

MARKETING STRATEGY FOR SUSTAINABILITY

International MBA IMBA-EN SEP-2024 S-SMS

Area Marketing and Communication

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **SANDRA PINA AMENOS**

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Sandra Pina has a wide experience as a marketing & sustainability specialist, and also as an innovation expert.

Sandra is General Director at Quiero, a sustainability platform pioneer in converging sustainability, brands and business since more than 15 years. Quiero's purpose is to generate systemic change through projects developed in joint collaboration with businesses, brands, public institutions, NGOs and/or Foundations pursuing transformation of their models and also through own projects such as "The Revolution of Emotions" or Sustainable Brands Madrid -a premier community, global reference in sustainability-.

Sandra is General Director at Sustainable Brands in Spain and she is also member of the Advisory Board of SB Global. At SB Madrid and SB Barcelona Sandra brought to Spain breakthrough concepts of sustainability: in 2015 and 2016 Circular Economy and Net positive Impact, in 2017 Purpose, in 2018 Regeneration and in 2019 Moonshot Thinking. Sandra is a reference in sustainability. A regular speaker at international conferences such as BNEW or Club of Rome and also inspirational speaker in companies like Softys, ING, L'oreal, 3M, Coke, HP graphics, etc.

She comes from the world of marketing and innovation in FMCG multinationals. At Kelloggs Spain, she managed 60% of the Spanish total business, managing all adult and familiar Kelloggs brands -like Special K, Cornflakes or All Bran-, developing revolutionary marketing campaigns as "Special K 15 days plans" or "Momento All-Bran". Also she led not only the launch of a wide & successful innovative range of products in Spain -as per SK bars-, but she also developed the innovation of Continental Europe for Snacks and All-Bran.

She was also Marketing and Sales Director for Prisa Innova, the largest Spanish media group, developing the innovation to be launched within the different European newspapers.

Additionally, Sandra worked in London for the Danone Group, managing one of the most recognized English brands around the world: Lea & Perrins Worcestershire Sauce. Additionally based in Barcelona, at Danone yoghurts business, she was responsible for the innovation of Health products area, amongst other duties.

Office Hours

Office hours will be on request. Please contact at:

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SUBJECT DESCRIPTION

Why do we need this course now?

In March of 2023, the Intergovernmental Panel on Climate Change (IPCC) compiled by the worlds top climate scientists issued a final warning for humanity. Act now before it is too late and the UN General Secretary Antonio Guterres announced "Our world needs climate action on all fronts: everything, everywhere, all at once." 2023 was the planet 's hottest year on record - what we do in the next 2-3 years will determine the future for many generations to come.

Being sustainable is no longer an option for business, their future viability and license to operate is at risk. We are past the point of "business as usual" and incremental changes such as developing more "sustainable" products and services. We need to truly change our mindsets and take transformative action.

What does it have to do with marketing and advertising?

Brands are both part of the problem and the solution. Having created a culture of overconsumption, but also having the influence to nudge consumers towards more sustainable lifestyles. The holy grail of sustainability right now is mainstreaming sustainability from a consumer perspective because we have the technologies, we know what we need to do, but we need to fundamentally change the way we live our lives. Marketing helps business to deliver value through sustainability yet many brands are communicating before they are ready, resulting in Greenwashing. New legislation will put a stop to misleading "eco-friendly" claims so it 's important for brands to get their sustainability communications right.

How does the course address these issues?

The Climate Crisis requires marketers to understand the wider impacts of their products on society and the environment now and in the future. It requires a different mindset and an understanding of broader issues beyond consumer needs. In Sustainability Marketing we start with the problem to solve, not the consumer need and this is the first mindset shift we look to address.

We analyse what the implications for brands are and how they can be part of the solution, while giving students knowledge around impact areas and solutions. The course structure follows an international reference framework (Sustainable Brands), used by the professor in her day to day sustainable marketing work.

The simplest way to view it is the Brand Sustainability Strategy is an evolution of the company's Sustainability Strategy, making sustainability relevant to the consumer, communicating out that strategy. So even when we analyse broad sustainability topics or draw on the science, it is always from a consumer and communications perspective.

There is no silver bullet to solving Sustainability issues, but it requires radical and disruptive thinking which should make for some great class discussions and idea generation around the greatest challenge and business opportunity of our generation.

LEARNING OBJECTIVES

- Understand Sustainability Strategies and how to make them relevant to the consumer through the Brand Strategy
- Identify, analyze, and reflect on challenges & opportunities related to building sustainable brands.
- Understand consumers from a sustainability perspective and the various influences on consumer behavior and how these can lead consumers to be more, or less sustainable.
- Adapt marketing strategies to create profitable sustainable brands. Being able to manage the 5 dimensions of a Sustainable Brand.
- Develop the Marketing Mix for integrating sustainability.
- Motivate to become sustainability leaders within their own companies.
- Envision the future evolution of "Sustainable Marketing"

TEACHING METHODOLOGY

Lecture/Discussion: Lecture material will provide a framework for students to understand the elements involved in sustainability with practical examples thereby giving a solid understanding of the social and economic impacts around the climate crisis and tools, techniques and frameworks to apply in real situations. The material will also help students understand how to develop these sustainability issues from a marketing perspective.

Various readings are recommended to prepare students in advance for discussions, some may be updated nearer the time to ensure relevant, up to date content in a constantly evolving area.

Case Study Method: A variety of cases across sectors and companies have been selected to give students practical application to the concepts. Many of the cases study sustainability from a general business and strategy perspective but students should approach the cases with a view to how as a Marketing Director you would look to integrate sustainability from a brand perspective. Or in the case of brands who have already integrated sustainability, critically assess if the strategy is relevant and differentiating for the brand, relevant to the consumer and has an impact on people & planet.

We will incorporate group discussions and workshops in the course to give students the opportunity to discuss the learnings.

Student Case Studies: Both individual case studies and Group case studies will give student practical application of the learnings and specifically understand the dynamics and nuances of different sectors in terms of sustainability.

Learning Activity	Weighting
Lectures	25.0 %
Discussions	30.0 %

Exercises in class, Asynchronous sessions, Field Work	15.0 %
Group work	10.0 %
Individual studying	20.0 %
TOTAL	100.0 %

AI POLICY

Restricted use of GenAI

In today's world, generative artificial intelligence (GenAI) is changing how we work, study and, in general, how we get things done. However, in the context of this course, the use of GenAI is not permitted, unless it is otherwise stated by the instructor. The use of GenAI tools would jeopardize the students' ability to acquire fundamental knowledge or skills of this course.

If a student is found to have used AI-generated content for any form of assessment, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

The context of Sustainable Business and Sustainable Marketing (PART 1)

- Sustainability as a lever to create value
- Eco Social challenges. SDG's
- Citizenship demand towards brands
- Aspirational consumes in search of sustainability
- From consumer to stakeholders
- Corporate Sustainability Strategy vs. Brand Strategy

SESSION 2 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

The context of Sustainable Business and Sustainable Marketing (PART 2)

- Sustainability as a lever to create value
- Eco Social challenges. SDG's
- Citizenship demand towards brands

- Aspirational consumes in search of sustainability
- From consumer to stakeholders
- Corporate Sustainability Strategy vs. Brand Strategy

SESSION 3 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

5 dimensions of a Sustainable Brand: Active brand purpose (PART 1)

SESSION 4 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

5 dimensions of a Sustainable Brand: Active brand purpose (PART 2)

Practical Case: Tony's Chocolonely: The Pursuit of Growth with Purpose (HBS IMD954-PDF-ENG)

SESSION 5 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

5 dimensions of a Sustainable Brand: Positive Brand Influence (PART 1)

Communications from a Sustainable Brand

Credibility Challenge

Anti greenwashing regulation. Greenwashing vs. Greenhushing. Greenwashing types.

SESSION 6 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

5 dimensions of a Sustainable Brand: Positive Brand Influence (PART 2)

Anti greenwashing principles

Practical Greenwashing Cases

SESSION 7 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Social Challenge
- Economic Development

5 dimensions of a Sustainable Brand: Net positive products and services (PART 1)
Sustainable Innovation

SESSION 8 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

5 dimensions of a Sustainable Brand: Net positive products and services (PART 2)
Impact concept. Impact business model.

SESSION 9 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

5 dimensions of a Sustainable Brand: Regenerative Operations & Supply Chain

SESSION 10 (LIVE IN-PERSON)

Sustainability Topics:

- Governance

5 dimensions of a Sustainable Brand: Transparent and Proactive Governance

SESSION 11 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

The 3rd sector Marketing (NGOs, Foundations, etc.)

SESSION 12 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Activation of Sustainability: bringing Marketing / Corporations, NGOs, Admon and Academia in: working together for tangible positive impact

SESSION 13 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Future evolution of Sustainability & Brands. From purpose brands to impact brands. Regeneration: the new paradigm.

SESSIONS 14 - 15 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Presentation of final group project

EVALUATION CRITERIA

criteria	percentage	Learning Objectives	Comments
Individual work	35 %		
Group Work	40 %		
Class Participation	25 %		

FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

BIBLIOGRAPHY

Recommended

- Michelle Carvill, Gemma Butler. *Can Marketing Save the Planet? 101 Practical ways to Use Sustainable Marketing as a Force for Good*. ISBN 978139941125 (Digital)

- John Grant. *Greener Marketing*. ISBN 1119689112 (Printed)

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.

