



UNIVERSITY OF
TORONTO
MISSISSAUGA

Master of Science in Sustainability Management

COURSE # SSM2010H
MARKETING IN SUSTAINABILITY MANAGEMENT

Winter 2020
Classroom: KN 130
Time: 10.00 am to 1.00 pm

Instructor: Dr. Ashish Pujari
Email: a.pujari@utoronto.ca
Office Hours: KN 212: Monday, 1.00 PM to 2.00 PM with appointment

Course Objectives:

The course is designed to develop an understanding of: (i) relationship between sustainability and marketing; (ii) linkages between sustainability concerns and people's behavior including their behavior in markets; (iii) differences between the principles of conventional marketing and sustainability marketing; (iv) sustainability marketing values and strategies; and (v) applications of sustainability marketing concepts and tools to a range of profit and non-profit organizations. The course will include a range of topics such as evolution of marketing, sustainability, and sustainability marketing; elements of sustainability marketing and corporate social responsibility; challenges and opportunities for sustainability marketing; sustainability and people's (consumer's) behavior; harnessing people's behavior for sustainability; sustainability marketing values and objectives; sustainability marketing strategies; sustainability marketing mix including customer solutions, communication, cost, and convenience; innovations and sustainability marketing; future directions of sustainability marketing; and applications of sustainability marketing.

Learning Outcomes

Upon completion of this course, course participants will be able to:

- Understand the evolution of marketing thought and the marketing discipline
- Understand the historical background and context of sustainability marketing
- Demonstrate knowledge of concepts and definitions of sustainability marketing and understand how to deliver superior customer value based on sustainability principles
- Understand commercial, institutional, ecological and social perspectives of sustainability marketing

- Understand how a systems thinking and other marketing and strategic concepts as they relate to integration of CSR and Sustainability into business.
- Understand the relationship between sustainability marketing and financial performance
- Demonstrate knowledge and applications of a range of tools for developing Sustainable business model, product, service, design and packaging (Life Cycle Analysis, Design for Environment, MET Matrix, ecological footprint, environmental checklists, etc.)
- Demonstrate knowledge of tools and frameworks to make supply chain, marketing channels and business processes (supplier audit, ISO 14,000, partnerships, etc.)
- Understand and apply frameworks and models of green marketing alliances, partnerships, collaboration and networks for sustainable solutions
- Demonstrate knowledge of internal and external certification for green products (sustainability index, eco-labeling, metrics, etc.)
- Demonstrate and apply sustainable solutions for the developing world including BOP markets
- Demonstrate and apply communication strategies for sustainable solutions

Course Materials:

Required Text Book:

Frank-Martin Belz and Ken Peattie, "Sustainability Marketing: A Global Perspective" 2nd Edition, Wiley, 2012. (available at Amazon.ca)

Weekly reading list is provided on page 8 of the course outline.

Supplementary Reference Readings:

1. The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding by Jacquelyn Ottman
2. Green Marketing Management by Robert Dahlstrom,
3. Principles of Sustainability by Simon Dresner, 2nd Edition"
4. Strategies for the Green Economy: Opportunities and Challenges in the New World of Business by Joel Makower
5. Natural Capitalism by L. Hunter.
6. Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage" by Daniel Esty

Instructional Approach:

This course is taught primarily through the case-method but also includes readings, lectures, videos with critical reflections and guest lectures by experts from the industry and NGOs. A case will be presented and discussed each week. Students are required to pre-read the case prior to coming to the class. In addition, short exercises will also be done during class hours on relevant topics of the week.

A list of cases for the course and the method to obtain them will be discussed in the first week.

Grading:

Learning in this course results primarily from in-class discussion and participation in comprehensive business cases as well as out-of-class sustainability exercise/project and writing a critical reflection journal. The balance of the learning results from the lectures on various topics on sustainability concepts, from related readings, and from researching for your presentations, cases, assignments, and projects. All the work will be evaluated both on group as well as an individual basis as specified. In group coursework, group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components of Coursework and Weights

Written Case Report	To be assigned (group)	10%
Case Presentation	To be assigned (group)	10%
Sustainability Marketing Project	See below for details (group)	20%
Sustainability Marketing Critical Reflection Journal	See below for details (Individual)	15%
IMC Campaign on Sustainability or Social cause	See below for details (individual)	25%
Class Participation	In-class Contribution (individual)	20%
Total		100%

Written Case Report (Group):

Each group will submit a written report on a pre-assigned case that will be given in the class. A detailed discussion on case discussion, presentation and report writing will be held in the first week. A rubric for assessment will also be discussed.

Case Presentation (Group):

Each group will present a pre-assigned case in the class. A detailed discussion on case discussion, presentation and report writing will be held in the first week. A rubric for assessment will also be discussed.

Sustainability Marketing Project (Group):

This project will be based on a project that your group will obtain from an external client (any private, public or NGO). The project theme can be chosen from any topic that is part of this course. The project brief, based on a theme relevant to the course (e.g. a new sustainable product/service/business idea, launch/commercialization plan for a clean technology/sustainable innovation, market and business analysis of a novel sustainability-oriented business model, etc.), must be provided by your external client. This project is designed to be highly experiential to gain hands-on experience in marketing aspects of sustainability management.

Sustainability Marketing Critical Reflection Journal (Individual):

This individual course work is based on your critical reflection on a topic that is currently in news. This will require understanding the topic from the perspective of the theoretical and conceptual foundations of this course and provide your own critical thoughts and reflection.

Integrated Marketing Communication Campaign (Individual):

This individual course work requires you to develop an integrated marketing communication campaign for a sustainability or social cause. This requires you to do secondary research and develop the campaign (including creating an original print, television or digital advertisement and use of social media).

Class Participation:

Class participation requires you be present in the class each week, pre-read the cases, participate actively in lecture discussions as well as in class exercises. Class participation grades are based on quality of contribution in discussions during case lectures, case presentations and in-class exercises.

Academic Misconduct:

Students should note that copying, plagiarizing, or other forms of academic misconduct will not be tolerated. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the university as outlined in the academic handbook. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.

Normally, students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin.com service are described on the Turnitin.com web site

Any modifications to the course will be announced and explained in class.

Course Drop Deadline:

For information purposes, the School of Graduate Studies deadline to drop this course without academic penalty is **Feb 27, 2020**. Please note that MScSM Program students must have the written permission of the Program Director to drop a course. Please consult with the Program Registrar if you are considering dropping a course.

Course Schedule:

Master of Science in Sustainability Management Program

SSM2010H: Marketing in Sustainability Management

Winter 2020 Course Outline

WEEK	DATE	CONTENT
1	Monday, January 6	Introduction to the course <ul style="list-style-type: none">➤ Objectives of the course➤ Resources, Readings, Cases, Exercises and Speakers➤ Project work➤ Assessment➤ Group and individual work➤ Methodology for Case Analysis, Presentation and Writing Evolution of Marketing thought and the marketing discipline in the context of Sustainability <ul style="list-style-type: none">➤ Historical background and context of sustainability, sustainable development and sustainable consumption➤ Emergence of marketing in sustainability management and its relationship with the concept of corporate responsibility
2	Monday, January 13	Conceptual Foundations of Marketing in Sustainability Management <ul style="list-style-type: none">➤ Marketing as a process➤ Providing customer value through sustainability marketing➤ Marketing and CSR, cause related marketing & ethics➤ Sustainability marketing value and objectives➤ Sustainability marketing strategies
3	Monday, January 20	Consumer Behaviour and Sustainability <ul style="list-style-type: none">➤ B2C Vs B2B: Characteristics and stages of consumption process➤ Consumer motivation, personality, lifestyles and values➤ Consumer attitude and attitude change➤ Consumption-Environment interface: Sustainable consumption

4	Monday, January 27	<p>Discovering sustainable value through market analysis</p> <ul style="list-style-type: none"> ➤ Researching and identifying customers ➤ Segmenting markets and customers: Shades of Green ➤ Targeting ➤ Positioning for green branding
5	Monday, February 3	<p>Creating Marketing Value through Sustainability-oriented Innovations</p> <p>Tools for developing Sustainable business model, product, service, design and packaging:</p> <ul style="list-style-type: none"> ➤ New product development process ➤ Life Cycle Analysis, ➤ Design for Environment, ➤ MET Matrix, ➤ Ecological footprint, ➤ Environmental checklists, etc. <p>Crowdsourcing of sustainable solutions: New developments and insights</p>
6	Monday, February 10	<p>Communicating Sustainability Marketing Value</p> <ul style="list-style-type: none"> ➤ Integrated Marketing Communication ➤ Communication Strategies for Sustainability ➤ Developing a marketing campaign for a sustainable product/service/business ➤ Power of Creative Advertising and Persuasion for Sustainable Solutions ➤ Green Advertising and Green Washing Claims <p>Digitalization and Sustainability Marketing</p>
7	Monday, February 17	<p>HOLIDAY</p> <p>FAMILY DAY AND READING WEEK</p>
8	Monday, February 24	<p>Partnerships/Alliances/Collaborations: Creating and Delivering Sustainable Marketing Value through joining forces</p> <ul style="list-style-type: none"> ➤ Models of green alliances: marketing alliances and R&D alliances ➤ Partnerships and collaboration for sustainability ➤ Marketing and Business networks for sustainability

9	Monday, March 2	<p>Creating and Delivering Sustainable Value through Supply Chain and Marketing Channels</p> <ul style="list-style-type: none"> ➤ Marketing's value chain, suppliers and channel relations (incl. conflicts) ➤ Greening the supply chain and marketing channels ➤ Supplier/channel partnership and evaluation ➤ ISO 14000 and beyond
10	Monday, March 9	<p>Customer Cost and Pricing in Sustainability Marketing</p> <ul style="list-style-type: none"> ➤ Total customer cost- The customer perspective ➤ Total customer cost- The marketer perspective ➤ Pricing Sustainable Products/services ➤ Customer's Willingness to Pay (WTP) for Sustainable Products <p>Sustainability Marketing, Certification and Labelling</p> <ul style="list-style-type: none"> ➤ Signaling theory and Eco-labeling ➤ Sustainability index ➤ Eco-labeling ➤ Green metrics
11	Monday, March 16	<p>Community-based model of sustainability marketing</p> <ul style="list-style-type: none"> ➤ Identifying unsustainable behavior ➤ Removing barriers between good intentions and actions: Bringing change ➤ Targeting correctly for effective messaging ➤ Motivating, inviting and incentivizing pro-social behavior
12	Monday, March 23	<p>Developing Sustainable Value for the Bottom of the Pyramid- BOP</p> <ul style="list-style-type: none"> ➤ Global knowledge of Sustainability impacts (e.g. developing world, bottom of the pyramid-BOP). ➤ Sustainability Marketing Strategies and Challenges in BOP markets ➤ Marketing' role in subsistence markets: Making money or uplifting people?
13	Monday, April 30	<ul style="list-style-type: none"> ➤ Sustainability Marketing Project Presentations (All Groups)
14	Monday, April 6	<ul style="list-style-type: none"> • Submission of Final Project Reports

Instructor:

Dr. Ashish Pujari, Ph.D., is a Professor of Marketing at DeGroot School of Business, McMaster University. Currently, he is also an associate graduate faculty member at IMI, UTM. Dr. Pujari has been investigating innovation, CSR and sustainability issues at global level for more than 20 years. A Commonwealth Scholar (1993-96), his research investigates how companies integrate sustainability issues in business strategy, marketing and new product innovation; understanding the process of developing radically new green products as well as stock market effects of green alliances. His experience stems from his research in countries such as United Kingdom, Germany and Canada. His previous research on green NPD in the UK gained considerable external interest and was endorsed by the Environment Unit of Confederation of British Industry (CBI), London. He has published over 50 articles in journals, book chapters and conference proceedings. His research in product and service innovation has been published in top-tier and leading academic journals such as *Journal of Business Ethics*, *Journal of Academy of Marketing Science*, *Journal of Product Innovation Management*, *Technovation*, *Journal of Business Research* and *Business Strategy and Environment*, and has earned scholarly recognition including best conference paper awards and a nomination for faculty research excellence award. He has also received significant research funding from prestigious sources such as SSHRC, Canada, ORDCF (Ontario Research & Development Challenge Fund), Ministry of Research and Innovation, Ontario Research Fund- Research Excellence, OMAFRA and IRAP, and has also served as an adjudication committee member and as a reviewer for SSHRC, Canada and ESRC, UK. He has also experience in getting industry participation in his research funding as well advising both large and small organizations. He regularly supervises doctoral and masters students. He first developed and taught an MSc level course on Green Marketing in 1995 in the UK, probably one of the earliest courses in this field in the world. In recent years, he has been nominated for teaching awards twice at McMaster University.

Weekly Reading List

Week 1

1. Kyla Mandel, Sustainability Professionals: Coming into their Own, **ENDS** (Environmental Data Services), June 2014, special section, p.10-11.
2. Prahalad, C. K., Responsible Manager, **Harvard Business Review**. Jan/Feb 2010, Vol. 88 Issue 1/2, p36-36
3. Globerman, Steven, The Social Responsibility of Managers: Reassessing and Integrating Diverse Perspectives, **Business & Society Review**. Winter 2011, Vol. 116 Issue 4, p509-532
4. Gregory C Unruh. "The Biosphere Rules." **Harvard Business Review**, 2008, 86, 2: 111.

Week 2

1. Kotler, Philip, Reinventing Marketing to Manage the Environmental Imperative, **Journal of Marketing**. July, 2011, Vol. 75 Issue 4, p. 132-135.
2. O'Keefe, William; Reinhardt, Forest, What Every Executive Needs to Know About Global Warming, **Harvard Business Review**. Nov/Dec 2000, Vol. 78 Issue 6, p198-199.
3. Elkington, John, Towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development, **California Management Review**. Winter 94, Vol. 36 Issue 2, p90-100.

Week 3

1. Lovins, B. "A road map for natural capitalism." **Harvard Business Review**, 1999, 77.3: 145-5
2. Ying-Ching Lin; Chang, Chiu-Chi Angela Double Standard: Role of Environmental Consciousness in Green Product Usage, **Journal of Marketing**. Sep2012, Vol. 76 Issue 5, p125-134

3. Pelozo, John; White, Katherine; Jingzhi Shang, Good and Guilt-free: The Role of Self-Accountability in Influencing Preferences for Products with Ethical Attributes, **Journal of Marketing**. Jan 2013, Vol. 77 Issue 1, p104-119.
4. Luchs, Michael G.; Naylor, Rebecca Walker; Irwin, Julie R.; Raghunathan, Rajagopal, The Sustainability Liability: Potential Negative Effects of Ethicality on Product Preferences., **Journal of Marketing**. Sep2010, Vol. 74 Issue 5, p18-31

Week 4

1. Polonsky, MJ and Rosenberger, Philip H., Reevaluating Green Marketing: A Strategic Approach, **Business Horizons**, 2001, 44(5): 21-30.
2. Marshall, R. Scott; Brown, Darrell, The Strategy of Sustainability: A Systems Perspective on Environmental Initiatives, **California Management Review**. Fall 2003, Vol. 46 Issue 1, p101-126. 26p

Week 5

1. Dangelico, Rosa; Pujari, Devashish, Mainstreaming Green Product Innovation: Why and How Companies Integrate Environmental Sustainability, **Journal of Business Ethics**. Sep 2010, Vol. 95 Issue 3, p471-486. 16p
2. Heiskanen, Eva, Managers' interpretations of LCA: enlightenment and responsibility or confusion and denial? **Business Strategy & the Environment**, Jul 2000, Vol. 9 Issue 4, p239-254.
3. Kral, Christopher; Huisenga, Mike; Lockwood, Doug, Product carbon footprinting: Improving environmental performance and manufacturing efficiency, **Environmental Quality Management**, Winter 2009, Vol. 19 Issue 2, p13-20.
4. From green product definitions and classifications to the Green Option Matrix, Dangelico, Rosa Maria; Pontrandolfo, Pierpaolo. **Journal of Cleaner Production**, Nov 2010, Vol. 18 Issue 16/17, p1608-1628.

Week 6

1. Fernandez-Feijoo, Belen; Romero, Silvia; Ruiz, Silvia, Effect of Stakeholders' Pressure on Transparency of Sustainability Reports within the GRI Framework, **Journal of Business Ethics**. Jun 2014, Vol. 122 Issue 1, p53-63
2. Ku, Hsuan-Hsuan; Kuo, Chien-Chih; Wu, Ching-Luen; Wu, Chih-Ying, Communicating Green Marketing Appeals Effectively, **Journal of Advertising**. Winter 2012, Vol. 41 Issue 4, p41-50.
3. White, Katherine; Simpson, Bonnie, When do (and don't) Normative Appeals Influence Sustainable Consumer Behaviour? **Journal of Marketing**. Mar2013, Vol. 77 Issue 2, p78-95. 18p
4. Delmas, Magali A.; Burbano, Vanessa Cuerel, The Drivers of Greenwashing, **California Management Review**. Fall 2011, Vol. 54 Issue 1, p64-87

5. Matthes, Jörg; Wonneberger, Anke, The Skeptical Green Consumer Revisited: Testing the Relationship between Green Consumerism and Skepticism toward Advertising, **Journal of Advertising**. Summer 2014, Vol. 43 Issue 2, p115-127.
6. Kronrod, Ann; Grinstein, Amir; Wathieu, Luc., Go Green!! Should Environmental Message be so Assertive? **Journal of Marketing**. Jan 2012, Vol. 76 Issue 1, p95-102.

Week 7 (No Class, No Readings)

Week 8

1. Sadovnikova, Anna and **Pujari, Ashish** (2016), The effect of green partnerships on firm value, **Journal of Academy of Marketing Science**, 45(2): 251-267
2. Rondinelli, Dennis A., How Environmental and Corporate Groups cooperate: Assessing Cross-sector Alliances and Collaborations, **Academy of Management Executive**. Feb 2003, Vol. 17 Issue 1, p61-76.
3. Social Alliances: Company/Nonprofit Collaboration, Berger, Ida E.; Cunningham, Peggy H.; Drumwright, Minette E. **California Management Review**. Fall 2004, Vol. 47 Issue 1, p58-90.
4. Kong, Nancy; Salzmann, Oliver; Steger, Ulrich; Ionescu-Somers, Aileen, Moving Business/Industry Towards Sustainable Consumption: The Role of NGOs, **European Management Journal**, April 2002, Vol. 20 Issue 2, p109

Week 9

1. Sharma, GR Iyer, A Mehrotra, [R. Krishnan](#), Sustainability and Business-to-Business Marketing: A Framework and Implications, A, **Industrial Marketing Management**, 2010, 39(2): 330-341.
2. Nawrocka, Dagmara; Brorson, Torbjörn; Lindhqvist, Thomas, ISO 14001 in environmental supply chain practices, **Journal of Cleaner Production**. Nov 2009, Vol. 17 Issue 16, p1435-1443.
3. Darnall, Nicole; Jolley, G. Jason; Handfield, Robert, Environmental management systems and green supply chain management: complements for sustainability? **Business Strategy & the Environment**, Jan 2008, Vol. 17 Issue 1, p30-45
4. Perez-Aleman, Paola; Sandilands, Marion, Building Value at the Top and the Bottom of the Global Supply Chain: MNC-NGO Partnerships, **California Management Review**. Fall 2008, Vol. 51 Issue 1, p24-49.

Week 10

1. Hickie, Garth, Promoting product stewardship with eco-labels, certification programs, and product standards, **Environmental Quality Management**, Spring 2007, Vol. 16 Issue 3, p1-9
2. Bickart, Barbara A.; Ruth, Julie A, Green Eco-seals and Advertising Persuasion, **Journal of Advertising**. Winter 2012, Vol. 41 Issue 4, p51-67

3. Atkinson, Lucy; Rosenthal, Sonny, Signaling the Green Sell: The Influence of Eco-label source, argument specificity, and Product Involvement on Consumer Trust, **Journal of Advertising**. Winter 2014, Vol. 43 Issue 1, p33-45.
4. Tanzil, Dickson; Beloff, Beth R, Assessing impacts: Overview on sustainability indicators and metrics,. **Environmental Quality Management**, Summer2006, Vol. 15 Issue 4, p41-56.
5. Dias-Sardinha, Idalina; Reijnders, Lucas; Antunes, Paula, Developing Sustainability Balanced Scorecards for Environmental Services: A study of Three Large Portuguese Companies, **Environmental Quality Management**, Summer 2007, Vol. 16 Issue 4, p13-34.

Week 11

1. David Hess, Nikolai Rogovsky, and Thomas W. Dunfee, “The Next Wave of Corporate Community Involvement: Corporate Social Initiatives,” **California Management Review**, 44/2 (Winter 2002): 117

Week 12

1. Danone, and Procter & Gamble, Payaud, Marielle A, Marketing Strategies at the Bottom of the Pyramid: Examples From Nestlé, **Global Business & Organizational Excellence**. Jan/Feb 2014, Vol. 33 Issue 2, p51-63.
2. Wood, Van R.; Pitta, Dennis A.; Franzak, Frank J, Successful marketing by multinational firms to the bottom of the pyramid: connecting share of heart, global “umbrella brands”, and responsible marketing, **Journal of Consumer Marketing**. 2008, Vol. 25 Issue 7, p419-429

Week 13

None

Week 14

None