



**Getting started:**  
**14 ways marketers can have an impact on sustainability**

# Framework

Strategic

Strategic  
marketing

Brand  
Positioning

Solution  
(Product)

Availability  
(Place)

Value  
(Price)

Education  
(Promotion)

Operational



# 14 marketing levers of action towards sustainability



# 1 Question fundamental strategic choices

Strategic marketing

- Would my company improve its overall societal impact by making other strategic marketing choice ?
  - Adress different customers ?
  - Satisfy different needs ?
  - Fundamentally change the way we adress the same needs ?

Example:

- d'leteren becoming a mobility company and offering new mobility solutions (shared cars, taxis, bicycles) sometimes to a different target group.



- Umicore: From mining and smelting to clean mobility and circular materials (for electric cars for instance)



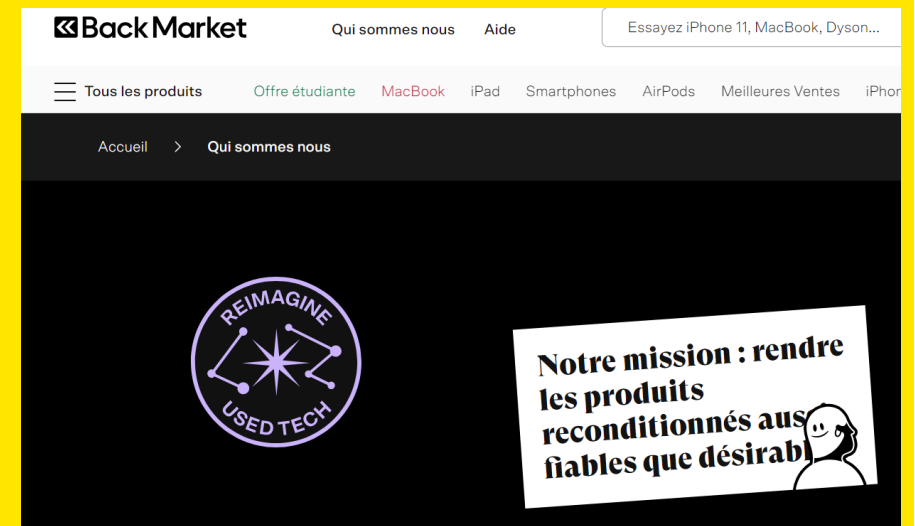
Linked to 2 and 3



## 2 Satisfy customer needs in a radically different way

Solution

- Can I change my business model in order to satisfy the same needs in a way that has a better societal impact:
  - Functionality economy: 'rent' instead of 'buy'
  - Sharing instead of buying
  - Second hand...
  - Recondition...
  - ...
- Examples:
  - Decathlon offering subscription for sports equipment
  - Selfridges offering second hand fashion items
  - Backmarket re-conditioning electronics...



Linked to 1 and 3



### 3 Making sustainable desirable

Positioning

Education (promotion)

- Assuming you already offer a highly sustainable product/service, make it more desirable
  - How can a sustainable offer become a sexy brand
  - Sexyness doesn't have to come from sustainability...
- Examples:
  - Tony's Chocolonely, making the fight against slavery interesting and funky
  - Tesla, making electric driving a status symbol
  - Brussels Beer Project – making craft beer cool



Linked to 8 and 9

## 4 Improve the impact of the production of my product

Solution

- Even if you sell the same kind of product/service, how can you produce it differently so you improve its societal impact ?
  - Social impact: well being and income of producers, staff well being...
  - Ecological impact: CO<sup>2</sup>, Biodiversity, Plastic pollution...
  - Quid sustainability schemes: Organic, Fairtrade, Improve eco-score, FSC/PEFC...
- **Examples:**
  - Galler switching to Fairtrade cocoa
  - Polestar using blockchain to trace the minerals of their batteries



## 5 Improve the impact of the usage of my product

Solution

- Changing product characteristics so that the overall impact of their usage will improve.
- Examples:
  - Washing powder that allows to wash at lower temperature
  - Electric car (Higher CO2 to produce, lower CO2 at usage)
  - Packaging that increases shelf life and reduces food waste



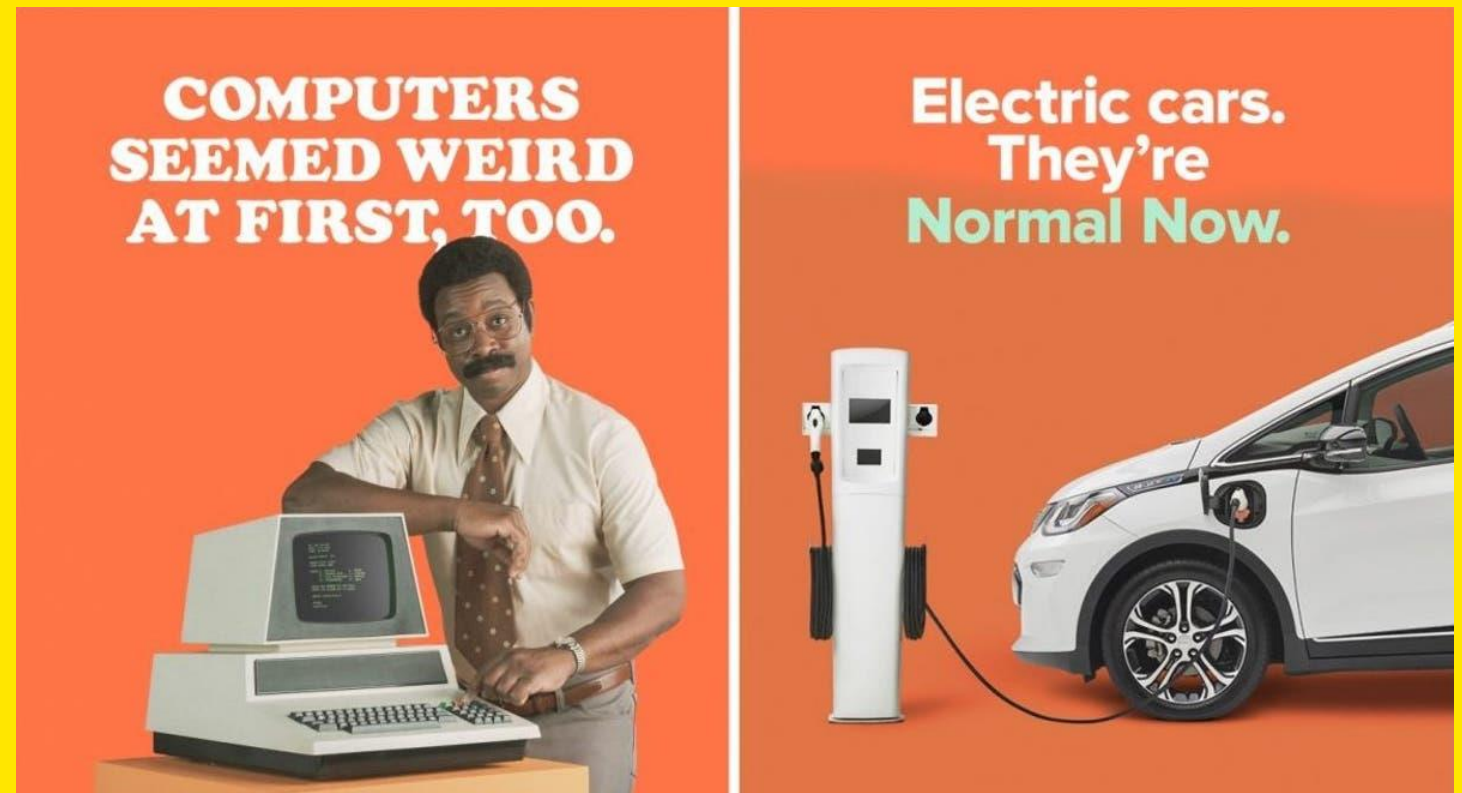
**ARIEL**

**UP TO 60%\***  
OF LAUNDRY'S CARBON  
FOOTPRINT COMES  
FROM THE WASHING  
TEMPERATURE.

PLEDGE TO WASH COLDER on  
every-degree-makes-a-difference.com

\*Simplified LCA break-down, based on European average

Linked to 12



**COMPUTERS  
SEEMED WEIRD  
AT FIRST, TOO.**

**Electric cars.  
They're  
Normal Now.**





## 6 Improve the impact of my product at the end of its life

Solution

- Changing product characteristics so that the impact at the end of their life will be more positive of in order to increase their life
  - Improve repairability
  - Avoid programmed obsolescence
  - Improve recyclability
  - Build to last longer
- Examples:
  - Darty offering subscription to repair household appliances
  - Fairphone making smartphones easy to repair and providing spare parts
  - Nespresso making capsules compatible with 'blue bag'



L'abonnement pour **réparer**  
et **prolonger** la durée de vie  
de vos appareils gros  
électroménager<sup>(1)</sup>.

**9,99€ TTC/mois**  
Engagement sur 12 mois

Venez échanger avec votre vendeur dans votre  
magasin le plus proche.

SOUSCRIRE EN MAGASIN



## 7 Improve the direct impact of the distribution of my product

Availability

- Improving the distribution or adopting new distribution model to improve sustainability:
  - Lower the rate of returns for 'e-commerce'
  - Shorten distances
  - Switch to more sustainable transportation
  - E-commerce only to distribution points and not at home
  - Smaller packs
- Examples:
  - Colruyt ant their closed fridges
  - B-post using electric vans

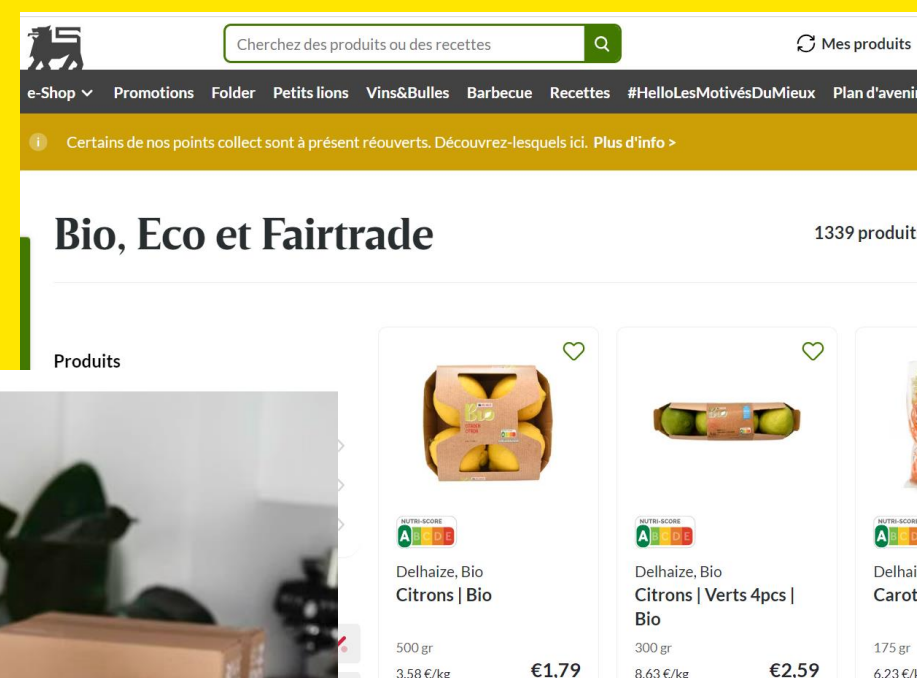




## 8 Improve the availability of sustainable solutions

Availa-  
bility

- Assuming you already offer a highly sustainable product/service (even as a variant/option), make it more easily accessible:
  - Broaden distribution
  - Increase visibility
  - 'Choice editing': lower the distribution or 'delete' your less sustainable products
- **Examples:**
  - Fairtrade/Bio choice on Delhaize website
  - Kazidomi products at Delhaize
  - Lidl not selling certain types of fish because they cannot be MSC certified



← News

### Delhaize vend les best-sellers de Kazidomi dans 6 magasins affiliés

23 JANVIER 2023 • FOODRETAIL • CHRISTOPHE SANCY



## 9 Improve affordability of sustainable solution

Value

- Assuming you already offer a highly sustainable product/service (even as a variant/option), make it affordable:
  - Avoid taking higher margins on more sustainable options
  - Create economies of scale by pricing sustainable products competitively
  - ...while paying attention to pay 'fair prices' to suppliers
  - Affordability can also be a perception issue, sometimes you just have to communicate the real price
- Examples:
  - Lidl making all it's chocolate tablets Fairtrade at no extra cost
  - Bio shops in Belgium communicating on their competitive price levels vs. Supermarkets
  - Tesla constantly lowering the price of its models to increase EV market size (and market share).

TECH · TESLA

# Tesla is cutting prices for the fifth time this year

TOT 32% KORTING

fin CARRE

PURE CHOCOLADE

2 x 200 g e

FAIRTRADE

fin CARRE

CHOCOLADE COLAT AU LAIT

2-PACK

ms. 20 x/m zo 26 feb

~~2.39~~ ~~2.49~~

**1.69**

FAIRTRADE COCOA

Chocoladerepen

• In de varianten melk en puur

• 2 x 200 g



▲ Illustration. © Getty Images/Maskot

**Non, les produits bio ne coûtent pas forcément plus chers en magasin spécialisé, et ont un autre atout**





# 10 Avoid over-stimulating demand

- **Avoid creating waste by over-stimulating demand:**

- Avoid price promotions that could lead to waste
- Balance the margin per unit / volume equation (selling less at higher price ?)

- **Bad examples:**

- Proximus offering a TV when you subscribe
- 1+2 for free promotions
- ...



# 11 Promote sustainability friendly values

- Promote values that are compatible with a more sustainable society (subjective !)
  - More collective
  - Less immediate satisfaction of desires
  - More inclusive
  - Etc...
- Examples:
  - Dove
  - Gillette
  - Intermaché 'fruits moches'



## 12 Promote sustainable usage of your product

- Promote a sustainable usage of your product or a more sustainable way to use it.
  - Leading to less waste
  - Leading to longer usage
  - Leading to less use of energy...
- Examples:
  - Barilla on 'slow cooking' pasta
  - Patagonia on repairing your jacket



Linked to 5





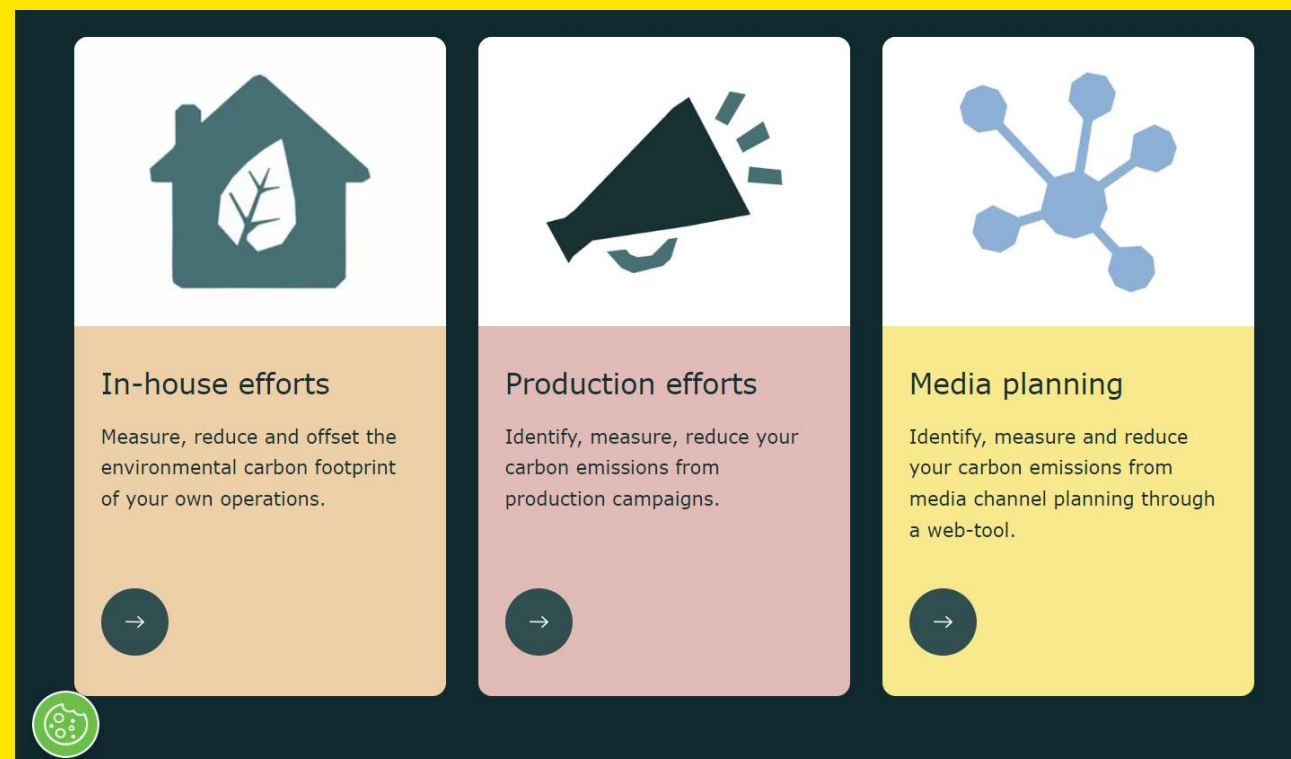
# 13 Lower the direct impact of your communication

- **Make sure the means of communication have a lower footprint**

- Production of communication (shootings, printing...)
- Diffusion of communication: chose chanel with lower impact

- **Example:**

- Coms to zero: tool allowing you to measure and optimize the carbon footprint of your campaigns.





# 14 Promote a sustainable lifestyle

- **Use your brand communication to promote a sustainable lifestyle**
  - Less waste
  - Healthier eating...
- **Examples:**
  - Hellman's campaign against waste
  - Colruyt promoting meat-free alternatives

ACCUEIL • ÉCONOMIE • CONSOMMATION

## Une publicité de Colruyt fait polémique

La dernière publicité de Colruyt, qui invite les consommateurs à manger moins de protéines animales, suscite la polémique auprès des producteurs de viande belges.

**THERE'S MORE  
IN YOUR FRIDGE  
THAN YOU THINK**  
MAKE TASTE NOT WASTE

HELLMANN'S  
EST. 1913

**THERE'S  
MORE  
IN YOUR  
FRIDGE  
THAN YOU  
THINK**  
MAKE TASTE  
NOT WASTE

HELLMANN'S  
EST. 1913

The Hellmann's logo is a white bowtie on a dark blue background. The advertisement shows a refrigerator filled with fresh vegetables, fruits, and a jar of Hellmann's Real Mayonnaise. The text is in white on a dark blue background.



# Chose a 'lever' based on:

Feasibility  
(medium/long term)

Aim here !

Highest 'objective'  
impact on sustainability



# Sustainability lever framework

(loosely inspired by the Osterwalder format)

**Sustainability impact:** how is your idea having a positive impact on planet and/or people ?

**Customer/consumer impact:** what is, if any, the impact of your idea on consumers ? Do they care ? Can you leverage it as a benefit to them ?

## Idea:

Describe your idea in 2/3 short phrases

**Brand impact:** is there a way this idea can strengthen the positioning of your brand, even indirectly? How?

**Impact on other stakeholders:** what will be the impact on employees, journalists, authorities, NGOs ?

**Communication:** should you communicate around this idea ? To whom ? How ?

**Costs:** Is this idea going to generate costs ? Which ones ? Does it require capital investment ?

**Revenues:** Will this generate extra revenues (sales, price increase, subsidies...)

**Resources:** Which resources will you need to achieve this ?

**Partnerships:** With whom could you / should you partner to realize this ?