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I have great pleasure in the submission of this project entitled "**SUSTAINABLE BRAND MANAGEMENT**" in partial fulfillment of Bachelors of Multimedia (B.M.M) program.

While submitting this project report, I take this opportunity to thank those directly and indirectly related to project work. Without their active co-operation and guidance, it would have extremely difficult to complete this task in time.

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DATE :   SIGNATURE

PLACE :Kolhapur   MIRAJKAR MANASI RAJKUMAR

DECLARATION

I hereby declare that this submission is my work and that, to the best of our knowledge and belief. It contains no material previously published either written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma of the university or other institute of higher learning. Except where due to acknowledgement has been made in the text.

Name: MIRAJKAR MANASI RAJKUMAR

Signature

Date:

COLLEGE OF NON-CONVENTIONAL VOCATIONAL COURSES FOR WOMEN

(CNCVCW)

CSIBER, KOLHAPUR.

<u>CERTIFICATE</u>

This is to certify that, Miss **MIRAJKAR MANASI RAJKUMAR** of B.M.M. III have satisfactory completed the project entitled **" SUSTAINABLE BRAND MANAGEMENT "** in partial fulfillment of Bachelor Degree in Multimedia under Shivaji University, Kolhapur, for the academic year 2019-2020.

Dr. A. R. KULKARNI

(M.Sc., Ph.D., MMEI, RQP, LEAD AUDITOR (EMS))

(Principal)

Mr. RaghunaTopkar

(Project Guide)

External Examiner

COLLEGE OF NON-CONVENTIONAL VOCATIONAL COURSES FOR WOMEN

(CNCVCW), CSIBER.

KOLHAPUR

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A PROJECT REPORT ON

" SUSTAINABLE BRAND MANAGEMENT "

SUBMITED TO

CNCVCW AFFILIATED TO

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BACHELOR OF MULTIMEDIA III

SUBMITED BY

Miss. MIRAJKAR MANASI RAJKUMAR

UNDER THE GUIDANCE OF

Mr. RaghunaTopkar

ASSISTANT PROFESSOR

DEPARTMENT OF MULTIMEDIA 2020-2021

ABSTRACT

" SUSTAINABLE BRAND MANAGEMENT "

By

Miss. MIRAJKAR MANASI RAJKUMAR

BACHELOR OF MULTIMEDIA III

COLLEGE OF NON-CONVENTIONAL VOCATIONAL COURSES FOR WOMEN
(CNCVCW)

Kolhapur

2020-2021

Supervisor: Mr Raghunath Topkar (Asst. Prof, CNCVCW, Kolhapur)

Sustainable Brand Management is an important issue nowadays, due to the needs of preservation of the environment for the next generations as well as for the needs of helping and integration of the community, while researchers are always interested in brand equity and consumer behavior. This dissertation is aimed to explore the effects of Sustainable Brand Management on brand equity and consumer behavior, and the relationship among them. Theoretical framework of Sustainable Brand Management which is performed by Green Marketing, Social Marketing, and complemented by Corporate Social Responsibility were used to analysis this approach, as well as the theories of brand equity and consumer behavior. According to these theories, the relationship among them was found. In this dissertation, the qualitative research strategy was chosen, but the quantitative method was also used to collect data from consumers' perspectives.   Sustainable Brand Management has a positive effect on branding by enhancing brand equity. Furthermore, a good brand image and a higher level of brand awareness, which are included in brand equity, affect consumer behavior to some extent.

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CHAPTER -1

INTRODUCTION

INTRODUCTION

Even though sustainability topics have been preoccupying attention of policy makers for few decades, in 21st century it has become mainstream issue [1]. Side effects of the climate change are visible more than ever, and therefore the completely new dimension of the practical implementation of sustainable development into regular business practice is requested. In the near future, traditional sourcing and selling will be marginalized, and thus, being on sustainable pathway will be the main qualification for staying in business [2]. Sustainable strategy demands holistic transformation of business model and synergetic approach; in other words, engagement of multiple stakeholders around a common goal, with the accent on consumer, as the one who makes the final decision whether specific business model will or will not be accepted. Given that marketing discipline has consumers in the center of its philosophy and marketplace as the main playground; and that it has often been accused for creation of uncontrolled consumption of planet resources [3], marketing managers' responsibility in this sense is the greatest. Accordingly, with the evolution of marketing, especially the green marketing, each aspect of marketing mix has been improved. Green marketing encompasses all marketing activities with the aim to stimulate and sustain environmentally-friendly attitudes and behavior of consumers [4]. Branding area, through which companies achieve the highest level of interaction with consumers and as a central element of a supplier's proposition [5], has arisen as the most influential part of sustainable marketing strategy. Loyal consumers are the driving force of brands as an asset, so they can also be a trigger for enlarging a group of environmentally conscious consumers, who are willing to adopt and advocate philosophy of the favorite brands. In words of Gordon [6], "once a majority embraces an idea it becomes an unstoppable force", which is the ultimate goal pursued by green movement. In the essence of this idea is what Schultz and Block [7] call "sustainable brand growth" or the rise in brand value "created by existing loyal customers who encourage other customers to become users and eventually loyal to the brand". Evidently, adoption of sustainable attitudes and behaviors through sustainable brands usage have the power to initiate deeper changes in peoples' lives, and ensure the balance between multiple interests of three usually opposed sides - consumers, companies and society. In academic literature, investigation in field of green branding and sustainable strategy effects on brand equity is modest. Accordingly, the goal of this article is to

provide an insight into sustainable branding, highlight its importance and role in strengthening brand equity, and analyze strategies for implementation of sustainable principles into the brand concept. The article is structured in accordance with the stated objectives. The main method used for addressing the goal is detailed examination of the results of research and analysis conducted by various researches in the given field in last few years.

SUSTAINABILITY AND BRANDING

According to Gabriela Alvarez from Latitude Switzerland, "sustainability is not a one-for-all model. It is about collaborating, learning, creating, implementing, assessing and constantly evolving." [7; p.26]. Addressing sustainability as a "real marketing topic" demands entering into the substance of and considering a few facts [7; p.27]. At first, this means considering sustainability as a process that is integrated in all companies' processes, with the aim of successful holistic adoption of sustainable principles. Besides, "sustainability calls for new guidelines", which means working together is a new mantra that puts stakeholders in position to develop common language, trust and shared vision with all partners. Managing A. Grubor and O. Milovanov 80 sustainability requires a new sort of knowledge, capable of providing transparent business activities and processes with clear communication and without incorrect claims, which could be slippery area. Finally, taking sustainable projects should be a result of observing and listening market trends, nature and society needs rather than action forced by environment and society current issues, and all those actions and investments should be measured, testified, analysed, improved and justified through the change of consumer perception, society welfare, company's reputation etc. Brand is a unique blend of functional and emotional characteristic perceived by consumers as an additional value, unique experience and fulfilled promise [8]. It has a symbolic value different from everything that is available in reality, and ability to represent interests that go beyond the brand itself [9]. For the company, it is the core strategic resource and most powerful invaluable asset [10-11]. The interdependence between brands and consumers is huge – in a way that consumers determine development and the success of brands, brands reversely influence and direct consumer behavior. As such, branding has become "the story of belonging and pervasion", as it enables consumers to express their interests, attitudes, preferences and overall personality through brands they use [10; p.14]. Moreover, they are trustworthy source of information and great mediator in education end occupation of large group of consumers which, when create community of a brand, can be very influential force in society [2]. In recent years consumer interest in environment-friendly alternatives has risen dramatically [13], and so their expectations of brands. Even though the attitude-behavior gap, described as the inconsistency between consumers attitudes and actual buying behavior, is identified in many studies [14-15], sustainable attributes are becoming increasingly important in a

brand valuation [6, 16]. Linking brand performance and image with sustainability concerns is becoming leading way for differentiation [17]. Thus, brand management emerges as a focal and even more dynamic business process with sustainability in the center of its philosophy, and main initiator of traditional brand management theory and practice shift [18]. The relationship between mainstream brands and their consumers have prospered in a way that people want much more for their money – they strive to get the access to all the benefits generated by the company; and, from the standpoint of the companies, that means doing "the right thing" [6] by contributing to a greater purpose. In words of Paul Polman, CEO of Unilever, "businesses can not succeed in societies that fail. (…) With liberty comes responsibility. Sustainable brands have the heritage, ability and drive to bring this alive." [2, p.4]. Sustainability, as a strategy, inevitably emerges in forefront of branding and overall business policy, demonstrating responsible stance toward mankind requirements

Nowadays, even with all existing technology that the humanity has, the world can face the shortage of the natural resources in few years, it was a concern twenty years ago and it is much more now. Sustainability is a mainstream issue in a world where the resources need to be preserved and this worried is evidenced by the growing interest shown in sustainable issues (Gordon, Carrigan and Hastings, 2011). Fuller (1999) emphasizes that due the consummation rampant of the Earth's resources became more than an individual question, it is a world-class issue, the preservation of the environment is a responsibility for the communities and especially for the business corporations. Hawken (1993, p. 26) notes that: "because the corporations are the dominant institution on the planet, they must squarely address the social and environmental problems that afflict humankind". Sustainability has become the word of the moment and increasingly present in different firms. The definitions of sustainability are many, and according Martin and Schouten (2012, p. 2) is: "the ability of a system to maintain or renew itself perpetually. All of the Earth's natural systems function this way. Sustainability comes naturally to the Earth, but not so naturally to humankind". Martin and Schouten (2012, p. 3) define it as Human Sustainability and describes it as per following: "been the opportunity for all people to maintain fulfilling, productive lives while preserving or replenishing the natural and economic systems that make their well-being possible". Marketing plays a key role to promote the development worldwide, increasing living standards

around the word, in other words, Marketing serves as a resource to support and propagate the sustainable thinking (Fisk 2001). Martin and Schouten (2012, p. 10) claim that: "through marketing systems that most of humanity's material needs and many of our psychological needs are met; […] as the engine that drives the global economy, Marketing has an enormous footprint on both the environmental and society. […] As the interface between business and society, Marketing also has great potential as a force for shaping cultural change". However, Marketing is considered a tool to the Sustainability and a way to spread the importance of preservation of the earth's ecosystems, defined here as Sustainable Marketing. According Martin and Schouten (2012, p. 10), Sustainable Marketing is: "about understanding and managing Marketing's pivotal role in the future of business and society […] is the process of creating, communicating and delivering value to customers in such a way that both natural and human capital are preserved or enhanced throughout" and Gordon et al. (2011, p. 147) complement that Sustainable Marketing: "seeks a solution in which commercial goods can be marketed in a responsible way that does not adversely impact upon sustainability". 9 Sustainable Marketing can be achieved by Green Marketing, Social Marketing and Critical Marketing (Gordon et al., 2011). According Gordon et al. (2011, p. 146): "(1) Green Marketing develops and markets more sustainable products and services while introducing sustainability efforts at the core of the marketing and business process. (2) Social Marketing uses the power of upstream and downstream marketing interventions to encourage sustainable behavior. And (3) Critical Marketing analysis marketing using a critical theory based approach to guide regulation and control and stimulate innovation in markets with a focus on sustainability, but moreover challenging some of the dominant institutions of the capitalist and marketing systems, to construct a more sustainable marketing discipline". For establishing statements and policies to address issues of social and environmental ethics, many companies use Corporate Social Responsibility (Martin and Schouten 2012). According Charter (1992, p. 59), "Corporate Social Responsibility refers to the concept that business has a wider responsibility to all the communities within it operates, […] a company's interaction with the immediate community, or community relations". Thus, we can consider that Corporate Social Responsibility is linked to Sustainable Marketing. Sustainability is over more present in our daily life and for the companies that work honestly and seek to have sustainable outcomes the consumer increasingly will reward (Martin and Schouten 2012). "Even as consumers of sustainable marketing

become active collaborators in caring for the planet and creating positive social change" explain Martin and Schouten (2012, p. 59). Based on these theories, the theoretical framework of this study aims to cover the literature concerning about Sustainable Marketing, covering Green Marketing and Social Marketing, and Corporate Social Responsibility, as well as the connection of these approaches to brand equity and consumer behavior.

CHAPTER -2

CONCEPT OF SUSTAINABLE BRAND MANAGEMENT

Brand orientation

Brand orientation refers to the extent to which the firm recognizes the importance of brands as valuable assets and centres its marketing strategy and activities on developing the ability to build strong brands. This concept was initially defined by Baumgarth (2010), and implies that top management attributes a critical importance to branding. Brand orientation in this sense is a mindset, a type of organizational culture that ensures that the brand will have a dominant role in the firm's strategy (Baumgarth, 2010). According to Beverland (2007), firms with an embryonic brand orientation consider the brand an optional strategy that is not necessarily important for achieving competitive advantage. For firms with an integrated brand orientation, in contrast, the brand is a critical strategic resource for achieving competitive advantage and a key guide for their marketing strategy. Brand orientation therefore constitutes the fundamental basis upon which to sustain the firm's ability to manage its brand effectively (Beverland et al., 2007), reinforces the brand's market differentiation and ultimately helps to achieve sustainable competitive advantages (Baumgarth and Schmidt, 2010). Thus in order to create and safeguard strong brands, firms must start by adopting a brand orientation mindset (M'zungu et al., 2010). Once the organizational environment culture reinforces the building of strong brands as a fundamental strategic objective, all organization strategy must collaborate to achieve this goal and internalize the importance of the brand (Punjaisri et al., 2009). Thus firms must educate and train all their workers, whatever their level and/or function, so they know and support the brand identity and understand its meaning and implications perfectly (Chernatony and Cottam, 2006). Following an internal marketing approach, the objective of this process is that employees do not limit their relationship with the brand to a mere transactional exchange of work for income, but develop symbolic ties with the brand and hence become de Chernatony, 2006). On the other hand, another objective of internal branding is to favour the concept of sustainability about the brand both from the top down from the managers and directors and from the bottom up from the employees so that the activities of brand development and strengthening can be carried out as efficiently as possible (M'zungu et al., 2010). On this basis, the BMS should also include the monitoring of the in the concept of sustainability of the brand in order to guarantee a perfect alignment between the internal perception of the brand and the strategic objectives of the organization. Thus internal branding helps the firm to develop a BMS because

this dimension contributes to: (1) operation analyzing the brand orientation culture; (2) implementing brand-building activities, for which the employees must be perfectly familiar with the objectives and characteristics of the brand, and the lines of action that the firm foresees, as well as share relevant information; and (3) delivering the service that accompanies each purchase, through which the brand image is created. In this sense, the employees participate actively in building the brand through each contact or encounter with the customers (Dall'Olmo Riley and de Chernatony, 2000; Merz et al., 2009).

Strategic brand image

Recent studies stress the need for strong brand-supporting marketing activities, or brand orientation, which ensures that the brand has an important role in the business model (Baumgarth and Schmidt, 2010). Researchers also focus on the internal branding concept as a key instrument for cus commitment to the brand and their collaboration during service encounters to guarantee consistency of the brand experience. The literature also recommends treating the brand as a core strategic resource. Thus M'zungu, Merrilees, and Miller (2010) suggest three stages of strategic brand management for building and protecting strong brands image: adopting a brand orientation mindset, developing branding capabilities and consistent delivery of the brand. On the basis of these ideas, the BMS consists of three underlying dimensions: brand orientation, brand image, and the strategic management of the T. Sabri Erdil / Procedia - Social and Behavioral Sciences 99 (2013) 122 – 132 127 marketing activities. The dimensions constitute a system because only their comprehensive implementation, rather than their consideration in isolation, can sustain the firm's ability to develop successful brands (Beverland et al., 2007). In order for brand image to become a source of competitive advantage for the firm, managers must carry out their strategic management on the basis of a series of fundamental elements: (1) the development of a marketing strategy coherent with the desired brand image; (2) the planning of the brand management over the medium to long term; (3) the evaluation of the evolution in the brand image and value in the market; and (4) the allocation of the economic and human resources necessary for the brand management. The models that describe brand-building activities (e.g. Keller, 2003) recommend designing actions in several marketing related areas such as product design, product positioning and

packaging, communications campaigns in traditional and online media, and brand extensions. Consequently, the strategic brand management has to include a careful fit between the firm's global marketing strategy and the desired brand image, together with a planning of the brand's medium and long-term goals to facilitate the strategic marketing planning process. Aaker and Joachimsthaler (2000) propose a model summarizing the firm's investments in the brand in four main areas: creating and reinforcing the brand identity; structuring the brand portfolio; developing coordinated marketing actions; and organizing the brand image infrastructure and process. Brand image constitutes all pf the aspects of perception aimed to have been maintained in consumer minds. Brand perception specifically uses the messages emphasized in consumes or marketing communication (Erdil, Uzun, 2011) Messages regarding economic, social and environmental concerns play substantial role in maintaining brand image. Therefore brand image includes all of product aspects such as virtual characteristics, quality and price created in consumer perception. Firms must therefore acknowledge the importance of allocating human and financial resources to develop their brands.

Concepts of Sustainable Brand Management

Brand management is an important section of marketing. During the last decades several concepts of brand management have been established. As already mentioned, brand management consists of three parts: strategic brand management, operative brand management and brand controlling. Relating to the purpose of this work concepts of brand management and their content regarding strategic brand management need to be considered in order to find a basis for the concept of Sustainable Strategic Brand Management.

In 1986, Park, Jaworski and MacInnis developed a framework, termed Brand Concept Management (BCM), which consists of strategic as well as operative components. This framework includes the stages of selection, introduction, elaboration and fortification. In these stages the approach depends on whether the brand concept is functional, symbolic or experiential. Out of the introduction stage an appropriate marketing mix for the establishment of the image/position can be derived. Out of the elaborating stage an appropriate marketing mix for the enhancement of the value of the image/position can be developed and out of the fortification stage an appropriate marketing mix for brand concept associations can be taken. Moreover, Park et.al. (1986) state that out of the brand concept positioning strategies are formed, out of the positioning strategies a marketing mix given competitive situation is developed and finally out of this situation consumers' perceptions of image/position result. (Park, et.al., 1986)

This concept points out important components of the concept of brand management and includes strategic as well operative aspects. Nevertheless, this concept misses several essential parts of brand management. First of all, the concept includes no controlling or feedback components. Due to the fact that consumers and their needs and wants can change through time it is always crucial to control and if it is necessary to adapt parts of the strategy. Park's et.al. concept gives the impression that if a company chooses once a strategy/position, this strategy/position can never be changed or adapted. Furthermore, the concept bases exclusively on the external perspective. Although the authors mention that a brand concept develops from external and internal considerations, the concept fails to consider the internal perspective, like e.g. company objectives, brand objectives and brand identity, which are

important parts in a brand concept. The concept bases on the brand image/position and views only the outside perspective of brand management.
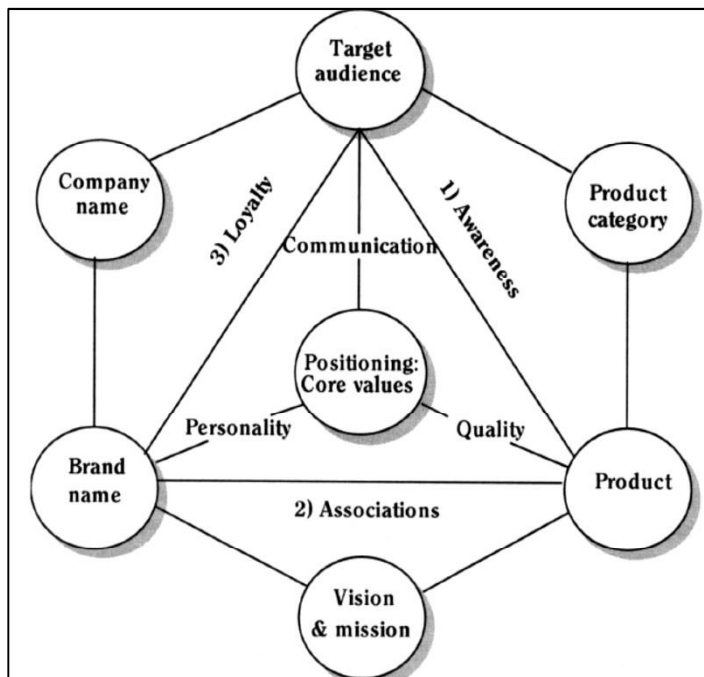

Figure 3: The Brand Hexagon (Urde, 1999, p. 125)

Another interesting point is that the authors distinguish between three brand concepts (functional, symbolic and experiential). Considering these three separated brand concepts the question arises why the authors make this separation and state that a brand concept can only be functional, symbolic or experiential. This is highly debatable because every product/brand has a functional as well a symbolic component. A product/brand without a functional component will never be bought and a brand without a symbolic component is not a brand because the symbolic component is what especially constitutes a brand. Therefore, this separation seems to be useless and improper.

When screening the concept of strategic brand management Urde's approach can also be helpful to get closer to this field. Urde (1999) takes the above mentioned critique into account and assumes that

> "integrity and brand competence are required in order to create, develop, and protect brands that have an identity, and not just an image" (Urde, 1999, p. 117).

Urde (1999) broadens his view and considers in his approach as well the brand image (outside perspective) as the brand identity (inside perspective). In addition, Urde (1999) recognizes the importance of a brand-consumer relationship and states that a product can be compared and substituted by another product, but a brand with a personality and identity of its own provides

the basis for a unique relationship. In his study Urde (1999) develops a model, the Brand Hexagon .

This model presents Urde's understanding of brand management. In this view the brand mission represents the point of departure. The brand mission includes the brand's reasons for existence, core values, identity, personality and strategy. Value and meaning are communicated via the product, product category, target audience, company and brand name, as well the positioning and core values. The aspects listed above are closely linked to each other and constitute together the basis for the brand strategy and brand identity. Furthermore, communication plays a major role in this concept, because through communication the brand identity can be explained to the customer. Awareness, associations and loyalty build the fundamental inner relationships in Urde's model. Awareness is the first step. Without awareness the brand is not recognized by the consumers and cannot be further built up. Following, the brand is differentiated and attitudes and feelings are created through associations and finally, a strong relationship and loyalty are created through the communication of the brand identity and core values.

In contrast to Park et.al. (1986) Urde (1999) focuses on the brand identity and recognizes that it is necessary to formulate first an internal brand identity. Moreover, Urde (1999) points out the importance of a corporate brand management and the integrity of the brand within the whole organization. Considering Urde's model it must be stressed that his approach focuses legitimately on the brand identity, but neglects to explain precisely what the brand identity is and of which components the brand identity consists. Moreover, the question arises where and how the brand mission and vision, the point of departure of Urde's model, come from. It is an obvious weakness of Urde's approach that he neglects to take a situation analysis as a basis of his model. This is essential in order to know about current customer wants and needs, which in turn should be the starting point of all marketing activities.

In 2003, Burmann, Blinda & Nitschke have developed the identity-oriented brand management model. Similar to Urde (1999) this approach has also the basic idea to complement the classical one-side orientated outside-perspective (brand image) with the inside-perspective (brand identity) (Burmann, et.al., 2003). While the brand image represents the image of others (external target

groups, like e.g. consumer, customer), the brand identity symbolizes the selfimage (internal target groups, like e.g. employees, marketing agents) (see).

THE ROLE OF SUSTAINABILITY IN STRENGTHENING BRAND EQUITY

Consumer green perceptions and preferences, companies' sustainable practices and brand equity are strongly interrelated. Sustainability can bring deeper meaning to a brand image and consequently stronger emotional bonds and differentiation [17, 25]. Satisfied consumers are more favorable to those products and companies that fulfill their expectations, needs and desires [26]. Moreover, sustainability enhance public recognition [27], competitive advantage [28] and provide future financial health by reducing various possible risks [29]. Given that "green corporate perception, eco-label, and green product value" significantly influence purchase decision [30], and that there are consumers who are willing to pay higher price for green brands [31], green branding is an important driver of brand equity [32]. Brand equity is the intangible, hidden value inherent in a well-known brand name [33]. It adds value to the brand through the brand name [34] and indicates consumers' preferences, attitudes and purchase behavior towards specific brand [33]. The pioneer definition of green brand equity, as the final objective of green marketing and green branding strategy, was given by Chan [1; p.310], who explaining it as ''a set of brand assets and liabilities about green commitments and environmental concerns linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service.'' It is based on Aaker's [35] and Keller's [36] definition of brand equity. There are many studies referring to the link between sustainability and brand equity. For instance, the TANDBERG and Ipsos MORI survey [37] confirmed the interdependence among corporate environmental responsibility, brand equity and competitive advantage, explaining that more than 50 % (1 billion) of consumers from their global survey claimed they would prefer to buy product from environmentally responsible company, while almost 80 % (700 million) of workers from the same survey stressed importance of working for environmentally ethical company. Similarly, Gidwani [38] examined more than 1000 companies in 54 countries and showed that there is a strong correlation between brand strength and

sustainable practice of a company, putting an accent on employees' treatment and environmental policies, as the leading drivers of the correlation. Chen [1] proposed, by observing consumers' purchase of information and electronic products, three novel constructs of brand equity: 1) green brand image, 2) green satisfaction, and 3) green trust. He indicated positive relations between those three drivers and brand equity, with the note that green satisfaction and green trust to some extent can mediate the relationship between green brand image and green brand equity. He also listed main reasons for developing sustainable marketing: "compliance with environmental pressures; obtaining competitive advantage; improving corporate images; seeking new markets or opportunities; and enhancing product value" [1; p.307]. Finally, Nastanski [39] provided sustainability-profitability relationship model, showing thoroughly how sustainability improves brand equity and consequently financial profit as final business indicator.
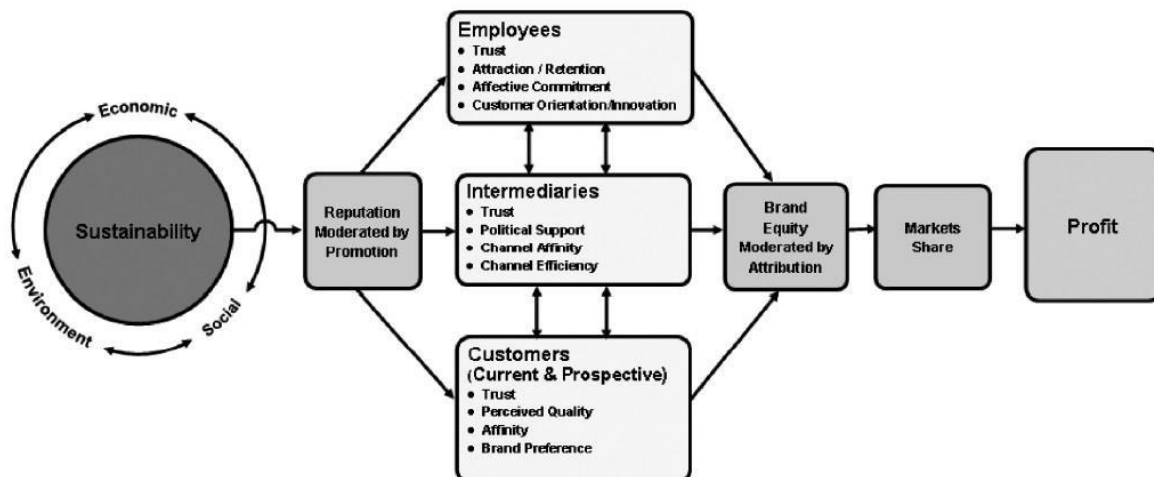
Sustainability-Profitability Relationship

As a result, many companies have appointed sustainability on their business agendas, with the twofold aim – making contribution to society and gaining financial profits and advantage over competition 40. However, the link between what companies really do in terms of sustainability and how consumers see it is often blurred and unclear. Interbrand's annual Best Global Green Brands report 41 indicated two types of gaps between corporation's environmental practices and consumers' perceptions – positive and negative – where the first

one refers to higher sustainable performance than the perception of consumers of those practice really is, and vice versa (in the case of negative gap). The main reason for this inconsistency is consumer confusion compounded by "greenwashing" [42] – the practice of misuse and forgery of the concept of sustainability, the green movement and manipulation in the field of ecology [43] – that rises question of trust and confidence in the company and their products, and usually results with loss of will and enthusiasm of consumers to engage in ecofriendly behavior and waiting for someone else to fix the problem [44]. In this respect, creating appropriate green brand strategies is required in order to reduce the gap and accelerate for large-scale adoption of sustainable behavior of all members of the community. Nonetheless, greening its strategy, companies and brands avoid the risk of obtaining disapproved outlook and unfavorable attitudes in consumers' eyes.
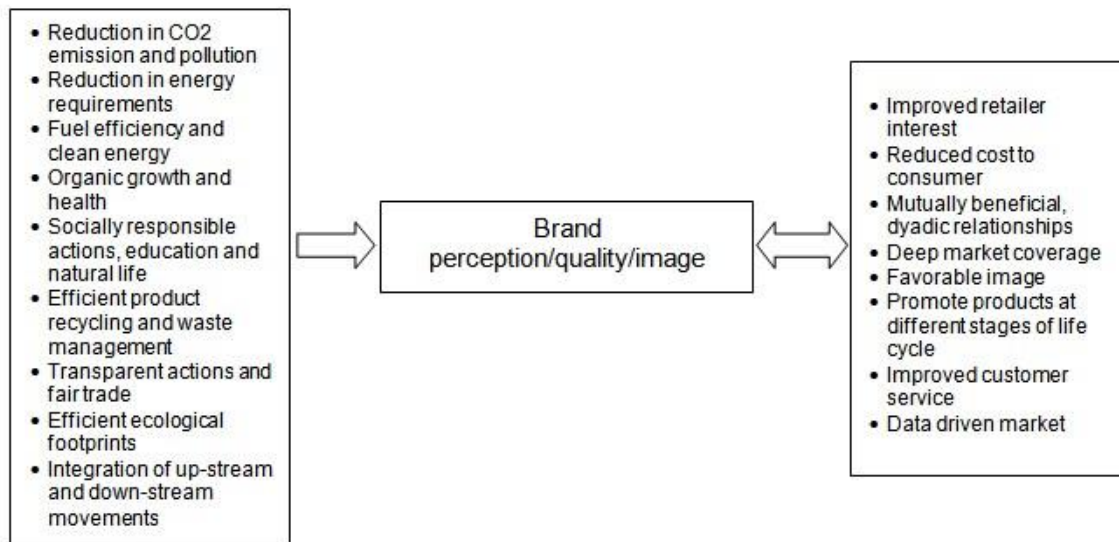
ESSENTIALS OF SUCCESSFUL SUSTAINABLE BRANDING STRATEGY

In branding context, proper implementation of sustainability concept into society requires strong brands and comprehensive strategy. Best positioned and trustful brands are most inspirational, most influencing and with the ability to induce mass resonance and action 44. On the other hand, appropriate strategy maximizes brands' impact, in best way fit
"greenness" in consumers' lifestyle and trigger not just green audience but has much wider extent 44. Likewise, it brings additional value to an individual and unequivocally inform consumers about all benefits of green brands purchase 22.

Suitable sustainable branding strategy includes changes in various marketing strategy areas, such as product production, design, packaging and positioning, communication with target market, etc. 10. Environmentally friendly materials, reduction of paper usage and carbon emissions 46, creating public awareness and actions toward waste reduction 47 and educating people about sustainable products benefits 48 all together increase company strategy visibility and the chances for buying environmentally-friendly brands. Various sustainable marketing activities that can improve and strengthen brand image and marketing performance are presented .

| Reduction in CO2 emission and pollution; Reduction in energy requirements; Fuel efficiency and clean energy; Organic growth and health; Socially responsible actions, education and natural life; Efficient product recycling and waste management; Transparent actions and fair trade; Efficient ecological footprints; Integration of up-stream and down-stream movements | Brand perception/quality/image | Improved retailer interest; Reduced cost to consumer; Mutually beneficial, dyadic relationships; Deep market coverage; Favorable image; Promote products at different stages of life cycle; Improved customer service; Data driven market |

Linking sustainability with Brand perception and marketing performance

Moreover, marketing strategy must be allied with overall business strategy. Environmental culture should permeate all organization sectors, which understand, collaborate and recognize importance of brand green orientation 49. This points out the significance of observing internal structures and all employees as the starting point in terms of education, support and proper implementation of sustainability concept . The best way for making brand ambassadors is creation of strong ties between a brand and both employees and consumers . However, the most challenging area in green branding is dealing with the gap between company's performance and consumer perception Thus, company's performance should be demonstrated through clear explanation how organization source, produce, and distribute products and services in sustainable-responsible manner, while consumer perception should be built among key consumers through credible and permanent communication of crucial benefits of sustainable practices.

Likewise, it is important to understand full context of consumer socially responsible behavior. Consumer decision regarding sustainable brands is based on three connections

1.) consumer and environmental sustainability,

2.)brand and environmental sustainability,

3.) consumer and brand.

Consumer acceptance of and positive attitudes toward sustainable brands depends on available green information and their procession by individual, as well as "sustainability fit within brand schema, consumer motivation and strength of relationship with the brand". Given that the idea of "green" is often abstract and that sustainable issues are too broad, consumer motivation is driven mainly by their concern for those issues and belief that their contribution makes sense . In this sense, even though consumers hardly change their long-established habits, rational arguments can be useful .

Green branding is more than eco-labeling . Convincing and sound communication is essential for the process – familiarity with company's vision and tangible action plan for making a change is the basis for motivation of consumers and reaching their minds and hearts . Emotional connection created through green positioning provide three different types of values for consumers 1) "a feeling of well-being" – finding personal satisfaction in contribution to the "common good"; 2) "auto-expression benefits" – finding personal satisfaction in socially visible consumption and acquisition of environmentally conscious image; and 3) "nature-related benefits" – love toward nature as the main trigger for satisfaction.

Observation of different segments on the market and their affinities toward sustainable behavior was also conducted by Lippincott . They identified six profiles of eco-conscious consumers 1) campaigners (accept the issue and want to contribute, but are pessimistic about the change), 2) optimists (accept the issue, want to contribute and believe in change), 3) followers (ready to change, but not fully accept the issue), 4) confused (neutral and confused, but open-minded), 5) unwilling (accept the issue, but not ready to change), and 6) rejecters (informed, but don't want to change). Wining "heads, wallets and hearts" of consumers demands "insight into consumer practice" as a framework for "developing sustainable brand propositions and delivering and communicating green values" . There are various criteria for establishing successful sustainable brand strategy, like uniqueness, innovativeness, co-creation of sustainable value, and "accurate and clever communication . However, common thread that links all successful brands, regardless of whether they are green or conventional, is understanding "what matters to people in their lives, how and in what direction culture is changing, how to lead rather than follow and how to 'walk the talk' of brand integrity" , and those are

mainstream rules for each successful brand strategy. In the era of environmental concern and sustainability on the top of business and society agendas, it is both an obligation and an opportunity for companies to enhance their brands' performance and enlarge brand equity.

Effects of sustainability on marketing opportunities

Practices of sustainability enable marketers to communicate about the orientation for managers practices of sustainability enable marketers to communicate about orientation of their firms's value and beliefs towords not of their satisfying the needs but also towards improving the life of its investors or marketing managers prime objective (Menon and Menon, 1997). It enables marketers to create a differentiation by communicat image or brand perception quality, such as using environmentally friendly material for packaging the products, or reducing carbon footprints by minimising the use of paper by avoiding hard copy mailing and instead communicating electronically (Shrivastava, 1995). Designing target-based campaigns leads to reduction of the waste produced as a result of promotional campaigns (Frame & Newton, 2007). Marketing initiatives, such as creating awareness about the benefits of sustainable products or services can position the firm above competitors and enable it to enjoy a better reputation (Menon and Menon, 1997). Such initiatives act as a stimulus for customers to buy green products and improve the long term viability of the business by helping firms to leverage on its green innovations for economic, social and environmental dividends (Boulatoff & Boyer, 2009). Sustainability-based brand image of a firm when acknowledged by entities operating both internally and externally to the organisation influence firm's reputataion become its identity over a period of time (Rodrigues and Child, 2008).

Sustainability encourages efficient use of resources so that it brings opportunities for efficient management of costs and wastes. The objective of sustainability is to let firms deal efficiently with their future risks by caring for the financial health of the company while considering the health of people and the planet (Osland, 2003). The management of sustainability by improving gaps in the brand image or green initiatives of the firm provides various opportunities that lead to better performance (Ratnayake and Liyanage, 2009). While the management tries to utilise its resources efficiently and manage its costs and waste through green initiatives, it encourages marketing to motivate consumers to be mindful of their consumption of the products or its brands offered by them (Sheth et al., 2011). The objective of such initiatives is to make all individuals aware of

the needs of the environment and motivate them to contribute to sustainability by stimulating them to use sustainable products or services (Sheth et al., 2011). Development and adoption of technologies or information systems for sustainable development by management enables identification of gaps or setbacks to the efficiency of the firm with the areas of improvement (Szekely and Knirsch, 2005).

Information required to drive sustainability-based brand management can be achieved in various ways: from a sustainability performance reporting system; consulting with different communities to understand their requirements linked to sustainability; setting up a programme that allows the exchange of second-hand products to reduce waste; identifying investments to become a socially responsible organisation; labelling products with eco-friendly messages to educate customers (Gupta, Czinkota and Melewar. 2012) Additional factors constitutions brand perception of consumers have been witnessed to be included in the last decades. These characteristics are mainly about reduction in engage requirement, green initiatives, product recycling, social responsible actions and sponsorships that are embedded in brand image. Brand image effecting substantially consumers buying behaviour administers decision making of consumers depending on rational and emotional values brands create in their minds and perceptions that have about brands (Erdil, Uzun, 2011). Therefore, brand image is concerned both with targeted perceptions such as product quality, utility and performance as well as virtual ones such as emotional effect and sustainability dimensions of product

that are more subjective and invisible in nature Sustainability-based brand image provide a marketing performance-oriented roadmap to businesses and lead to a reduction of risks and costs with brand perception such as enhanced reputation, cleaner production and environmental accounting.

Variables

According to the findings of this study, that by using variables adapted Suraksha and Kumar's study (2012) a survey can be conducted on marketing managers in order to evaluate their perception on sustainability and branding and test propositions mentioned below. The study of the effects of economic, social and environmental variables for sustainability on brand perception and marketing will be a promising research topic for sustainable Brand Management.

Economics variables:
An increase in the concern of a brand about pollution related environmental challenges being faced by the society in which it operates will positively influence the brand perception quality by its customers.
An increase in the concern of a brand about energy conservation related environmental challenges being faced by the society in which it operates will positively influence the brand perception quality by its customers.
An increase in the concern of fuel efficiency for clean energy environmental challenges being faced by the society in which it operates will positively influence the brand perception quality by its customers.

Social variables:
An increase in the concern of a brand about health related challenges being faced by the society in which it operates will improve the brand perception quality by its customers.
An increase in the concern of a brand about the nature related challenges being faced by the society in which it operates will improve the brand perception quality by its customers.
An increase in the concern of a brand about the education related challenges being faced by the society in which it operates will improve the brand perception quality by its customers.

Environmental variables:

An increase in the concern of a brand about waste management related environmental challenges being faced by the society in which it operates will positively influence the brand perception quality by its customers.

An increase in the concern of a brand about fair trade related economic challenges being faced by the society in which it operates will positively influence the brand perception quality by its customers.

An increase in the concern of a brand about product recycling related economic challenges being faced by the society in which it operates will positively influence the brand perception quality by its customers.

Economic indicators

There is much dissatisfaction with economic indicators, even among economists. Most would claim that they are not indicators of anything other than the economy. Some do not believe they are even meaningful measures of economic sustainability (Daly, H. and Cobb, J. 1989).The adherents for the most common indicator, the gross national product (GNP), now replaced by the gross domestic product (GDP), are getting fewer, but it is still widely used. Daly and Cob have developed the Index of Sustainable economic welfare which has been

Further refined as "genuine progress indicator" Consumption is still the base of the index, but instead of adding negative or deleterious consumption (e.g. defence, environmental protection) it subtracts them and adds previously unmeasured positive beneficial consumption (e.g. voluntary work, care giving, housework). The GPI is a more realistic alternative to the GDP. The proponents of GPI presumably believe it is more likely to receive establishment endorsement by starting from the received wisdom. To manage brand image in a competitive market, business economics theories require managers to synthesize concepts of both macroeconomics with microeconomics in terms of tradeoffs, rationalities and incentives by considering both explicit and implicit costs (Spulber, 1994). From a sustainability perspective, the costing of public goods is not always possible; e.g. air pollution (Walker & Hanson, 1998). While changes in consumption

patterns can be correlated to the profits that a company makes, the value created by company through efficient management of public goods for addressing sustainability issues improves the reputation of a company (Steenkamp & Ho). Furthermore, the GDP and the GPI are single indices. Both are aggregations of specific economic indicators. Whereas economic indicators may be equally responsive, in respect to time, to actions of adjustment, or can be meaningfully weighted in their aggregation, this is not true of social, environmental and sustainability indicators. Economic indicators are therefore not particularly useful as measures of sustainability, but economic considerations need to be factored in. Managers try to use substitution effects that encourage operations to be highly sensitive to sustainability issues in their business practices while making a profit (Zeithaml, 1988). This change requires brand managers to take conscious decisions about ethical practices adopted by their brand for the successful sale or delivery of its products. Apart from considering incentivizing customers for the recycling of products and reducing the cost of products, there also needs to be wastage of resources, or restricted use of child labour (Snider, Hill, and Martin, 2003). Favourable knowledge and perceptions of customers about value contributed by brands allow managers to gain economic benefits for their business (Rust, Lemon, and Zeithaml, 2004). Application of these concepts into the sustainability based actions when adopted by a brand from an economic perspective can be even more beneficial to the company.

Social indicators

There are broadly five types of social indicators: informative, predictive, problem oriented, programme evaluative, and target delineation. Many social indicators are in part economic, environmental and sustainability measures too. They can be comparative, between and within socioeconomic and ethnic groupings. Objective conditions, such as the standard of living, are measured by analyzing time series information on observable phenomena. Subjective conditions, such as quality of life, are measures of perceptions, feelings and responses obtained through questionnaires with graded scales (Christine and Adam 2012). It is well known that there is little

correlation in the level of well-being as measured by objective parameters on the one hand and subjective parameters on the other. The social dimension of sustainability necessitates businesses to adopt the philosophy of stewardship (Persley, Meade and Sarkis, 2007). There are considerable difficulties associated with the aggregation of indicators and in the design of weighting schemes. There can be aggregation of indicators of a similar nature, but in general aggregation, and certainly a single index, is uncommon. Social stewardship requires businesses to promise and provide a better quality of life to all by taking actions that are oriented towards addressing the challenges faced by the society in which the business operate. In light of globalization and indirect linkages the scope can be expanded to include even societies in which a brand does not yet operate. Companies try to take actions that address issues such as poverty alleviation, improving work conditions, health systems or education avenues that can demonstrate their concern for society (Closs et al., 2011). The purpose of such social actions taken by the brands is to full fill management is sense of obligation and to publically demonstrate a sense of responsibility (Peattie and Morley, 2008). The World Health Organization in 2006 reported service provision, resource generation, financing and stewardship as the essential elements of knowledge creation and also recommended them to be considered as a part of corporate governance by businesses (WHO, 2006). The report holds companies responsible for demonstrating effective stewardship by identifying the need, creating a vision, implementing the vision as a strategy and influencing change for creating situations of enablement. The marketing literature emphasizes on the role of social dimension of sustainability in the creation of value that can be utilized to identify new opportunities for businesses (Tsoi, 2010). The challenge of sustainability is neither wholly technical nor rational. It is one of change in attitude and behaviour. Sustainability must therefore include the social discourse where the fundamental issues are explored collaboratively within the groups a community concerned. As social dimension has been studied extensively, literature reflects on various measures that can be used to assess its ability to create differentiation. These arguments have not been studied previously in the context of branding theories. The argument we

present here is that health or education related social concerns of a brand not only facilitate creation of brand knowledge but also influences the perception of the overall value that a brand contributes.

Environmental/ecological indicators

Environmental indicators tend to relate to the environmental sphere closest to human activity and can include economic, social and sustainability parameters too. They measure the quality of the living and working environment, usually for the three spheres of air, land and water, and may include measures of our productive use of resources, e.g. agri-environmental indicators. Ecological indicators relate more to ecosystems, where in some cases the human impact is not so evident (Daly and Cobb. 1989). Indicators pertinent to the integrity of ecosystems and biodiversity are prominent. Most of the indicators have, or will have, thresholds and targets. Various environment research studies have highlighted the role that businesses play in the volatile nature of the environment (Ferreira, Lopes and Morais, 2006). Management changes may be required for adapting to new weather conditions (Pegg, Patterson and Gariddo, 2012). Actions such as performing business functions in an eco-friendly manner with minimum use and maximum conservation of energy apart from efficient waste management builds favourable perceptions about the environmental friendliness of the company (Shami, 2006). The marketing literature recommends that concerns about such requirements of sustainability should be addressed carefully by businesses with environment friendly actions as it influences customers perceptions of brand, changes preferences when customers make purchases, and drives the overall long-term health of the business (Chabowski et al.) The ecological integrity of the Earth is ensured and our basic needs are satisfied, how much is enough? The question should be posed mostly in the developed countries where, amidst the affluence, there is still inequity. Increasing and deliberate inequity at that, for it is a necessary feature of a growth economy and the driver of material self advancement. Desirable though high standards of living may be, there are finite global limits. Since our concern for the environment decreases as we become more affluent. The argument that businesses can use actions such

as pollution control and energy conservation to create brand perception quality important hypotheses to be examined by this study.

The need for sustainable market exchange

Introducing sustainability as a core value and practice in business is said to be one of society's most promising means for safeguarding natural resources and eco-systems. This has led to much interest in how to integrate into the market-economic system. This view is expressed in the European Commission's (2008) *Sustainable Consumption and Production and Sustainable Industrial Policy Action Plan*, which aims at combining the benefits of economic activity with the principle of sustainable development. It puts responsibility for sustainable consumption and production (SCP) mostly on the shoulders of the two main actors in the market, the consumer and the firm, an approach that strongly relies on market demand (Seyfang, 2005). The European Commission (2011) depicts Corporate Social Responsibility (CSR) as a key tool to achieve SCP, which, it is hoped, will render the innovative potential and market power of individual firms a tool for more sustainable consumption patterns. The problem with this idea, however, is that firms operate in a market setting that does not encourage this kind of behaviour. Given the existing 'rules of the game' (i.e. the institutional market setup), promoting sustainability might well be anticipated to be tricky and unprofitable for a firm. The question this raises is whether policy makers will have to intervene in the market in order to push it towards desired levels of sustainability, or is there a possibility that market actors themselves can develop towards SCP simply due to the pressing necessity to do so?

In this article we discuss the increasingly important role for brands to act as informal institutional arrangements that allow businesses to engage with sustainability. We look at the example of retail brands and their at least partial success in bringing sustainability to the market. We then discuss how this development entails both opportunity and risk for the overall development of the market. Situating our discussion in the context of notions of value co-creation, we reflect upon how the relationship between brands and sustainability can lead to promising alliances between business and consumers and make consumption more sustainable. We finally note the dilemma this approach entails, which

derives from the corporate ownership of brands. In the end, we establish a nuanced view on brands, which we believe helps to understand one possible function of brands as 'carriers of sustainability'.

Why Sustainable Branding Matters

A sustainable brand is one that has successfully integrated environmental, economic and social issues into its business operations. However, many companies that consider themselves to be sustainable only meet one-third of this definition.

The communications marketplace has been losing the battle to maintain the sanctity of this concept as companies, activists and others throw the word "sustainable" around to refer solely to environmental issues. However, as I've discovered in my work branding sustainable businesses, focusing on the environmental side is a good place to start.

More companies are addressing social issues in their environmental sustainability programs as they realize how interlocked the two are. Brands have slowly realized that it's futile to solve just one aspect of the issue.

Today, more than 90% of CEOs say that sustainability is fundamental for success. Evidence of the modern CEO's state of mind is seen in how much attention companies are putting toward their sustainability strategies. Examples of sustainability initiatives include:

- Developing sustainable products and services

- Creating positions like Chief Sustainability Officer

- Publishing sustainability reports

And the trend seems to be deeply rooted: 88% of business school students think environmental and social issues are priorities in business. Additionally, more first-time entrepreneurs are building their companies around environmental protection. This has led to the rise of promising startups that focus on durable, eco-friendly and recycled products.

optimism stems from the fact that the zeal to transition into a sustainable society comes from a place much deeper. We can talk about the power of

technology in transforming almost every aspect of the world, but technology remains powerless without a strong human response. We can try to show via pictures and video how much damage we've caused to the environment, we can publish studies about the huge amount of plastic in our oceans, but no progress will be made without appealing to the emotional core of the matter.

The challenge lies in helping business owners feel connections to these issues, especially if they don't see returns from investing in sustainability. This barrier must be overcome first before an organization as a whole can commit to sustainability.

Examples of Sustainable Brands: The Cream of the Crop

- **LUSH**
  FRESH HANDMADE COSMETICS

LUSH Cosmetics

When it comes to sustainability in cosmetics, it's almost impossible not to think of Lush. This global cosmetics brand has designed their brand image in a highly effective way that practically screams environmentally-friendly and sustainable. The company shows where all materials in their products come from. They also focus heavily on the eco-friendliness of their website, their store image and their products.

Lush has successfully branded itself as sustainable in every aspect of its image so consumers come back for more of their handmade bath salts time and time again.

- patagonia

Patagonia

Founded in the 1970s, Patagonia is one of the founding fathers of environmental activism. The company's webpage demonstrates its sustainability plan, with an entire section dedicated to educating consumers on their efforts and beliefs. Patagonia also posts

relevant news and current events on its social media platforms related to the topic of climate change and environmental awareness.

And let's not forget the company's massive donation a few years back! Patagonia donated 100% of its Black Friday 2016 sales to organizations that help the environment. If that doesn't demonstrate the authenticity of a brand's sustainability, we don't know what does!

Starbucks

Coffee lovers around the world will be thrilled to know that Starbucks is also up there in top sustainable brands. While the company was at an advantage with their already-green and white brand colors from day one, their website details to consumers their exact efforts to be eco-friendly in all aspects of their business everyday. One example of in-store green marketing is their incentive program to give discounts to customers who use a Starbucks' reusable coffee mug when purchasing a coffee beverage.

From greener stores to promoting recycling and reusability, as well as powering their stores with renewable energy, it is no secret that Starbucks is a proud advocate for a healthy planet.

Timberland

Timberland's website is a wonderful visual representation of the company's sustainability. Their website dubs their community as 'Earthkeepers' and includes solid facts regarding their products' material. This global clothing manufacturer and retailer also uses eco-friendly stores to promote its products.

The company continues to express its desire to expand and develop its partnerships, as well as test its product materials to align with its green marketing strategy. If Timberland's green momentum continues as it has so far, there is no doubt the company will achieve its goal of 100% organic and renewable material by 2020.

Apple

As global leader in all things technology, it only makes sense that Apple would also be one of the leaders in environmental protection and awareness. The tech giant is not only known for creating innovative products, but for products that are eco-friendly, as well. Apple's goal is to power all its worldwide facilities with 100% renewable energy, currently consuming 70% less power than 10 years ago.

It is part of the company's mission to create products that are safer for both the consumers using them and for the planet.

Coca-Cola

This global drink company is no stranger to the benefits of green marketing. In recent years, Coca-Cola has made significant progress as a sustainable brand, achieving its three most important goals: water preservation, sustainable packaging and energy and climate protection. On the company's website, viewers can see a 'Sustainability' tab that highlights the company's sustainability reports, product facts and other relevant news on climate protection and the company's water stewardship.

And let's not forget the #CocaColaRenew community that prides itself on trying to create a better world. From collecting plastic bottles at the company's headquarters and upcycling them into graduation gowns for high school students to supporting the wildfire relief efforts in California, #CocaColaRenew is a fantastic branding tool that is backed by true, authentic sustainable efforts.

IKEA

Starting with its supply chain, IKEA sources nearly 50% of its wood from sustainable foresters and 100% of its cotton from farms that meet the Better Cotton standards. The furniture manufacturer's commitment to sustainability is also evident in their awesome stores, which are powered by over 700,000 solar panels.

IKEA's goal is to be powered by 100% renewable energy by 2020 as well as be a net energy exporter. An ambitious goal, but definitely possible for this sustainable furniture manufacturing giant.

Adobe

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Adobe

In 2014, Newsweek ranked Adobe the third greenest company in the world and the greenest IT company in the world. The company has set out on a mission to reach net zero energy consumption and reduce its packaging, since packaging is a huge cause of plastic pollution.

With more than 70% of all Adobe workspaces LEED certified, the company has made impressive strides in recent years to achieve an authentic, sustainable brand image that is far more than just an image.

adidas

-

Adidas

International sportswear manufacturer Adidas is another high profile example of a green marketing brand. The company's website highlights every aspect of its 'Sustainability Roadmap,' leaving little

to question on the consumer side of things. One must simply select the 'sustainability' tab in the menu bar if they wish to see the brand's goals for becoming a more sustainable company.

From their product and people priorities for the next year to past year annual reports, as well as a visual graphic of their approach to sustainability, their website is a perfect illustration of the company's authentic sustainable efforts that have earned Adidas a place on this list.

PepsiCo

Coca-Cola isn't the only drink company that is leaving a positive environmental footprint. PepsiCo's website outlines precisely how the brand has and continues to achieve its goals in reducing its impact on the planet. Some of these aspiring goals include reducing, reusing and reinventing their plastic packaging, working to reduce the solid waste sent to landfills by the company's production facilities and protecting and conserving global water supplies.

The food and drink company's website illustrates the brand's progress and even its 2025 agenda. This keeps consumers up-to-date on what the company is doing to earn a place as one of the top eco-friendly brands worldwide.

CHAPTER -3
CONCLUSION

CONCLUSION

This project on "SUSTAINABLE BRAND MANAGEMENT" examines how branding theory and practice evolve in modern business environment where sustainability has been set as a major global issue. In this sense, strong brands have been seen as a powerful driver of changes towards sustainable behaviour patterns of both companies and consumers. However, fitting internal cultures and brand image is the main challenge organisations face in identifying the most effective strategies .Thus, sustainable brands' impact requires comprehensive green branding strategy that calls for multiple modifications in marketing policy and organisational culture.

CHAPTER -4
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