a vehicle to function as a retirement account for employees, in essence. With growing firms, the shares of ownership increase in value along with the rise in the value of the firm.

However, the New Belgium Brewery employees voted on December 17, 2019 to accept Japanese beverage-giant Kirin’s sales offer (Ferrier, 2019a). Accordingly, New Belgium will no longer be an employee-owned firm.

In the short term, this means a windfall for more than 300 employees who will receive ‘\$100,000 of retirement money, with some receiving significantly greater amounts’ according to New Belgium co-founder and former CEO Kim Jordan. New Belgium employs about 700 in Fort Collins, Colorado and Asheville, North Carolina.

The sale eased financial stress for New Belgium due to its establishment of a brewing facility in North Carolina in 2015 at the end of a 217 percent surge in the number of craft



New Belgium Brewery co-founder and former CEO Kim Jordan

Source: New Belgium Brewery.

breweries across the US from 2005 to 2015 (Carley and Yahng, 2018). Other factors contributing to a lack of growth for New Belgium included consumers in larger numbers choosing hard seltzers and ultrapremium beers (Bradley, 2019). In short, the current value of the firm and the shares of stock in the firm owned by employees had stalled. The employees voted to cash in their stock through the sale to Kirin.

However, the whimsy of New Belgium's branding now becomes tinged by the associations of Kirin – owner of a stake in Myanmar Brewing along with co-owner Myanmar Economic Holdings Limited (MEHL). MEHL is a military conglomerate led by commander-in-chief Min Aung Hlaing of Myanmar who is accused of leading a military-backed genocide and ethnic cleansing against Rohingya Muslims on the west side of Myanmar (pushing them into neighboring Bangladesh). Human Rights groups in the US – Karen Community of North Carolina and Karen Organization of America (both representing the Karen ethnic minority from Myanmar in the US) – wrote a letter to New Belgium employees asking them to 'stand for human rights and justice' and vote against the sale of New Belgium to Kirin because of the rape and murder involved in the pogrom against Rohingya Muslims (Ferrier, 2019b).

The sale means that control of New Belgium will no longer be local. While Jordan insists that the brand and its employees stand for quality in beer, nevertheless, decisions about New Belgium's direction and corporate priorities will now be the responsibility of Lion Little

World Beverage based in Australia – a subsidiary of Kirin. Whereas in the past, competitive strategy and staffing decisions for New Belgium originated and were made in Fort Collins, now approval needs to be given from Australia (and eventually Japan). In a positive sense, Lion Little management and Kirin might provide market and operational knowledge that New Belgium did not have before the sale.

Corporate takeovers typically involve some negative effects for local communities including (1) loss of civic leadership, (2) reduction in local philanthropy, (3) fewer jobs, and (4) diversion of investment to other locales (Brunell, 2006). Time will tell how the sale affects New Belgium's culture (for example, its past priority given to sustainable business practices), as well as its competitiveness.

Questions

- What consumer phenomenon is driving the growth of craft breweries?
- Do you think the sale of New Belgium Brewery is a good thing? For which stakeholders? Be specific – for example, which employees?
- Do you think the sale of New Belgium Brewery is a bad thing? For which stakeholders? Be specific – for example, the local community of Fort Collins or Asheville, North Carolina?
- How would a sustained human rights campaign protesting Kirin's involvement in Myanmar affect a sustainability-oriented brand, such as New Belgium?

CONCLUSION

This chapter discussed some of the major issues related to the environmental imperative for societies. Because of an absorption with 'little m' issues regarding more profitable marketing practices for the firm without regard to externalities, marketing scholars are just now beginning to give attention to the profoundly important topic of the environmental imperative. Pope Francis has already shared his thoughts about environmental degradation and he is not pleased about it. 'Whatever is fragile, like the environment, is defenseless before the interest of a deified market, which becomes the only rule,' Pope Francis said (Pope Francis, 2015, p. 17). 'By itself, the market cannot guarantee integral human development and social inclusion' (Pope Francis, 2015, p. 32).

Two schools in macromarketing have debated important questions related to the environmental imperative over the years. Those in the developmental school of macromarketing believed marketing systems could be changed. Opposing this view were scholars in the critical school who believed the culture of consumption must be radically altered if environmental degradation were to cease. A crucial question of this dialectic

of opposing schools of thought is as follows: 'Can societies shift to a less materialistic and less status-seeking foundation and accept less consumption?' This question persists today, although there are signs that the culture of consumption can be changed by none other than marketing itself – in the form of social marketing and the desirability of 'going green'.

In the course of business operations, decisions must be made that have ethical aspects. In fact, ethical issues dominate board meetings, but most of them come back to the notion of corporate culture (Mendonca and Miller, 2007). Although the firm might meet legal compliance on an issue, those in the firm must answer whether the courses of action being considered are honorable and whether they serve the public good. Ethics of citizenship and stewardship orient those in the firm to consider obligations to others and to society that go beyond self-interest. In this way, enlightened self-interest can be pursued.

Employees form the fabric from which the firm is woven. Engaged employees who bring their best to the enterprise and commit themselves to solve the problems entailed in 'figuring out the future' are increasingly indispensable to success. Values-driven firms pursuing a triple-bottom-line not only attract talented workers but also can become committed employees to the purpose of these firms. New Belgium Brewing Company's story highlights how branding can be done from the inside with employees defining the organizational culture and then the values of this culture infusing advertising for the brand. However, market forces have led New Belgium to sell the firm to Japan's Kirin Holdings Co.

QUESTIONS

- Explain what is meant by 'the Age of Transparency'.
- Go to www.scorecard.org and find out how two places you have lived rate on air and water quality. Who are the major polluters for these places?
- Regarding marketing systems and the environment, do you tend to agree more with the developmental school of macromarketing or the critical school? Explain.
- To what extent do you believe companies, firms, and consumer/citizens can voluntarily downshift from a highly materialistic quantity-of-life approach to living to one focused more on quality of life?
- What would it take to see a noticeable shift?
- What aspects of New Belgium's story appeal to you? What aspects of working for New Belgium would you want to know more about before going to work there?
- In your own life, if you really 'followed your folly' as suggested by New Belgium's advertising, what would you do? What would it take to continue pursuing this as your long-term vocation or avocation?

Mavericks Who Made It



Greta Thunberg

Source: Image courtesy of Anders Hellberg via WikiCommons. Shared under the CC BY-SA 4.0 license.

liament in the middle of Stockholm. She would hand out leaflets asserting 'I am doing this because you adults are shitting on my future.'

'The best thing about my protest has been to see how more and more people have been coming and getting involved,' Thunberg said.

Did they ever. In the following months, her School Strike for Climate (also known as Fridays for Future, Youth for Climate, Climate Strike or Youth Strike for Climate) was taken up by other like-minded students around the world. (See <https://globalclimatestrike.net/>.) Thunberg shifted to taking every Friday as a strike day and coined the term 'Friday for Future' which inspired other school students around the world to join her. In May 2019, organizers executed around 2,200 strikes in 125 countries. In September 2019, there were 4,500 strikes across 150 countries – with more than four million protesters in Germany, 1 million in Italy and several hundred thousand in Canada (Barclay and Resnick, 2019). More than four million joined the global climate strike on September 20, 2019 (Alter, Haynes and Worland, 2019).

In August 2018, at the age of 15, Greta Thunberg began spending her school days protesting inaction on climate change outside the Swedish parliament building in Stockholm. This came after two years of trying to persuade her parents to reduce the family's carbon footprint with mixed results. Her mother, Melena Ernman, an internationally known opera singer, did stop flying to reduce her carbon footprint – thereby giving up her career (Crouch, 2018).

'Greta forced us to change our lives,' says her father Svante. 'I didn't have a clue about the climate. We started looking into it, reading all the books – she has read them too. She is supposed to be in school, we cannot support her action. But we respect that she wants to make a stand. She can either sit at home and be really unhappy, or protest and be happy.'

Greta has Asperger's syndrome – a form of autism. However, she views her condition not as a disability but as a gift – what she calls her superpower – which has helped her realize the urgency of the climate crisis. Each day, Thunberg would sit quietly on the sidewalk outside the par-

'We can't just continue living as if there was no tomorrow, because there is a tomorrow,' Thunberg said. 'That is all we are saying.'

By the end of 2019, Thunberg had addressed heads of state at the UN, met the Pope, and had been named *Time's* Person of the Year for 2019 (meaning she represented a momentous turn in the world's thinking that year). Some have likened her to Joan of Arc, the fifteenth-century peasant girl who reported seeing visions of saints who instructed her to join and inspire the French armies attempting to evict the English from France (Pernoud and Clin, 1999). Joan became canonized as a saint – but only after being betrayed and burned at the stake by some traitorous leaders of the French.

Thunberg doesn't like crowds and speaks in a direct manner (Alter, Haynes, and Worland, 2019). She is not distracted by the celebrity of herself or others, and she cannot be flattered. She also looks much younger than her age with her two braided pigtailed standing about 1.5 meters (5 feet). But these features of Thunberg have helped vault her to become a global sensation.

'I want you to panic,' she told CEOs and world leaders at the World Economic Forum in Davos, Switzerland in January 2019. 'I want you to feel the fear I feel every day. And then I want you to act.'

The next year at the 2020 World Economic Forum, she called for an immediate end to investments in oil and gas extraction and move to zero emissions – not in 2030 or 2050, but right now (Carmichael, 2020). Because she condemns nuclear power, and because energy consumption goes with economic development, she appears to be calling for a no-growth future for the economies of the world – much like the Critical Marketing School.

'People are suffering,' Thunberg said angrily at the UN Climate Summit in September 2019 (YouTube, 2019). 'People are dying. Entire ecosystems are collapsing. We are in the beginning of a mass extinction and all you can talk about is money and fairy tales of eternal economic growth.'

Michael Shellenberger, a self-proclaimed environmental humanist as opposed to an environmental alarmist, responded later to Thunberg's scolding (Shellenberger, 2020). 'And yet it was economic growth that lifted Thunberg's ancestors out of agrarian poverty, raised life expectancy from 40 to 70 years, and liberated women and girls from feudal patriarchy. Without Sweden's economic growth and the fossil fuels upon which it depended, the person who is Greta Thunberg would not exist.'

Questions

- How do you explain the sudden fame of Greta Thunberg?
- Thunberg's views align with those of macromarketing's Critical Marketers discussed in the chapter with opposition to continued economic growth. How does her story help you better understand critical marketing? Explain.
- Thunberg has served as a speaker at rallies sponsored by the UK's Extinction Rebellion (XR) which advocates painful disruption to the flow of everyday living (by setting up roadblocks and damaging property) in order to focus attention on XR's no-growth proposals. Is this a good thing for Thunberg?
- What do you predict for Thunberg's future in the next 10 years?

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