

ATTITUDES & INCENTIVES OF GREEN MARKETING IN THE CLOTHES AND ACCESSORY INDUSTRY– COMPANIES PERSPECTIVES

Examensarbete – Kandidat Företagsekonomi

Anna Hammarsten
Emma Ohlsson

2019: VT2019KF31



HÖGSKOLAN I BORÅS

Engelsk titel: ATTITUDES & INCENTIVES OF GREEN MARKETING IN THE CLOTHES AND ACCESSORY INDUSTRY– COMPANIES PERSPECTIVES

Utgivningsår: 2019

Författare: Anna Hammarsten & Emma Ohlsson

Handledare: Niklas Sörum

Abstract

This is a comparative, qualitative study conducted through comparing three different companies that are in some extent using Green marketing in their marketing communication. The issue that this study addresses is the problematics connected to the use of green marketing. To address this problem, the purpose of this study will be to investigate how companies relates to the phenomena and how the attitudes differ between these. The thesis will target companies within the clothing and accessory industry and will furthermore investigate why the concerned companies choose to use green marketing.

The empirical data collection consists out of interviews with key-persons that have a deep understanding of their respective company. Three beginning interviewees was performed and later on supplemented with a in-depth interview with representatives from each company's market department. The selected interviewees are all representative for the respective companies attitudes in this thesis. The three companies compared in this thesis are Sandgrens Clogs, Houdini and Tenson. After conducting the interviews, the interviews were transcribed and analyzed, thereafter the empirical data collection could be compared to each other. Through the interviews we could distinguish three themes: Green marketing, Greenwashing and sustainability.

The result from the thesis will provide an understanding of why companies choose to use green marketing. To get a deeper understanding, the thesis will also cover the different attitudes towards the phenomena green marketing and sustainability. Furthermore it will give an understanding of why and how Sandgrens Clogs, Houdini and Tenson uses green marketing in their market communication. Companies as well as consumers could gain from the awareness of the usage of green marketing that this thesis are contributing with.

Keywords: Green marketing, Strategic green marketing, Greenwashing, Green marketing mix, Sustainability

Acknowledgments

We would like to take the opportunity to thank the participating companies for putting their trust in us and letting us take part of their thoughts of the concerned subject. We are aware of that the topic in many ways can be misinterpreted and therefore work as a disfavor for the company. We would therefore like to thank for the interesting and giving interviews that let us get an understanding of each company's attitudes. We would furthermore like to take the opportunity to thank Niklas Sörum for steering us in the right direction.

Contents

- 1. Introduction..... 6
 - 1.1 Motivation 7
 - 1.2 Problem statement..... 8
 - 1.3 Purpose and aim..... 8
- 2. Method..... 10
 - 2.1.2 Timeline chart..... 13
 - 2.1.3 Data collection chart 14
 - 2.1.4 Method applied 15
 - 2.2 Data Analysis 15
 - 2.5 Challenges of the chosen method and topic..... 16
- 3. Key Theories and Concepts 17
 - 3.2 Green marketing theory 17
 - 3.3 Greenwashing..... 22
 - 3.4 Eco-fashion 22
 - 3.5 Compilation of Key Theories and Concepts..... 23
- 4. Result.....23
 - 4.1 Case 1 - Sandgrens Clogs.....23
 - 4.1.1 Sandgrens clogs and sustainability 24
 - 4.1.2 Attitudes towards green marketing 24
 - 4.1.3 Incentives for using green marketing..... 25
 - 4.1.4 Green Marketing Mix and Sandgrens Clogs 26
 - 4.2 Case 2 - Houdini.....25
 - 4.2.1 Houdini and Sustainability..... 27
 - 4.2.2 Attitudes towards green marketing.....27
 - 4.2.3 Incentives for using green marketing.....27
 - 4.2.4 Green marketing mix and Houdini.....28
 - 4.3 Case 3 - Tenson28
 - 4.3.1 Tenson and Sustainability..... 29
 - 4.3.2 Attitudes towards green marketing.....29
 - 4.3.3 Incentives for using green marketing..... 30
 - 4.3.4 Green marketing mix and Tenson30
- 5. Discussion 31
 - 5.1 Inequality in attitudes towards green marketing..... 31

5.2 Green marketing and Greenwashing	33
6. Result vs. Key concepts and Theories.....	38
7. Conclusion	40
8. Sources	42
9. Appendixes	44

1. Introduction

2017 Göteborgs posten published an article that claimed that the old saying “sex sells” has now been replaced with “green sells”. The article is stating that people’s growing concern for the climate changes has lead people to become more environmentally conscious. The article is also stating that people's concern towards the environment has given the opportunity for companies to wash their company green in order to become more attractive and gain competitive advantages (Kärnstrand 2017).

Further, the expression “greenwashing” was coined by a biology student on a visit to Fiji. The biology student noticed that the hotel requested that the hotel guests should save the coral reefs by not throwing their towels in the laundry. At the same time, the hotel was in the middle of expanding by building new bungalows in the delicate environment, which could be seen as contradictory. The term greenwashing is often used when a company are marketing themselves to be more environmental friendly than it actually is, with the purpose to build the brands image. It could also be as for the hotel mentioned earlier; a company that tries to put focus away from the real issues, by putting focus on one small details that really are environmental friendly (Kärnstrand 2017).

An example of a company that has been accused of greenwashing is the Swedish fast-fashion company Gina Tricot. Gina tricot played in 2017 a commercial showing a Swedish actor dancing on the cotton field with the cotton workers and that resulted in that Gina Tricot were accused of greenwashing. The campaigns purpose was to put focus on the company’s new organic cotton jeans. Although, the majority of Gina Tricots jeans are produced with ordinary cotton. Some of the jeans are even labeled with “BCI” which is a cultivation that allows toxic substances. It is easy to scratch on the surface and see Gina Tricot for what it really is; a fast-fashion company that wants to gain comparative advantages through giving the expression that they are environmentally friendly. Despite this, Gina Tricots jeans collection increased and are now market leading among girls in Sweden (Kärnstrand 2017).

In like manner, a research group in Gävle did a study on how consumers perceived products that are environmentally friendly. The study showed that people are more willing to be positive to products that are environmentally friendly. The test group was presented with two cups of coffee and was told that one of them was organic coffee and the other was regular coffee, even though the coffee was from the same pot. The result was that people would like the coffee that they were told was organic more, even though it was the same coffee. The study in Gävle showed that people are showing a “placebo -effect” when it comes to environmentally friendly products. It is also concluded that people are willing to pay a higher price for these environmental-friendly products (Kärnstrand 2017).

With all this misleading marketing strategies that companies is exercising, claiming to be green; what are the companies attitudes towards green marketing and how do the companies chose to approach it? This thesis will investigate three companies understanding of green marketing and these companies’ incentives for using Green Marketing. Furthermore, the thesis will cover why these companies chose to work with sustainability.

1.1 Motivation

In 2014, an international survey showed that 18,000 consumers expressed that they were worried about the environment (Globescan, 2014). The worry is something that companies easily could take advantage of in their marketing towards consumers, in order to look more attractive and thereby gain comparative advantages.

H&M launched the conscious collecting in the spring of 2019. The collection consist of clothes that is meant to signify a sustainable fashion movement. The collection was made by sustainable materials such as 100% organic cotton and recycled polyester. The launch is opine to uplift thirteen inspiring women all around the world (H&M 2019). At the same time, H&M was in the spotlight in the end of February the same year for firing textile workers for starting a strike in hope for better work conditions (Sveriges Radio 2019). This could be seen as another example of one of the big companies trying to gain green credibility in an easy way. When H&M communicates their sustainable collection, it draws attention from the unethical part of the company, the one that fires textile workers. How does companies see themselves when it comes to sustainability and depending on how much they aim towards being green and does the picture look different between these companies?

The concept 'sustainability' was established in a United Nations conference in 1972. They then agreed that sustainability should represent three different issues, (1) The interdependence between nature and humans, (2) The connection between environmental safekeeping, social and economic development and lastly, (3) The requirement for a worldwide vision and joint principals. Since this agreement, sustainability has been characterized by several movements. On to the same track, sustainability has as a concept established a place on the market. This since it has led to a critical consumer in a larger extend. Therefore, sustainability has started to take more place on the market of the clothing and accessory industry (Shen, Richards & Liu 2013).

Despite that the sustainability movement is constantly growing, the change for sustainable products is moving slowly. Runfola and Guercini mean that studies has shown that consumers are unwilling to walk the talk, for even though that 50% of European consumers are willing to pay more for goods that are sustainable (Runfola, Guercini 2013).

With this in mind, Catrin Joergens (2006) states that a more ethical consumer market is growing in the same pace as the fashion industry is starting to change. New companies that are taking ethical responsibility are growing on the fashion and accessory market. These companies are bringing a new approach to the market and are attracting customers from 'the ordinary' fashion market. When these companies are doing such a success raises the question if a new, more ethical fashion consumption is starting to take place? Joergens are discussing whether consumers would refrain from their own interests, in order to choose products that are manufactured in ethically acceptable conditions instead. Studies has shown that consumers reward companies that work with environmental issues and are aware of their impact on the changing climate (Joergens 2006).

Michael Jay Polonsky and Philip J. Rosenberger III (2001) discussed the difficulties of being green and profitable at the same time, in a article called *Reevaluating Green Marketing*. In the same pace that companies are proved to be unable to live up to the green standards, are the customers starting to lose trust for them. This is since companies take on a green marketing strategy without improving any of their motives or products in order to become sustainable.

The majority of companies chose to measure the success of a green motion in the more traditional way, such as market shares and profit. Thus, there are some companies that chose to look at sustainability as a strategy that gives them a strategic comparative advantage. Polonsky and Rosenberger are meaning that; depending on what strategy and motive the companies has, this also propounds how the green marketing will be implemented.

With this information, what is the companies understanding of green marketing? How aware are they of this information when using green marketing in their marketing communication? How are companies relating to green marketing and why are they choosing to market themselves as green? Depending on what approach they have towards green marketing and how they chose to work with sustainability, does the reasons differ to why they chose to market themselves as green?

1.2 Problem statement

Since the climate changes has become a worry for consumers all over the world, this is something that companies easily could gain profit from, when marketing themselves as sustainable and environmentally friendly. The clothing and accessory industry is a competitive environment with growing consumer needs and fast-fashion focused companies. Although, there is companies that are targeting a slow-fashioned segment that appreciate sustainable products.

As mentioned earlier, studies has shown that consumers seem to trust companies that are environmentally friendly rather than companies that are not. The issue could be that consumers are not aware of how environmentally friendly or green a company really are, to be able to make a right decision when buying clothes or shoes. The strategic green marketing that companies are using is therefore something that they could gain competitive advantages from, if doing it correctly.

By reason of this, the thesis will further investigate the reasons why Sandgrens Clogs, Houdini and Tenson chose to work with sustainability and why they are using green marketing. The thesis will investigate if the company's motivation to work with sustainability and green marketing differ. Furthermore, this thesis will investigate the different attitudes towards green marketing that the studied companies possesses and the studied companies incentives for using green marketing.

1.3 Purpose and aim

The purpose of this thesis is to further investigate the attitudes towards green marketing and the incentives for using green marketing that companies within the clothing and accessory industry has. The aim is to get a deeper understanding of why the different companies within the clothing and accessory industry chose to include sustainability in their marketing. Furthermore, this thesis purpose is to investigate how the incentives differs between these companies depending on how they work with sustainability. Since the studied companies are as of today, working in different ways with both sustainability and green marketing. The thesis aim is to understand how the motivations to use green marketing as a strategy differ between these companies.

The thesis will focus on how company's incentives to use green marketing are different from each other depending on for how long they have been working with issues related to

sustainability and how they use of green marketing. What are the companies perception of green marketing and what their attitudes regarding the concept? Do these different attitudes differ between the studied companies depending on how they chose to use it in their marketing communication.

1.4 Research questions

The research questions we will evolve from is the following:

- What are the different attitudes towards Green marketing?
- What are the incentives for companies using Green marketing?

1.5 Delimitations

To be able to reach and further investigate this thesis objectives, certain fields has to be delimited. Furthermore, this thesis will not consider or/and investigate how environmental friendly the studied companies really are. The thesis will not be considering, nor investigating the companies manufacturing process and the potential waste in the process of making the clothes or accessories. The thesis focus will be to further investigate how companies are using green marketing in their marketing communication, in order to attract customers.

Because of the limitation of time, the thesis are focusing on interviewing and investigating three different clothing and accessory companies and their attitudes towards green marketing. With that stated, it is important to highlight that all attitudes towards green marketing and greenwashing within the clothing and accessory industry has not been covered in this thesis. Furthermore, it has to be cleared out that the thesis will cover Sandgrens Clogs, Houdini and Tenson's understanding of these concepts and will therefore not necessary match the overall comprehension of the concepts of green marketing and sustainability. Also, the interviewee that are being interviewed in this thesis are a representant for the chosen company. The thesis will include Sandgrens Clogs, Houdini and Tenson's view of how they relates to green marketing, greenwashing and sustainability. Because of the limited time, the thesis will not discuss weather these att statements are credible with reality. The thesis will therefore contain their own understanding of how the companies are using green marketing and sustainability within their company without any query. Sustainability will be discussed in this thesis, not an overall CSR perspective.

Since the data collection of information will be done through interviews, it is crucial that the interviews will be done with people with the right position within the company, so that the interviewee can represent the company as fairly as possible. Despite the effort in finding people in the right position to interview, the awareness of that the interviewees may involve their own opinions when answering on behalf of the company are obtained. The thesis will therefore contain information from the interviews as they are designated to present their respective company and will therefore have to take the interviewees words as the representing attitudes for the chosen company.

2. Method

To reach the purpose of this thesis we will conduct an qualitative research method through interviews, a interview study is conducted. The interviews will be made through interviewing three marketing executives in three different companies, within the clothing and accessory industry. The interviewed companies are Sandgrens Clogs, Houdini and Tenson. The interviewee's are representing the companies attitudes towards the chosen subject. Since this study are conducting interviews with three companies within the same industry, a comparative study is conducted in order to see the differences between the companies. The comparative study is made in cases, where one company is representing one case.

2.1 Data collection

The data collection will be conducted through interviews, which will be described more in detail in chapter 2.1.1. The judgement has been made that it is crucial that the companies compared in this thesis are in the same industry. This is important since it important to be able to compare the different attitudes later on in the thesis clearly. The clothing and accessory branch is the chosen industry in this thesis because clothes and accessories it is not something that is a basic need for the human, such as food for example. The companies within the clothing and accessory industry also has the same concerns to take into considerations considering sustainability, so this is why this industry was chosen.

To cover the same things in all data collection occasions, the choice was to use an interview guide. The interview guide consist of topics that this thesis are purpose to cover.

When choosing what type of companies to conduct the interviews with, the selection was aimed to make sure that the companies were approximately the same size. This was made in order for the companies to have the same conditions regarding whether how much they choose to work with sustainability and green marketing. In the selection of what companies to interview, it also was important that all companies were in the clothing and accessory industry, because this would also give the companies equal conditions. The result would be more interesting and in-depth if the companies size and products were as similar as possible. Except similarities in size and products, the thesis chose to interview companies that are viewed upon as approaching green marketing and differently when it comes to sustainability. To make sure that the companies were similar, but worked in different ways with sustainability and how they promote it, a pre-study of the companies website were conducted, in order to get an overview of the company and to ensure that they were suitable companies for the study.

-We chose to interview Houdini as the company are actively working with environmental and sustainability questions and is showing this to the customers. Houdini are running several issues at the moment, such as reducing the microplastics in the waters. Furthermore Houdini sportswear are taking active choices regarding materials, manufacturing and suppliers. With this information, is it concluded that Houdini are consciously promoting their work regarding sustainability.

-We chose to interview Sandgrens Clogs since the company describe themselves as a slow fashion company that takes great pride in that all their products are handmade, produced in Sweden and exclusively uses materials from Europe. Sandgrens Clogs are describing themselves as an high quality brand that strives to differ from the China based mass

companies. When looking at Sandgrens Clogs, the perception is that they are a sustainable company, although not as aggressive in how to promote it as Houdini.

-We chose to interview Tenson Sports clothes since that they had a lot of information on how they are taking responsibility for the environment. Tenson are putting a lot of effort in making sure that their products are of good quality, as they are promoting that long-lasting products will reduce consumption and thereby carbon dioxide emissions. Tenson has also begun to transport their products through trains and boats, to reduce the impact on the environment. The understanding is that Tenson has only recently started to adapt the more environmental thinking and has therefore just begun to adjust to the more green thinking, in contrary to Houdini sportswear and Sandgrens Clogs that has been green for many years.

Our data collection will have an iterative course of action, where we will strengthen our theories interview by interview. When collecting data by a qualitative approach which is in the form of words, it is important to make the informant to feel as natural and comfortable as possible. This is made for the informant to feel so relaxed that they could be able to use their own words. This is made to easier understand the interviewee's underlying attitudes towards the chosen subject.

The qualitative method will help us to understand and analyze the studied area deeply and in detail. A challenge is that it will give us a very narrow picture of the subject, thus this is crucial in order to be able to look into attitudes that the companies possesses. The interviews conducted are with a person representing the actual companies attitudes towards the chosen topic (D I Jacobsen, 2017).

2.1.1 The interviews

The interviews will be conducted with three marketing executives within the clothing and accessory industry. These informants is chosen because they are considered having the best knowledge about the chosen subject. The data collection consist out of interviews with a duration of approximately 1 hour each. In the beginning of every interview, the thesis aim and purpose were presented to the interviewee. This was made in order to get the understanding of that the interviewee are contributing to this thesis and furthermore the chosen research topic.

The interviews was made in a semi-structured form and in a mainly deductive way. The mainly deductive way of researching in a chosen subject is beneficial in the interviews because that creates the opportunity to ask counter-questions to the informant, because of the insight in the subject. Thus, the flaws with having a deductive approach is that the interviewer might be influenced by the previous theoretical framework. To make this flaw to show in the thesis as small as possible, the active thinking about having many interpretive questions in the interview was made.

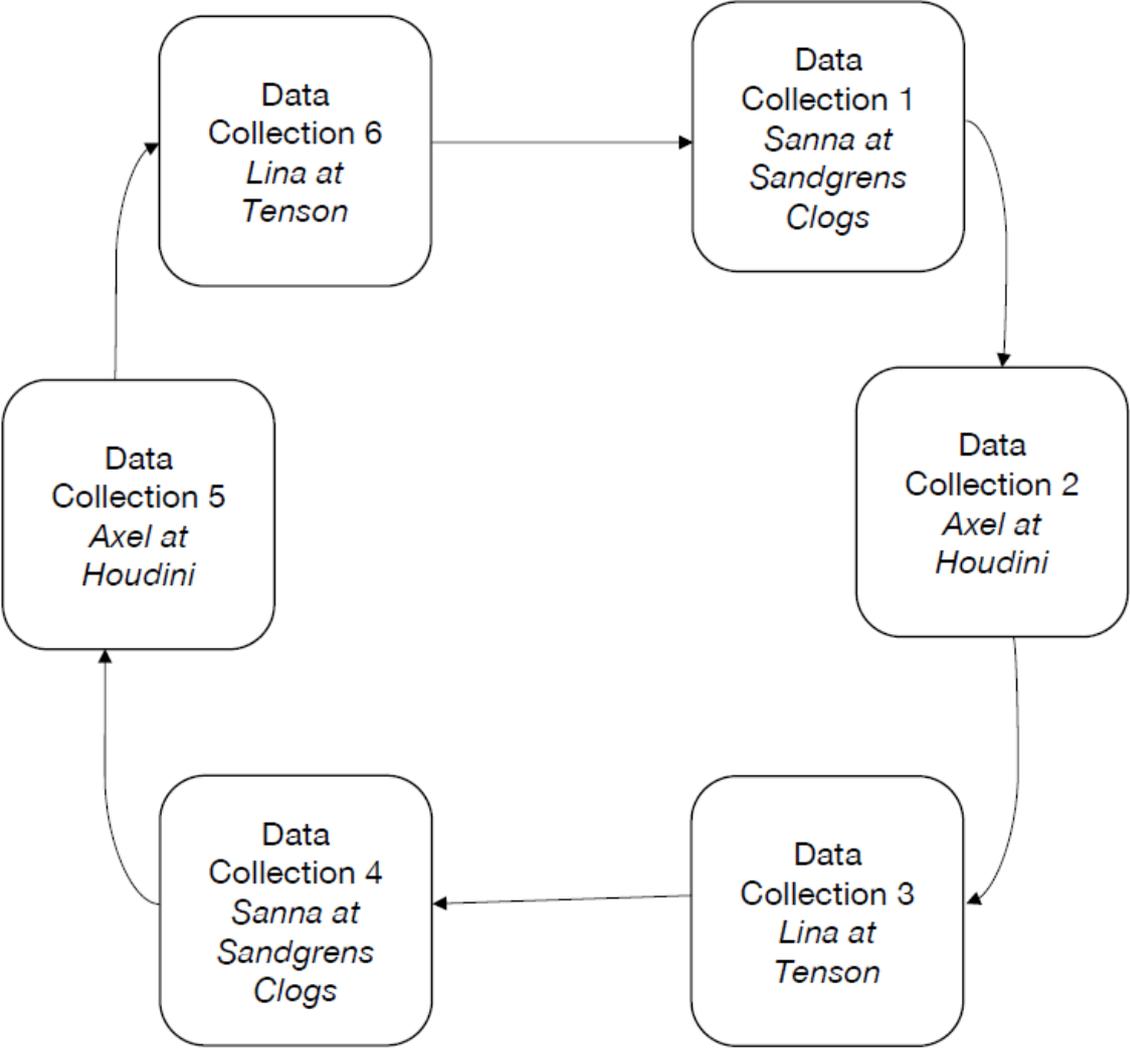
The interviews emanated from a semi-structured forms of interviews, this was made because that creates the opportunity for the informants to fill in with own thoughts about the subject (D I Jacobsen, 2017). We originated from an interview guide that included direct, indirect and interpretive questions. The structure of the interview was chosen in order to collect the interviewees own thoughts and attitudes towards the chosen subject. The semi structured form was chosen because it was important to create a balance between structure and spontaneity with the informant. The spontaneity part of the interviews is assessed as crucial to get a sense of the interviews own opinions about the subject. Thus, the direct questions was also evaluated as important to be able to compare the companies attitudes later on. The interview

guides purpose was to make sure that we to talk through every topic that the thesis purpose is to cover with the informants. The interview guide was sent to the interviewee by mail 4 days ahead of the interview. This was made in order for the interviewee to be able to consider the questions beforehand and be mentally prepared to answer the questions. A benefit with having the informant read through the interview guide before the actual interview is that the informant got time to prepare well considered answers and only perform the most important attitudes in the interview. The interview guide is available in *Appendixes 9.1*.

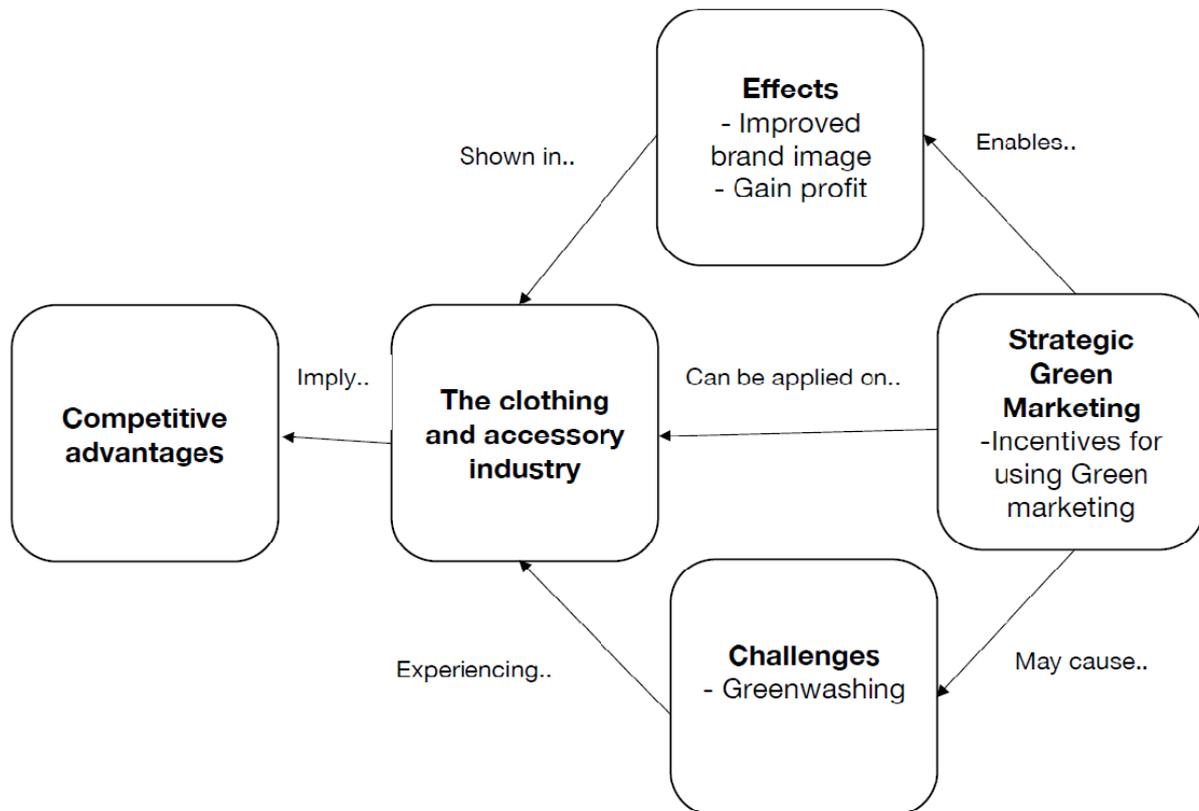
2.1.2 Timeline chart

TIMESCHEDULE				
DATE	EVENT NO.	EVENT	ACT	PURPOSE
	1	Preparations & selections data collection 1	Read relevant literature & prepare interview questions	Get an overall understanding of the subject
2019-04-28	2	Data collection 1	Interview Sanna at Sandgrens clogs	Investigate and understand Sandgrens clogs posture towards Green Marketing
	3	Analysis	Transcribe and read data collection 1	
	4	Preparations & selections data collection 2	Read relevant literature & prepare interview questions	Get an deeper understanding of the subject
2019-05-07	5	Data collection 2	Interview Axel at Houdini	Investigate and understand Houdini posture towards Green Marketing
	6	Analysis	Transcribe and read data collection 2	
	7	Preparations & selections data collection 3	Read relevant literature & prepare interview questions	
2019-5-10	8	Data collection 3	Interview Lena at Tenson	Investigate and understand Tenson's posture towards Green Marketing
	9	Analysis	Transcribe and read data collection 3	
	10	Preparations & selections data collection 4	Read relevant literature & prepare interview questions	
2019-05-13	11	Data collection 4	Interview 2 Sanna at Sandgrens Clogs	Further investigate and understand Sandgrens Clogs why they use Green Marketing
	12	Analysis	Transcribe and read data collection 4	
	13	Preparations & selections data collection 5	Read relevant literature & prepare interview questions	
2019-05-15	14	Data collection 5	Interview 2 Axel at Houdini	Further investigate and understand Houdini why they use Green Marketing
	15	Analysis	Transcribe and read data collection 5	
	16	Preparations & selections data collection 6	Read relevant literature & prepare interview questions	
2019-05-17	17	Data collection 6	Interview 2 Lena at Tenson	Further investigate and understand Tenson why they use Green Marketing
	18	Analysis	Transcribe and read data collection 6	
	19	Final Analysis		Strengthen and validate our theories

2.1.3 Data collection chart



2.1.4 Method applied



2.2 Data Analysis

A thematic analysis will be made to analyze the data collected in this thesis. The thematic analysis will be made through identifying, analyzing and presenting the data that is collected. A deductive way of reasoning is applied through reading, rereading, intuiting, analyzing and synthesizing the interviews that have been conducted. The empirical data collected through interviews was recorded and later transcribed in order to get the exact words that the informants used. To clarify the transcription of the interviews, the transcripts were systemized. The written transcript was later supplemented with our own notes and thoughts from the interviews. The supplement was made from both of our notes and thoughts from the interviews, without knowing the other persons notes. This gives us a broad and a high validity of the information and the perceived attitudes. With this collected data, we further investigated the potential connections and found essential categories and themes that could be identified. Subsequent to the systemization, the superfluous and redundant data was removed from the data collection. This is central in a qualitative method of collecting data, since the collected data often is unstructured and unclear (D I Jacobsen, 2017).

When finding the essential themes and categories, a comparative method through coding was conducted. In the coding, we went through the transcribed material line by line to study the informants choice of words. These choices of words were later categorized with different codes. These categories were later paired together with each other to create themes. The created themes in this thesis will later be presented. The themes that will be presented are concluded to see the correlations between different companies within the clothing and

accessory industry. The correlations will be presented in both similarities and differences.

2.3 Data transferability

The external validity is describing how this thesis could be generalized to other companies. The transferability of the thesis is limited to other clothing and accessory companies within the same industry. This is concluded since the qualitative research methods strengths are that it explores experiences that could be transferred to similar companies within the same industry.

To ensure the data saturation in the data collected, three different companies within the clothing and accessories industry was interviewed. Saturation in data is attained when any new collection of data wouldn't bring any new information to the thesis. It is self-evident that a larger amount of interviews would bring a larger generalization to the thesis, but the limitation of time narrowed down the interviews to three different types of companies within the clothing and accessories industry. In general, one can say that three types of perspectives increment the capability to make generalizations from the results in the qualitative study conducted (D I Jacobsen, 2017).

2.4 Data validation

When conducting a qualitative research method, the importance of the study to be reliable and credible is crucial. To ensure that we present valid information we made sure that we interviewed three companies that were working with green marketing and sustainability in different ways. In this way we were able to get different perspectives in the subject. The first collection of information will be relying on the theories we have made, which will then be used as validation that after conducting all inte interviews will we attain credibility. By this iterative way of collecting information will we be able to create an understanding of our chosen topic and therefore strengthen our result. We have furthermore ensured the reliability in the thesis by making sure that we interviewed the right people and thereby were able to collect trustworthy information.

To ensure that the information that was collected during the interviews was reliable we transcribed the interviews, read the transcription individually and then discussed it together to come up with joint conclusions. In this way we could take advantage of each other's ideas and thoughts.

2.5 Challenges of the chosen method and topic

An issue with qualitative research method that should be taken into consideration when writing this thesis, is that the chosen method only gives us certain perspectives and not a broad perspective of the subject. Thus, the thesis is made in the believe that this will be corrected through conducting and representing three different companies attitudes and in-depth interviews with different angles. This will make it able for us to create a well-considered and impartial picture of the chosen subject (D I Jacobsen, 2017).

A challenge regarding the chosen topic, concerning green marketing and greenwashing is that the interviewee might feel like the thesis are trying to bust them or their company. This might be that the interviewee is afraid that the company is not living up to the sustainability actions that they are claiming that they do.

The challenges with our chosen method is that it does not give a broader perspective of the subject, but instead giving a more narrow and deep-going perspective. Furthermore that the chosen method allows us to take part of a lot of complex information since it mostly covers the interviewees understanding of the chosen subject, where we have to find these hidden attitudes and interpret them. That we chose to work with a qualitative method allows the thesis to get a rich and complex understanding of the chosen subject, which will therefore lead to a credible result.

3. Key Theories and Concepts

In this chapter, the core Key Concepts and Theories will be presented. These concepts and theories will place a leading part in this thesis and will be used throughout the whole thesis.

3.1 Attitudes

Attitudes are affecting how and what people are doing different things. Attitudes are important to take into consideration when using different communication tools, such as different marketing strategies. Different values and attitudes are affecting people's perception of things. An attitude are valued statement about something. The attitudes are built of cognitive, emotive and conative components. In this way, attitudes are an effect full way of knowing someone's thoughts, feelings and actions (Allwood, J., Franker, G. & Kós-Dienes, D, 1987).

3.2 Green marketing theory

Green marketing is the marketing of environmentally friendly products and services.

The phenomena green marketing was discussed already in the 1970's, but it wasn't until the 1980's that green marketing started to establish. Spokesmen said that the transformation to a more green products was inevitable. Several surveys was done that showed that during this time there was a growing environmental awareness and interest in green products, furthermore that consumers are willing to pay extra for green functions.

The outcome during the late 1980's was not that companies was now using green marketing and that researching within green businesses started to increase (Crane & Peattie 2005).

Despite that green marketing has been researched, launched products and promoted campaigns, Andrew Crane and Ken Peattie claim that the phenomena has been underachieved. In contrary to what was expected, the consumers turned out to be disillusioned as many of the pioneering products and companies that entered the market with a green posture has now left the market. After this, companies has been more cautious when launching environmentally founded campaigns, out of fear of being indicated of "greenwashing". Andrew Crane and Ken Peattie would therefore like to raise the question of how the history of green marketing should be seen, as a failure of as a prophecy that changed the way of using marketing (Crane & Peattie 2005).

Despite the predicted increase of green consumerism, the growth has slowed down. Since the 1990's the increase of green consumerism has been very small, this is since the green products has shown to not be successful on the worldwide market. Andrew Crane and Ken

Peattie discusses why green marketing subsided and found that the main reason is the customer's cynical attitude towards green products and the companies behind them. As green marketing is built on the relationship between the customer and the company, is it difficult to establish a relationship when there is cynicism and mistrust. They found that it is this mistrust that makes the customers unwilling to rely on these companies and therefore makes it hard to go through the change towards a more green and sustainable market. Accordingly will green marketing never pan out as long as they don't have the consumers trust. Andrew Crane and Ken Peattie also discusses Stephen King's theory, where he claims that one of the reasons for the shortcomings in marketing is due to the false marketing. Andrew Crane and Ken Peattie is out of the belief that it could be the same reason to why green marketing never succeeded. Thus, companies has only used green marketing as an alternative marketing and not changed their actual product of even tried to change their impact on the environment. They have accordingly only used the environment as a way to market themselves, without changing anything in their organization or in their products (Crane & Peattie 2005).

A market research that was made in the 1990's showed that people are concerned about the environment, which led to several companies assuming that environmentally friendly products would sell. It also caused companies to change their marketing strategies, to raise the work they do to reduce their impact on the environment. Which led to that these companies could start calling themselves green, without any change or developing. This is a reflection over how the green wave played out, the great interest remained in how companies used the environment in their PR and low if any interested in the actual product development. This lack of interest made it possible for companies to produce the same products and only changed the way of marketing, to profit from consumers with environmentally concerns (Crane & Peattie 2005).

Thus, the main goal has been short-term profit for many companies. Therefore, it was not surprising when the interest in the environment increased for the marketers in the same time as it turned out that green could engender cost savings. The financial factor made many companies start to look over how to package their products. As the more environmental way is to reduce packaging, is this also a way of saving money. Companies can economize by reducing packaging, therefore they can display the products as green and still charge the same sum for the product that they now pay a reduced price to produce (Crane & Peattie 2005).

When using all the facile ways of utilizing green to attract customers and gain advantages, many companies found themselves in a crossroads. Companies tend to be fixated by the short-term profitability and to reduce costs, and are therefore not willing to do any sacrifices. This leads to that companies that strive towards greening are decreasing and the few that are willing to make the sacrifice are likely to fail in the long run (Crane & Peattie 2005).

When using green marketing Andrew Crane and Ken Peattie believe that it is important that sustainability is something that characterizes the whole company and not only a small part. In order for green marketing to succeed there has to be a consistent green approach throughout the whole company. Which would do that actions that are done in another department or in its supply chain won't affect or compromise the eco-capacity of the products. Even if this is something that is hard to achieve in practice, as it has been proven that green concerns does not coincide with the traditional corporate culture. Which lead to that the governing within the company lost interest in the green initiatives in the long run (Crane & Peattie 2005).

When looking at how companies has been using green marketing over the years, Andrew Crane and Ken Peattie looks back at the journey and describes it as in many ways as a failure. All because the opportunity of reaching real milestones within sustainability has been replaced with the unjustly focus on green marketing activities. When companies actually are trying to change their overall structure and production to a greener alternative, are the customers showing a marginal interest. This leads to that the companies that chooses to only adapt their way of marketing themselves in order to score high on the green market are the real winners. Without any change on the market or alteration in the way customers act, the way green marketing is used will stay unabated (Crane & Peattie 2005).

3.2.1 Green marketing as a marketing strategy

The idea of green marketing as a concept is based on the idea of providing the right information to the consumers, so they thereby can make the right purchasing choice. The green marketing includes the sustainable issues in the marketing mix (T Mahmoud, 2019). Green marketing's core is based on design, promote, price and distribute products that is sustainable for the planet. By doing this, companies will hopefully meet their customers demand successfully enough for them to be more attractive than their competitors on the market. Mahmoud points out five main reasons for the growing use for green marketing as a concept. These five are;

1. It is viewed upon as a opportunity to be sustainable for companies to reach their objectives.
2. Companies is out of the belief that it is their responsibility to become more sustainable.
3. The sustainability actions is a reaction to competitors increased use of green marketing.
4. Governments and different unions are forcing companies to become more sustainable.
5. The reduced costs that comes along with reuse of material and minimal waste is a objective for companies to become sustainable.

Mahmoud is also drawing the conclusion that customers are willing to pay more for products that are perceived as “green” or “sustainable”. Mahmoud is also discussing the different marketing mixes and comes to the conclusion that every company composes their own personalized mix, but the most common that Kotler (2012) came up with consist out of 4 “P”s. These are: Price, Place, Promotion & Product. The traditional marketing mix is used to increase a company's competitiveness enough to be successful as a company.

Green product: The green product is referred to as a product that is both using minimal of materials but also not harming the nature in any way. This is regarding the products whole life cycle. Mahmoud is stating that product in the green marketing mix is essential for the whole green marketing strategy. Though, it is important to not only consider the actual product, but also the packaging.

Green price: The critical element of the marketing mix is the price; the amount of money paid for a certain product. Mahmoud explains that a high price only can be approved as reasonable if the product possesses any additional value. This values can be shown in forms of taste, performance, function, design and visual appearance. A additional value could also be that a product/brand is sustainable and/or green. Mahmoud is also identifying the fact that sustainable products tend to have less manufacturing costs because of the minimal material used or the reuse of material. Furthermore, a higher price for a sustainable product can be a authenticator for the accurateness of the product. Lastly, Mahmoud is clearing out that it can be cost effective for companies to be sustainable, at least in a long term view.

Green place: The place of the green marketing is to handle the logistics of the products in a sustainable way. To be logistically sustainable is to have an minimal impact on the carbon footprint, Mahmoud express. Logistics in this case includes the procurement, material handling, distribution, storage, material recovery and disposition of the products. Since distribution can only be carried by vehicles that has a direct revealing to the carbon footprint, this factor is hard to eliminate completely. A way to minimize this carbon footprints could be to adopt to sustainable vehicles like cars driven by electricity or chosing train rather than flight, Mahmoud is declaring.

Green promotion: In green marketing it is central that the consumers receive the right information about the products, in order to be able to make a decision. To receive the right information about the company providing the products or the actual product several channels are vital. The most commonly used are: advertising, marketing materials, signage, white papers, web sites, public relations, sales promotions, direct marketing and on-site promotions, videos and lastly presentations by keeping people, planet and profits in mind. Green advertising is compiled as advertising that is explicitly or implicitly undertakes the possible relationship between a product/service and positive impact on the environment. Although, Mahmoud announce that it could also be advertising that is promoting a green lifestyle.

3.2.2 Green consumption

Asli Kuscü (2019) is discussing the term *green marketing* as an issue for the global economy, as it has grown to have a large impact on people's consumption. This is since the concern for the environmental sustainability has enlarged immensely over the past years. Kuscü is highlighting the issue of different marketing activities contributing to the social normalization of green marketing. The circular economy today is based on three core values, which are; "Reduction, Reuse & Recycle". The circular economy is aiming towards keeping products, components and materials at their highest utility and values. He is also stating that this responsibility for the circular economy is not only an issue for states and countries, but also consumers and companies responsibility. Kuscü is stating that the awareness of a sustainable production, consumption and reuse of materials towards a greener society is concerns for the circular economy. A "green product" is also pinpointed as a product that are durable, non-toxic, made of recycled materials and minimally packed. Further, this could be explained as a product that is made by recycled material and reduces environmental toxic damage throughout their entire life cycle. Consumers expectations on green products is that they should not be toxic for themselves, the nature, nor the planet. This has lead to "green consumption" and companies that has marketed themselves as a green choice has gained economic advantages over their competitors, Kuscü claims. A recent international study showed that a company's sustainability actions is shaping over 30% of an consumers purchasing behaviour. The study also showed that consumers are willing to pay a higher price for sustainable products and services, especially when the sustainability benefits are clearly communicated to the consumers.

It has been found that the reason for people's new buying behaviour concerning green consumption is not only based on the true commitment towards a sustainable world, but the image of themselves and the image that is sent to others by wearing a certain brand has shown to have an effect on the consumption as well. Further claims Kuscü that consumers rather are trying to adapt to an more sustainable consumption in a large extent as possible, since they are out of the belief that it has to be done sometime in the future.

Since it is clearly stated that consumers demand is crucial in the world's circular economy, the brands that use green consumption are having a higher growth rate than earlier. Kuscus later comes to the conclusion that studies have shown that there has been found a beneficial connection between the circular economy and the green consumption habits that are beginning to evolve all over the world.

3.2.3 Strategic green marketing

Stephen W. McDaniel & David H. Rylander (1993) describes green marketing as marketing trying to appeal to the "environmental consumers". The ability to understand the environmental issues and use them in the strategic marketing process is crucial. The four different decision-making aspects are: consumer wants, consumer interests, company requirements & societal welfare (Kotler 2011). To succeed in marketing, these four aspects need to be taken into consideration, McDaniel & Rylander claims. Kotler also expressed the concern regarding creating consumer "needs" or "wants" and at the same time set the issues regarding the society and environment aside. They also state that consumer environmental worries are affecting their purchasing behaviour, even though consumers often have to pay a higher price for these products. For that reason, McDaniel & Rylander proclaim that it could be profitable for companies to use green marketing as their marketing strategy. Also, the issue with companies trying to use green marketing as a strategy but not fully integrating it into the whole business is addressed. If the company is seen to be missing a true commitment to sustainability, it could rather backslash on them.

3.2.4 Approaches to green marketing

Green marketing has two essential approaches that companies can use to approach Green marketing. The first one is Defensive/Reactionary and the second one is Assertive/Aggressive strategy (McDaniel & Rylander 1993).

Defensive/Reactionary Approach: This is the most common approach, since this only requires companies to do the bare minimum that is expected from them from a governmental side. This approach is taken to avoid negative consequences such as increased tax or criticism from consumers. This approach could also be a reaction to competitors' actions towards being sustainable.

Assertive/Aggressive Approach: This approach is based on taking the lead in sustainability work and doing more than what is required from the government regarding sustainability efforts. So, the sustainability work originates from consumer demands rather than government regulations in this approach.

Incorporating green marketing into a marketing strategy

Step 1. Establish an environmental corporate policy.

Step 2. Create "environmental leadership" at the top level of the organization.

Step 3. Hire/develop environmental advocates on the inside.

Step 4. Educate and train all employees on environmental awareness.

Step 5. Maintain active dialog with outside environmental groups and the government.

Step 6. Develop an assertive environmental action program.

Step 7. Integrate all departments to foster flexibility in responding to environmental needs.

Step 8. Put off reasonable resources/staff to show commitment.

Step 9. Through effective advertising and PR, communicate to customers what the company are doing.

Step 10. Keep track on consumer response with an active marketing research program.

3.3 Greenwashing

Greenwashing is used for brands today because companies are out of the belief that emotional and practical reasons are not enough appealing for the consumers to choose their brand when shopping (Kotler 2011). The fact of greenwashing to might have an effect on the consumer's perceived trust for a brand is also discussed (Khandelwal, Sharma & Jain 2019). Further, the article is addressing the issue concerning brands using undefined words like “eco-friendly” and “natural” in their marketing communication with their customers. This might be an problem since it is not clear stated what that means to that particular company. This is further discussed by Khandelwal *et al* (2019) that claims that this might lead to an manipulation of the consumers. Since the phenomenon of using eco-friendly words in advertising has had an enormous increment the last years without companies really changing their manufacturing process, “greenwashing” was invented. Khandelwal *et al* (2019) claims that the consumers lack of information about the companies real damage to the environment has lead to misleading advertising methods and manipulation of the consumers.

Although, it is stated that consumers has awareness of this kinds of methods is being used by companies. However, when it comes to consumers purchasing behaviours, consumers often is missing all the information about the products and therefore in the end is ending up to be greenwashed. The conclusion could be drawn that words like green and eco makes products more attractive. The article claims that it is good for companies trustworthiness to look “green” towards their customers, although, when/if the company later turn out to have been lying, the damage is greater than the potential good that it has drawn to the company, states Khandelwal *et al* (2019).

Nancy E. Furlow (2010) writes in the Journal of Applied Business and Economics about how the effect of greenwashing is now widespread. That the consequences of the phenomena is impacting the customers, as they get confused by not knowing which products are environmental friendly. The increased skepticism among consumers is making Nancy E. Furlow concerned over what the output might be. She believes that one of the consequences from greenwashing might be that attempts among companies to become more green will be unnoticed by the customers. That these ventures will no longer be to any competitive advantage, as they dont have the customers trust. The lack of rewards will lead to less motivation for the companies to take on the green issues and work towards more sustainable products. Nancy E. Furlow therefore believes that greenwashing will in the end not only affect consumers but also the environment. Although, Furlow means that the fear of a greenwashing backlash already is the reality, as she has noticed that big companies such as McDonalds has reduced their waste but has chosen not to promote the fact. As a solution Nancy E. Furlow beliefs that companies should take the environmental marketing more serious and start being honest about the environmental claims (Furlow 2010).

3.4 Eco-fashion

In 2015 Cecilia Solér, Julia Baeza & Camilla Svärd published an article on the performativity of fashion brand discourse. They discuss the problematics of eco-fashion and slow-fashion, in terms of clothes that is made to last for a long time. Solér, Baeza & Svärd states that eco-

fashion requires that the clothes is made in a sustainable way; by having minimal impact on the planet, by being manufactured in a sustainable way and is made by reused materials. They are also discussing brands opportunities to create a desire for eco-fashion through providing the consumers with the desirable fashion attributes. Marketing activities such as branding and advertising can help to create an identity for the consumer. To an extension this could mean that a interest for eco-fashion could help to build up consumers identity and image, and this is something that brands could be taken advantage of. Solér, Baeza & Svärd are also discussing the fact that consumers often get helped through successful advertising to create and suggest an identity for the consumers, this is by having a visually imagery in their webshop or a appealing visual arrangement in their store. Fast-fashion and seasonal trends creates the constant will of having an up-to-date wardrobe and therefore it is a strong selling point for the clothing and accessories industry. This is a new way to constantly improve the consumers identity Solér, Baeza & Svärd points out. The new way of marketing and brand governance that was found was for the brands to focus on socially admirable values. Further, this type of marketing is based on the construction that eco-fashion and sustainable consumption is desirable (Solér, Baeza & Svärd 2015).

Bin Shen, Yulan Wang, Chris K.Y. Lo and Momoko Shum (2012) discussed in their article how consumers purchase behavior are affected by ethical fashion. They claim that consumers are becoming more aware of the content of the material they wear. Some are even starting to inform oneself of how the clothes were transported and are looking into who the material suppliers are using. All of this to make sure that all the steps from manufacturing to the closet are transparent and ethical. Apparel manufacturers are often impeached with emissions of toxic chemicals that affects the environment in a negative way. These chemicals are actually increasing, since the demand for clothing made by the synthetic fibers that contains these toxic chemicals are growing. It is because of the heightened awareness of these chemicals that pollute the ecosystem who has led to the phenomenon “ethical fashion”. It is phenomenons like these that has driven companies to start to look into the consumer concerns regarding the environment. This has lead to that more companies has began to become more environmentally-friendly and more socially aware (Shen, Wang, Y., K.Y. Lo & Shum 2012).

3.5 Compilation of Key Theories and Concepts

As read about in the *Key Concepts and Theories* chapter, it has been declared that the increased *sustainable consumers* are gaining consumer power since it has a large influence in society today. It has also been found that consumers are willing to pay a higher price for products that they believe are sustainable.

From this chapter we also have found that sustainability is not just a trend, it is a widespread issue around the world and needs to be taken into consideration in marketing strategies for companies. It has also been cleared out that the most efficient approach towards green marketing is the assertive leadership approach.

In the chapter it could be settled that a effective and continuous communication towards the consumers are crucial for a green marketing strategy. Likewise the importance of a fully integrated green marketing strategy, regarding the company as a whole, has been declared.

4. Result

In the result chapter, the three cases that are being compared in this thesis are being presented one by one. Later on, in the discussion part of Result, we will compare these three companies regarding their attitudes towards Green marketing and how these three differ from each other in terms of why they choose to use Green marketing.

4.1 Case 1 - Sandgrens Clogs

Sandgrens Clogs is a family company that has been running since the early 1900s. The company has since then been producing Swedish traditional clogs. Sandgrens Clogs business idea is to produce clogs in natural materials in a timeless design. When it comes to materials Sandgrens clogs are actively choosing alternatives that has higher quality and all the clogs are handmade in their fabric in Småland, Sweden. We were able to interview Sanna Ekman who is the marketing executive manager at Sandgrens clogs. She has been working for the company for over a year. Sandgrens clogs has in the recent years been growing and has therefore hired Sanna to handle their marketing. Since their rebranding 10 years ago 90% of their sales are in USA. Since Sandgrens Clogs largest crowd is based in the USA, their marketing focus is put on Amazon ads, Google ads, Facebook ads and influencer marketing. Influencer marketing is their largest budget for marketing. Sandgrens clogs do not use “old media” at all, Sanna says. Apart from this, Sandgrens clogs is using their own channels such as membership targeted advertising and their blog.

4.1.1 Sandgrens clogs and sustainability

Sanna states that Sandgrens clogs has always been choosing high quality materials and has always been striving towards slow fashion. She claims that Sandgrens clogs has in the recent years been actively striving towards being the opposite to the big mass producing companies. Even though, Sandgrens Clogs are actively working with these standards, the company are doing it without having an ulterior motive towards being green. Hence, Sandgrens Clogs are only striving towards producing qualitative products and has not thought about the fact that high quality might also be environmentally friendly. Even though, the qualitative materials are more expensive, Sandgrens clogs is out of the opinion that they are willing to pay extra for the materials in order to be able to stand for their products. Sanna also states that almost everyone of Sandgrens Clogs competitors have moved their production to Asia, since the production costs are less in that part of the world, Sanna claims. This is a matter that Sandgrens Clogs feel very strongly about. That the company will, no matter the cost, keep their production in Sweden. This question is also linked to the quality, seeing that moving the production abroad would make Sandgrens Clogs lose control of their products. According to Sanna, the products is the core of the whole company, especially since it is a company that has lived for generations. She states that it takes about 24 hours to produce one pair of their clogs and that the people working in the factories has done so their whole lives. Because of that Sanna claims that; if they would lose control over their products if they were to move the productions abroad, they could jeopardize the whole business.

4.1.2 Attitudes towards green marketing

When it comes to green marketing Sanna states that many companies uses the phenomena green marketing in their advantage. It is Sandgrens Clogs understanding that many companies uses green marketing to appear greener than they actually are. This is one of the biggest reasons why Sandgrens Clogs are restricted on how they choose to market themselves, to not

appear more green than they really are. Sandgrens clogs are aware that they are not taking advantage of the work they are doing within sustainability. One of the reasons for this is that they are afraid that their work with sustainability is not good enough and therefore will be refuted. Furthermore, if Sandgrens Clogs choose to market all their work within sustainability, it could backlash on the company. If this happened, Sandgrens Clogs would lose the customers trust, Sanna claims. An example of this, is that Sandgrens Clogs are planting one tree in Spain for every pair of shoes that gets sold. This is nothing that is communicated, so the customers are unaware of this charity. Sandgrens Clogs are not open with this charity project since the license required to be able to expose the project cost too much. Sanna means that this project is right now only for the company, to make sure that they take the are taking their environmental responsibility. Even though, Sandgrens Clogs are not communicating this project to the consumers. Furthermore it is Sandgrens Clogs understanding that green marketing is often used in a deceived way.

4.1.3 Incentives for using green marketing

1. The sustainability actions is a reaction to competitors increased use of green marketing.

Sandgrens clogs has according to Sanna been inspired by other companies when it comes to sustainability and green marketing. Internally in the company, they are often talking about and looking at Everlane for ideas when it comes to evolving within sustainability. Everlane is viewed upon as a motivation to Sandgrens Clogs. This makes Sandgrens Clogs to keep on striving forward and to come up with new innovative ways of being sustainable. Sanna thought that this was the main reason to why Sandgrens Clogs want to be sustainable. Sandgrens Clogs has always been focused to use only durable materials, although these choices were not made with the environment in mind. This was rather a decision to offer their customers the best possible quality of their products, Sanna states. The matter of green marketing and sustainability has only in the recent years been more relevant. As mentioned earlier, this is the main reason why they are working with sustainability, since this is a reaction to that many of their competitors has started to increase their use sustainability and green marketing.

2. The company believes that it is their responsibility to become more sustainable.

To keep up with competitors, Sanna believes that Sandgrens Clogs are becoming more green because they have a responsibility to do so. She states that Sandgrens Clogs are reserved when it comes to announcing and titling their work with sustainability because they do not want to advertise anything they cannot 100 percent stand for. Because of this, they believe that it is Sandgrens clogs responsibility to only officially announce the work they do with sustainability, but what they with certainty know they can stand for. Sanna says that Sandgrens Clogs are today not announcing all their charity work, environmental choices of materials or corporations. This is since Sandgrens Clogs work mostly with sustainability because they is out of the belief that it is the right thing to do. Therefore, they think that the responsibility this the second biggest reason why Sandgrens clogs are choosing to work with sustainability.

3. It is viewed upon as a opportunity to be sustainable for companies to reach their objectives.

Sanna states that Sandgrens Clogs knows that they could use all their work that they are doing within sustainability and use it to strengthen their company image. Sanna declared that their customers are environmentally conscious and that they would probably attract new customers by using their work with sustainability in their marketing in a larger extend. Although, as mentioned earlier Sandgrens Clogs are reserved when it comes to market their work with

sustainability. This could therefore be a bigger driver than it is right now, since they are restrained with their usage of green marketing. Sanna states that Sandgrens Clogs are in many ways unaware of the advantages of being sustainable. Since Sandgrens Clogs are not communicating how sustainable they are, they are also having trouble with seeing the benefits from being sustainable and using green marketing. This factor is therefore considered as third on the ranking list to why they chose to be sustainable.

4. The reduced costs that accompany recycling of materials and minimal waste are a smart way for companies to become sustainable.

When presented with the factor of reducing costs by recycling Sanna stated that Sandgrens Clogs are not taking this benefit into consideration. They are choosing materials that are more expensive and when it comes to packing they have actively chosen to work with paper and fabric, rather than plastic. Sandgrens Clogs has also started a subsidiary company to sell shoes produced with Sandgrens Clogs leftover leather. This was a decision they made to avoid throwing away fabrics that don't go along with Sandgrens Clogs style. Even though, Sandgrens Clogs are in some extent working with minimizing the waste, Sanna claims this is not one of the big reasons why they chose to work with sustainability.

5. Governments and different unions are forcing companies to become more sustainable.

Sanna claims that the government as well as the unions regulations is something that Sandgren Clogs don't need to think about. This is since the standards of regulations regarding sustainability issues is almost nonexistent in Sweden.

4.1.4 Green Marketing Mix and Sandgrens Clogs

Green product: Sandgrens Clogs are actively choosing high quality materials. The packaging are made in paper and plastic, rather than the cheaper option which is plastic wrapping, Sanna says.

Green price: Sandgren Clogs are claiming a higher price for their products, in order to be able to keep a higher quality. Sanna also states that the manufacturing in Sweden requires a higher cost and therefore the customer must pay a higher price.

Green place: Since the manufacturing process is located in Sweden, this is something that Sandgrens Clogs really pays attention to, Sanna claims.

Green promotion: Since Sanna is stating that they rather don't label themselves as more green than they really are, since this could enhance the picture of Sandgrens Clogs.

4.2 Case 2 - Houdini

Houdini was established in the 1900's in Stockholm, Sweden by Lotta Giornofelice. The idea back then was to make functional clothes with a nice design. Later on, the development for Houdini has been that sustainability is present in all they do, Lotta claims. In the season of 2019, 100% of their used garments are made by reused material (Houdini 2019).

We interviewed Axel Lindgren, copywriter and communication strategist at Houdini. He possess a broad role within the company of Houdini, but mostly focuses his time on planning and marketing collections further, strategically and creatively. Houdini's main marketing space is their own website, their instagram and facebook page. They try to incorporate and communicate their sustainability actions throughout everything that they do. This means all from their own channels as mentioned before, but also in lectures and in stores.

4.2.1 Houdini and Sustainability

Houdini started to work with sustainability issues expressly in 2001. This was since in 2001 the founder of the company, Lotta, stepped down and two new CEO's came into Houdini with a new vision of what Houdini should be. Houdini tries to show their sustainability work in all the things that they do. They do not have an specific manager that all responsibility regarding sustainability is put on, their philosophy is that everyone that works at Houdini should care about the environment and should self educate themselves within sustainability. Overall, Houdini expresses themselves as a company that is striving for longevity as opposed to mass production. Axel is claiming that being a sustainable and green brand is gaining their brand image and as well as it is an competitive advantage. The essence, Axel says, is that people are doing the "right choices". It does not matter to Houdini *why* customers buy their clothes, as long as they do. To help the customers to make the right choice, the strategy for Houdini is to make a nice design and also offer a sustainable alternative. This will hopefully make the customers choose us in the end, Axel states. Further he explains that a lot of their customer relationships is built on trust and brand image. Sustainability should permeates everything that they do, Axel claims. Houdini is not a "sustainability-brand". Houdini is a clothing company that puts a lot of effort into a good design, which has been a conscious strategy made by them. This is essential for clothes that is supposed to last for a long time, Axel states.

4.2.2 Attitudes towards green marketing

Axel directly connects the word Green marketing with "greenwashing". Axel is claiming that there is extremely limited regulations when it comes to what a company can say about themselves and not. "*Since there is regulations about misleading advertising, but no regulations regarding misleading or untrue green marketing, this is an issue. It is like the wild west*", Axel states. Further, Axel explains that it is free for every company that wants to title themselves as green and sustainable to do so, because usually the information does not need to be backed up by some actual facts. As far as Houdini goes, Axel says that it is important for them to be able to show facts behind every sustainable statement that they are doing, this is made in order to increase the brand confidence of Houdini.

Today, green marketing is used as an hygiene factor, Axel explains. This is since almost every company on the market feels like they have to talk about sustainability, considering it is hard to avoid these days. It is hard to keep the sustainability efforts from the communication to the consumers in these cases, it is almost used as a finery for some companies, Axel adds.

4.2.3 Incentives for using green marketing

1. It is viewed upon as a opportunity to be sustainable for companies to reach their objectives. As well as it is Houdini's responsibility to be sustainable, Axel also states that Houdini needs to profit economically. "*We live in a world where we have to balance our vision about how we want things to be and the actual reality. Of course we have to make money and gain profit*", Axel states. We have been criticized by our customers when we have sale, since this is profiting consumption. And the next week we have a new collection in store, which could seem contrary but this is the way businesses is working, Axel states.

2. The company believes that it is their responsibility to become more sustainable.

Axel claims that this is the most important part for Houdini. Houdini tries to incorporate their sustainability work in all they do. For example they only serve sustainable food at events, tries to travel in sustainable ways and use a sustainable design. The values of sustainability is

important in all that Houdini does and everybody that works at Houdini should have a sustainability commitment, Axel says.

3. The sustainability actions is a reaction to competitors increased use of green marketing.

Axel is out of the belief that it is their competitors that takes after them, regarding green marketing. He explains that Houdini gets a lot of advantages because they are “frontrunners” regarding sustainability work and showing it to the consumers. Although, Houdini has been working with rental services for clothes for a while, without succeeding to communicating it properly to the consumers. This has led to stress that other companies can use their idea regarding rental services and communicate it better to the consumers than Houdini has done. In that case, Houdini experiences that it is important for them to claim new ideas before their competitors do. However, this is not something that he sees as an important issue for Houdini at this time.

4. Governments and different unions are forcing companies to become more sustainable.

The regulations are at such a “low level” today, so it has no effect for Houdini's work, Axel declares. Further Axel says that Houdini's wish is that the governments should care more to put up more regulations, so companies cannot get away with seeming greener than they actually are.

5. The reduced costs that accompany recycling of materials and minimal waste is a smart way for companies to become sustainable.

Of course this concept sounds good in theory, but this is not actually what it looks like in reality, Axel explains. Houdini's experience is that reused material is more expensive to buy, so this is not really a reason, but in theory it sounds very good. If this would have worked, every company would be sustainable, Axel claims. Houdini uses plastic bags to wrap the clothes in transport to not harm the condition of the products, although Houdini has put efforts into exploring the possibility for having a paper to wrap their products instead, Axel says. Further Axel is claiming that if you are going to create something sustainable, it needs to be expensive.

4.2.4 The Green marketing mix and Houdini

Green product: The materials are our core and are the second most important thing after the design for us, Axel states. We always try to find new ways of using materials and always put the importance of minimal waste. Sometimes the products come to us with a wrapping of plastic from the manufacturer, which is an issue, Axel explains.

Green price: Houdini would like to have as low prices as possible, of course, Axel says. Houdini's products are at a higher price range since we never compromise in materials, it's a consequence of how we choose to produce our products. As the society looks like today, it is not our products that are expensive, it is all other products that are cheap. If you create something that will last long, it has to be expensive, Axel explains.

Green place: The manufacturing is made in eastern Europe and Asia, so of course we have to use boat and truck to get the products to Sweden. It is very hard to find sustainable international ways to carry products, but we are doing our best. Logistics is hard since transports only effect 4% of the climate impact of a product, Axel conveys.

Green promotion: Houdini tries to ensure that their staff are knowledgeable, so that they could help their customers make the right purchase. It is also important for Houdini that our website is clear and informative for our customers. It is supposed to show where a product is made and in what way. Although, it is hard to track the exact climate impact of specific products,

Axel says.

4.3 Case 3 - Tenson

Tenson was established in 1951 by Paul Rydholm with the Swedish saying “There is no such bad thing as bad weather, just the wrong clothes”. Tenson was by then inspired by being outdoors no matter the weather and tried to make clothes to be able to be outside as much as possible. Tenson has recently been through a change of ownership, which also has led to a new management team to move Tenson forward. Since Tenson is aware of the impact that producing clothes has, their mission has been to find the balance between functionality, qualitative materials and their customers demands. Tenson also is striving to do so in a sustainable way (Tenson 2019).

We had the opportunity to interview Lina Baldursson at Tenson, who possesses the role of e-commerce & digital marketing manager. Her role in the company is to manage Tenson’s digital marketing departments - this involves their own website and Instagram page. Lina Baldursson has been working at Tenson for about six months.

Tenson is focusing their marketing on their social media, their own website, bought ads and in store. Although, Lina states that social media is the most important part of the marketing.

4.3.1 Tenson and Sustainability

Since Tenson has been through some tough years financially, they have very recently started to work with questions like sustainability, Lina says. Although Lina’s perception is that Tenson always has had an insight in their responsibility for a sustainable consuming pattern, throughout the whole company. Tenson is communicating their sustainability actions mainly on their own website, Lina explains. Another way to communicate their choice of material, for example, is tags on the products. Recently Tenson has been producing a special line of jackets with a special material, which has been clearly tagged onto the jackets. This is made to show their customers clearly what kind of reused material the jacket has been made of, Lina says.

Lina is not out of the perception that customers choose to buy their products because of their sustainability actions. This could depend on the fact that Tenson recently started to actively communicate their sustainability actions on their marketing channels. Further, Lina explains that their competitors have come a long way regarding sustainability and therefore they have a competitive advantage that Tenson is lacking. Although, Tenson’s advantage towards our competitors is our prices, Lina states. Our strong point is high quality and skilled branding, which I believe that we overshadow our competitors with. Tenson cannot compete with other brands when it comes to sustainability yet and we are well aware of that fact, Lina says.

Tenson has not yet followed up the result from the sales of the special sustainability jacket, so we have not gotten any response from our customers regarding our sustainability work yet. This fact is not something that is brought up for discussion, Lina states.

The biggest reason for Tenson to work with sustainability issues is that they believe that they have a responsibility to do so. Others may just use sustainability to look good in front of the customers, but Lina says that is not the case for Tenson. In the same pace that consumers are becoming more and more concerned about the environment, the companies are also have to become concerned and communicate it to the customers. This is made to meet the consumers demand, Lina states.

4.3.2 Attitudes towards green marketing

Lina's first reaction to the term green marketing is that it is something that she has never heard before. Although, Lina continues and states that it's all about the environmental pressure that has been evolving in the last years. This is something that companies are taking advantage of and uses to benefit them. Tenson uses the nature in their advertising and have to care about their environment because of this, to not show double standards, Lina states. *"Tenson have to show consistency for the customers sake and show that we put great effort into the sustainability issue"*, Lina explains. Some companies are really good at communicating this to their customers; the clothing and accessory industry are a industry with a lot of different brands that has to compete against each others, says Lina. A thing that is really important is that brands are positioning themselves on the market. Tenson has to position themselves where there is room in the market for us to act on, Lina conveys. Tenson can't take Houdini's place on the market regarding the sustainability actions for example, Lina explains. Although, Tenson is making a lot of efforts for the environment there is a lot that is not communicated to the consumers. Tenson have to have a nisch and it is hard to compete against Houdini for example, Lina says.

4.3.3 Incentives for using green marketing

1. It is viewed upon as a opportunity to be sustainable for companies to reach their objectives.

Lina claims that Tenson at the moment doesn't have a marketplace when it comes to sustainability. Therefore Lina does not think that working with sustainability would improve Tenson sales profits. It is Linas understanding that Tenson first has to establish themselves as a company that works with environmental questions and sustainability, to later on increase their sales due to win marketplace in sustainability. Since Tenson is not planning to communicate themselves as a sustainable company yet, this is not a crucial reason why they choose to work with sustainability and green marketing.

2. The company believes that it is their responsibility to become more sustainable.

According to Lina, Tenson is moving towards a more sustainable company due to that they as a company wants to take more responsibility. Especially, this is since they are a outdoor company and that Tenson therefore wants to have a overall thinking regarding sustainability. Lina claims that Tenson is going through a overall change within the company and that sustainability is a long term project for them to improve. As mentioned earlier, sustainability is a new project within the company and Tenson are out of the understanding that working with sustainability issues could include many benefits. At the moment the only change is to take responsibility, and is therefore right now a gain for Tenson as a company. Lina states that this is the most important reason why they chose to work with sustainability.

3. The sustainability actions is a reaction to competitors increased use of green marketing.

When it comes to the competitors, Lina states that this factor is an important reason for Tenson. According to Lina, Tenson is out of the belief that competitors is a important factor since they have to correlate to how they work with sustainability. Although, Lina states that Tenson are not in the stage to compare themselves to other companies yet. Lina further explains that Tenson first has to set their sustainability standards before they can start look in to how other companies works with sustainability. Lina therefore states that this factor is ranked as number three out of five at the moment, but could potential become more important later on.

4. Governments and different unions are forcing companies to become more sustainable.

Tenson has not adopted to any regulations from the government since the standards are not high. Therefore, is this not a important reason to why Tenson choses to work with sustainability. Lina states that Tenson although has to adapt to the low standards that are set by the government and therefore is ranked as four out of five.

5. The reduced costs that accompany recycling of materials and minimal waste is a smart way for companies to become sustainable.

According to Lina is to reduce costs that comes along with recycling and minimizing the waste, are the least important reason why they are working with sustainability. Lina claims that this is nothing that Tenson has as a motivation for sustainability. Although, Tenson are selling a collection of jackets that are made out of recycled materials. Lina wants to prove a point by ranking this reason last, as Lina are out of the belief that recycling and reducing their waste is nothing that Tenson uses as a motivation in their business. Lina says that Tenson will continue to produce products with recycled materials. Tenson do not see this as main motivation or reason why they chose to work with sustainability.

4.3.4 The green marketing mix and Tenson

Green product: Tenson has recently started to try to work for a more sustainable product. The products is often received from the manufacturer in a plastic cases and later on packed in a paper box. Lina is stating that new solutions is on their way, regarding using recycled plastic to package the products. Lina states that Tenson strives towards making slow-fashion clothes that is made to last for generations. Lina states that it is common for consumers to ask about the materials that the products are made of and thereby Tenson is out of the perception that it is important for the consumers. Tenson has a lot of environmentally conscious customers and they tries to meet their demands, Lina says.

Green place: The transportation is made by boat and train internationally and by truck nationally, Lina says.

Green price: Lina had no perception of however the prices is a reflection of the high prices of the qualitative and recycled material. Lina states that Tenson's price levels is something that is their competitive advantage. Tenson is not putting a higher price on the products that is made by a especially sustainable material.

Green promotion: Lina states that the right information is given to the consumers through tags on the products, regarding which material that is used. Tenson also puts efforts into a page in their website where it is closely describing Tenson's actions regarding sustainability.

5. Discussion

When looking at Sandgrens Clogs, Houdini and Tenson it is possible to distinguish that all three companies use green marketing in three different ways. The three studied companies are adopting and using sustainability differently and has different knowledge of the concept green marketing. Furthermore, since all three companies are promoting their work within sustainability issues in different ways, the companies studied also possess different attitudes towards the phenomena.

5.1 Inequality in attitudes towards green marketing

Sandgrens Clogs is a company that has been on the market for generations. As described earlier, Sandgrens Clogs have always had an focus on sustainability in the sense of producing

products in a high quality manner. Beyond this, they have always had a feeling of accountability where they have participated in taking responsibility without communicating it as much as they had the opportunity to. An example of this, is the project where Sandgrens Clogs participated in planting a tree for every pair of shoes they sell. This action is something that Sandgrens Clogs are doing without communicating it to their customers. This could thereby be an overview of Sandgrens Clogs overall understanding of green marketing, since they are sustainable in many ways without communicating it to the customers. Another example in the same alignment is that Sandgrens Clogs has chosen to package their shoes in a bag made out of wool, although this is also not something that they are communicating to their customers. Sanna at Sandgren Clogs claims that the choice of material is nothing they use in their marketing since it would look better if they could package their products in organic cotton instead. Although, the most economic choice would be to use plastic and to not use organic cotton is probably nothing the customers would complain about. It could therefore be interpreted as Sandgrens Clogs has a understated attitude towards green marketing. That Sandgrens Clogs are not communicating their actions within sustainability as an strategy. Furthermore, one could interpret their reserved attitude as a fear for being accused of greenwashing.

Houdini has in contrary to Sandgren Clogs been using green as an marketing strategy since the beginning of the 2000s. Houdini's attitudes towards green marketing could imply that they have a more aggressive attitude when it comes to how they are communicating their work within sustainability. Houdini are just as Sandgrens Clogs having good quality products as a priority, this is since good quality is sustainable in their opinion. Houdini are in several ways communicating their work within sustainability and the environment. Houdini are in contrary to Sandgrens Clogs marketing all their different projects within sustainability and is consistent green throughout the whole company. Since they are using green marketing with a more conditioned attitude than Sandgrens Clogs, Houdini can also use the marketing in their favor in order to gain green accountability from their customers. Houdini is a company that for many is associated with sustainability and a company that are environmentally friendly. Since they have been working with these issues for so long, Houdini have managed to get a marketplace as a sustainable company. This has enabled them to use sustainability in their marketing without much thought, because they are so sure of their marketplace. Sandgrens Clogs gave the impression of having the opposite attitude, due to the differences in how and what they chose to communicate it. Axel at Houdini did however give the impression that Houdini are well aware of the risks of using green marketing, seeing that he mentioned greenwashing a few times in the interview.

Tenson is as mentioned earlier, not as familiar with the concept of green marketing as Houdini and Sandgrens Clogs. Lina at Tenson had never heard about green marketing since Tenson are going through a major transformation within the company and has therefore just started to use green marketing. This is done even if they in some extent are unaware of it. Tenson is therefore using green marketing without having any knowledge about the concept, since they are in a early stage of their transformation towards becoming more green and sustainable. Tenson is using high quality materials and is putting a lot of efforts in producing products that will have a long life. This fact may indicate that Tenson is using green marketing as a strategy foremost as it is a trend right now, to appear to look green in front of the consumers. This is contrary to Houdini and Sandgrens Clogs, which has been actively caring about these issues for decades, before it became a trend with the consumes.

Something that all three companies has in common, is that they want to invest in high quality

materials and are putting a lot of effort in making sure that their products live up to a high standard. Furthermore, all of the companies studied in this thesis has the strategic choices of materials and standards. This strategic choice has position themselves as a slow fashion company. The alteration that Tenson is going through includes several changes that makes Tenson move towards becoming more sustainable. Some actions they are making to communicating their undertakings within sustainability are through their website and tags on their products. Seeing that Tenson is unfamiliar with the concept of green marketing, they are currently acquainted with the concept and are therefore unaware of both the benefits but also the disadvantages that is connected to it.

5.2 Green marketing and Greenwashing

Both Sandgrens Clogs and Houdini raised the concern about using green marketing and the potential backlash that it could give a company if not doing it correctly. This could damage a company's reputation and thereby become accused of greenwashing. Sandgrens Clogs and Tenson both did also mention that many companies are taking advantage of the benefits of green marketing and is therefore appears to be more green and sustainable than they actually are.

Sandgrens Clogs are fully aware of the risks of using green marketing and has therefore restrained themselves when it comes to how and what they choose to communicate to their customers. They have chosen not to communicate some of the projects and sustainable choices at all rather than to be called out as deceivers. This in contrary to Houdini that chooses to communicate every action that they are doing regarding sustainability. Since Axel at Houdini directly associated the term green marketing with the not as attractive term greenwashing this could imply that the use of green marketing is problematic.

In contrary to Sandgrens Clogs and Houdini, Tenson did not raise any concern regarding that green marketing could be misleading towards the customers and therefore become an disadvantage for the company. A reason to why Tenson did not mention greenwashing at all, could be because they have just started to work with sustainability and also that Tenson are new to the concept of marketing themselves as green. Since Tenson are new to the concept of green marketing, they are therefore neither familiar with greenwashing. Seeing that the concept of greenwashing is an consequence of green marketing Tenson should therefore first become known with the fundamental idea of green marketing. That Tenson seems to be unaware of the disadvantages of green marketing could be seen as an ignorance and therefore become a backlash their strategy of using green marketing. Tenson have not yet started to market their work within sustainability in a larger scale and is therefore not risking to be a subject of greenwashing. Although, Tenson are planning to increase their projects within sustainability. Furthermore this would mean that Tenson could communicate these project to their customers. Tenson should start to market their sustainability projects in a pace so that they could get familiar with the concept and not change to much in order to learn about both the advantages of using green marketing, but also understand the risks that come with it. Tensons lack of knowledge on the subject could be a potential harm to the company.

5.3 Summary of results

As implied in the chart above, the different incentives for using Green Marketing differ somewhat between the studied companies. The incentives differ between the companies, as well as the time passed as they have been working with sustainability actively. Houdini and

Tenson states that the most consistent incentives for them to use green marketing as a strategy, as well as working with sustainability is that they believe that it is their responsibility to become more sustainable and green. Further, it is stated that Sandgrens Clogs incentives for using green Marketing and working with sustainability issues is that their competitors has increased their use of green marketing. The second most ranked incentive for our studied companies is that their sustainability actions is a reaction to their competitors being sustainable and use of green Marketing. This could indicate that the competitive environment that the fashion and accessory industry are, reflects even on the studied companies. The third and fourth place is a pendulation between the effects of reduced costs that reuse of materials has for companies and the companies possibility to reach their objectives through green marketing.

The incentives regarding the governments and trade unions being the reason to forcing companies to become more sustainable, is ranked as a low influence for all three studied companies. Therefore, the conclusion could be drawn that this reason has little or no impact on companies incentives for being sustainable and green. The studied companies is experiencing that the regulations regarding sustainability is as a such a low level, that

companies in Sweden never has to adjust to these in order to be sustainable.

The sustainability actions is a reaction to competitors increased use of green marketing.

All of the companies were well aware of that competitors do in different ways play a role and effect why they chose to work with sustainability. Houdini stated that they are a role model for many companies and that they therefore not are as affected by this factor as other companies may be. According to Sandgrens Clogs, is this the biggest reason why they chose to work with sustainability. Furthermore that it is the competitors actions in the area that make them strive towards sustainability. Tenson ranked this reason as the third most important reason to why they chose to work with sustainability. Despite that they later stated that the competitors is an important factor and that they accordingly need to adapt their way of

Reasons for using Green Marketing	Sandgrens Clogs	Houdini	Tenson
1. It is viewed upon as a opportunity to be sustainable for companies in order to reach their objectives	Sandgrens clogs are in many ways unaware of the advantages of being sustainable, could use this more in their marketing	Houdini have to balance their vision about how they want things to be and the actual reality. Of course Houdini have to make money and gain profit	Tenson at the moment doesn't have a marketplace when it comes to sustainability and therefore does not think that working with sustainability would improve their sales
2. Companies is out of the belief that it is their responsibility to become more sustainable	Sandgrens clogs work mostly with sustainability because they is out of the belief that it is the right thing to do	This is the most important part for Houdini. Houdini tries to incorporate their sustainability work in all they do	Tenson is moving towards a more sustainable company due to that they as a company wants to take more responsibility
3. The sustainability actions is a reaction to competitors increased use of green marketing	This is a motivation to Sandgrens clogs to keep on striving forward and to come up with new innovative ways of being sustainable	Houdini gets a lot of advantages because they are "frontrunners" when it comes to sustainability work and showing it to the consumers	Competitors is important since Tenson have to relate to how they work with sustainability. Tenson are not in the stage to compare themselves to other companies yet
4. Governments/different unions are forcing companies to become more sustainable	The government as well as the unions regulations is something that Sandgren Clogs don't need to think about, since these are at a very low level	The regulations is at such a "low level" today, it has no effect for Houdini's work. Houdini wishes the regulations could be extended	Tenson is not adopted to any regulations from the government since the standards are not that high
5. The reduced costs that comes along with reuse of material and minimal waste is a objective for companies to become more sustainable	Sandgrens clogs are not taking this benefit in consideration	This concept sounds good in theory, but this is not actually what it looks like in reality. Houdini's experience is that reused material is more expensive to buy than new	Reduce cost by recycling and minimizing the waste the least important reason why Tenson are working with sustainability

working with sustainability.

This concludes that competitors are an important factor, but the different companies opinions differs. Since it for Houdini is more of a encouragement to urge other companies to improve their sustainability. Sandgrens Clogs on the other hand sees this factor as the biggest driving force behind why they choose to work with sustainability. As for Tenson, it is stated that this is more of an factor that will be important later on in their usage of green marketing.

Companies is out of the belief that it is their responsibility to become more sustainable.

Both Houdini and Tenson ranked this to be the most important reason to why they choose to work with sustainability. Even though, the two companies differ in how long they have worked with the issues of sustainability. Despite the differences in how long and intense they have been working with sustainability, this is a factor that they rank as very high. This is since both Houdini and Tenson are under the impression that they as companies, have to take responsibility for the environment in a larger extent. This is a factor that Sandgrens Clogs also ranks high, because it is seen as the second largest factor in choosing to work with sustainability.

Therefore, this is a factor that all the companies interpret as important and all three companies understood that companies need to adapt their business in order to include sustainability throughout the whole company. Even though, Sandgrens Clogs ranks this as the second most important factor, since the company see this as an crucial segment to the motive why they engages in sustainability as a whole.

It is viewed upon as a opportunity to be sustainable for companies to reach their objectives.

Houdini that ranked this factor as the second most important. Axel at Houdini stated that Houdini chooses to work with sustainability since they sees it as their responsibility, but still need to profit economically from it. Sandgrens Clogs and Tenson ranks this factor as the third most important. Tenson states that they at the moment does not market themselves as sustainable and therefore first needs to win marketplace on the new market that they are about to enter. Thereby Tenson are out of the belief that the company could gain profit from their work within sustainability. Sandgrens Clogs states that the company are not taking as much use of the profits from being sustainable as they could do. Sanna states that Sandgrens Clogs are not aware of all the advantages that comes with marketing themselves as sustainable. Although, Sandgrens Clogs do to a certain degree are aware of the profit they could gain from marketing all their work within sustainability.

All of the companies were out of the perception that working with sustainability could be a opportunity to gain profit. Since all of the companies has the understanding of that customers are more willing to trust and like a company if they know it is sustainable. The studied companies therefore mostly understand the advantages that they have when marketing themselves as sustainable. Although, none of the studied companies sees this factor as an big driving force to why they chose to work with sustainability. The companies are aware of that they are dependent on making profit. Even though, all of the companies had the understanding that there is a economic profit that comes with marketing themselves as sustainable. However, it could be interpreted as Tenson and Sandgrens Clogs are not aware of the dimension of the economic profit. Since they are choosing to not use the green marketing communication as frequent when it comes to marketing himself as sustainable. In contrary this, Houdini states that this is something that can both be an economic profit for them and still be taking responsibility as a company.

The reduced costs that comes along with reuse of materials and minimal waste is a objective for companies to become sustainable.

This is not a factor that is seen as a driving factor for none of the companies to why they choose to work with sustainability. Axel at Houdini states that this is a factor that sounds good in theory but does not work in real life. This is since it is more expensive to produce products from recycled materials. Houdini ranked this as the third most important reason to why they work with responsibility. Sanna at Sandgrens Clogs shared this opinion as she stated that Sandgrens Clogs never compromises with materials. Further she stated that Sandgrens Clogs quality of the products are the most important thing for them. Sandgrens Clogs are out of the belief that producing products of good quality is the most important thing and it does not matter if the materials used are recycled. Sanna ranked this to be the fourth most important reason to why they chose to work with sustainability. Lina at Tenson stated that this is not an important factor for Tenson, since Tenson is not out of the belief that this is a important reason to why they work with sustainability. Tenson ranks this as the least important reason.

None of the studied companies expressed this to be a important factor to why they chose to work with sustainability.

Governments and different unions are forcing companies to become more sustainable.

For none of the companies was this a important driver for choosing to work with sustainability. This is since it is stated that the standards in Sweden is not that high and therefore not challenging to follow. Tenson was the only company who choose to not rank this alternative lowest in the scale, although this could be seen as a consequence to that Lina at Tenson was unaware of the statements meaning and therefore ranked the government as an higher reason to work with sustainable questions than the other studied companies.

Seeing that all of the companies included in the thesis are more or less appeared as green, this is not an important factor for them to strive towards sustainability. However if they had not been slow fashion companies, this factor could possibly be ranked higher.

Reasons for using Green Marketing	Sandgrens Clogs	Houdini	Tenson
Agrees very well	The sustainability actions is a reaction to competitors increased use of green marketing	Companies is out of the belief that it is their responsibility to become more sustainable	Companies is out of the belief that it is their responsibility to become more sustainable
	Companies is out of the belief that it is their responsibility to become more sustainable	It is viewed upon as a opportunity to be sustainable for companies in order to reach their objectives	The sustainability actions is a reaction to competitors increased use of green marketing
	It is viewed upon as a opportunity to be sustainable for companies in order to reach their objectives	The reduced costs that comes along with reuse of material and minimal waste is a objective for companies to become more sustainable	It is viewed upon as a opportunity to be sustainable for companies in order to reach their objectives
	The reduced costs that comes along with reuse of material and minimal waste is a objective for companies to become more sustainable	The sustainability actions is a reaction to competitors increased use of green marketing	Governments/different unions are forcing companies to become more sustainable
Do not agree	Governments/different unions are forcing companies to become more sustainable	Governments/different unions are forcing companies to become more sustainable	The reduced costs that comes along with reuse of material and minimal waste is a objective for companies to become more sustainable

6. Result vs. Key concepts and Theories

In this chapter this thesis is discussing the studied companies attitudes and actions compared to the Key concepts and theories chapter, in order to look more closely into their different differences and similarities.

6.1 Green marketing and greenwashing

As Crane and Peatte stated in 2005, the companies studied in this thesis all can agree on that the movement towards more sustainable products is inevitable. Although what Crane and Peatte stated, the study has shown that there is not a clear connection between green products and that the consumers are more willing to pay a higher price, according to the interviewees.

While Houdini was the only company that raised a concern about the actual term greenwashing companies of today might not have been looking at history. Seeing that Houdini might be the only company that has worked with green marketing as a strategic choice for a longer period of time, this could be the reason. This implies that Houdini is aware of the history of customer's cynical attitude towards green products and the companies behind them. Seeing that companies that use green marketing as a strategy, the trust between the company and the customer are crucial. This actual fact is not something that is brought up by the interviewee's. The interviewees is rather focusing in marketplaces, competitors and a sustainable design. Sandgrens Clogs could maybe be too interfered with the fact greenwashing could harm them, as they don't use all their sustainability actions in their communication towards the consumers today. As mentioned earlier, it might be too early to tell if Tenson is afraid to be accused greenwashing in their marketing strategy as they just

started to take advantage of the opportunities of green marketing.

6.2 Approaches towards Green marketing

Since the interviews, it is stated that Houdini has a Assertive/Aggressive Approach towards green marketing. This is since they are claiming to be frontrunners in the industry and are performing many actions that is not necessary required from them, in terms of sustainability responsibility. It could also be stated that Sandgrens Clogs has a Assertive/Aggressive approach even though they don't choose to communicate it as much to the customers as Houdini does. As of now, it seems like Tenson has a Defensive/Reactionary approach, this is since they only does the bare minimum for being sustainable, and at the same time are claiming to be a sustainable company. This statement stresses the fact that Tenson did not until recently work with sustainability issues and this could mean that Tenson is using Green marketing for reasons that might be more trend sensitive rather than really caring for the environment and the issues connected to this.

6.3 The green marketing mix

Green product: All three studied companies has chosen to put focus on a green product. This is the component that the studied companies has taken active choices regarding reused material and sustainable packaging. Sandgrens Clogs is for example using wool packaging and Tenson and Houdini on the other hand uses recycled plastic to package their products. As well as Mahmoud is claiming presented in *Key Theories and Concepts chapter*, the studied companies is agreeing on the fact that a green product is essential for a green marketing mix.

Green price: Houdini claimed that the recycled material is more expensive than “new” materials, in contrary to what Mahmoud is claiming. Neither of the interviewees could identify the fact that consumers are more willing to pay a higher price for a sustainable product than a regular one. The fact that a long lasting product with a timeless design might have an impact on the prices in the sense that consumers are expecting that the product will last for a very long time.

Green place: All the three studied companies where observing the fact that it is hard to have a manufacturer in another part of the world and still be sustainable. The lack of sustainable ways for distribution is a issue, all three companies claim. None of the studied companies used electric cars for transportation or distribution. Even though, Houdini stated that they are using bike-deliveries as far as possible, for example within Gothenburg.

Green promotion: The main precaution what was withtaken in order to make sure that consumers got the right information about the right product, at the right time, was to have extensive information about the products material and manufacturing process on their own website as well as tags on the products. The importance of a educated staff was also mentioned. Houdini seems to be a frontrunner in this particular matter, this since a new project for them was to narrow down the actual carbon footprints for every single product and tag the actual product with this information. They motivated this project with their well-informed customers interest for this information. Tenson raised the issue with using a green lifestyle in their marketing communication and furthermore implied it as crucial.

7. Conclusion

Even though the attitudes towards Green marketing and sustainability in the fashion and accessory industry are positive, the main reason for companies to be sustainable is that they are out of the belief that it is their responsibility to do so.

7.1 Concluded attitudes towards green marketing

From the compilation of the interviews conducted, as well as the previous research in the studied topic, we came up to the conclusion that Houdini are possessing a well set attitude towards using green marketing. It could also be stated that Houdini are using green marketing as a strategy to the full extend, in order to attract customers as a competitive advantage. Sandgrens Clogs are afraid to use the concept of Green marketing due to the potential backlash that greenwashing could have on the company. Sandgrens Clogs has accordingly a cautious attitude towards green marketing, this is since they don't want to mislead their customers to think they are something Sandgrens Clogs can not live up to. Lastly, Tenson are using green marketing in a small extent at this time and are unaware of the potential that it may has for the company. All these concluded attitudes is reflecting on how the company are using green marketing as a strategy and how the companies uses it in order to attract customers. These attitudes may appear as a risk towards how the fears of being accused of greenwashing. The concluded attitudes are that depending on how companies chooses to prioritize and they are using green marketing in different ways depending on for how long they have been having green marketing as a strategy.

7.2 Concluded incentives for using green marketing

Depending on for how long the different companies have been working with sustainability issues, the companies has different reasons or incentives for using green marketing as a strategy. A company that just has started to use green marketing like Tenson, which could be out of the belief that it is the right thing to do, even though Lina at Tenson knew very little about the terms and concept. This makes the actual incentives for using green marketing very unclear, and is viewed upon to not be a clear strategy made from Tenson. Lina at Tenson were in a large extend contradictory in her answers regarding green marketing and was mixing up green marketing with using the nature like trees in advertising.

Houdini on the other hand, has been working with sustainability for a very long time and had a very clear strategy connected to sustainability and the usage of green marketing. It was very clearly presented what Houdini's intentions were and why they are doing what they are doing. Houdini also has a overall sustainable way to push the company forward since they have been caring about this issues for a long time.

Sandgrens Clogs is in a very large extend working with sustainability issues without really realizing it. The company are not even using their sustainability actions as a competitive advantage in order to become more attractive in front of their customers. Behind this actions, there is a fear of becoming a target for greenwashing, which also plays a important role in the use of green marketing. Sandgrens Clogs are so afraid of the well-informed customers accusations that they rather chooses not to include all their sustainability actions in their marketing communication.

So, the conclusion that could be drawn from this study is that; only because companies are using green marketing as a strategy in order to appear sustainable and attract customers, it does not mean that they actually are a sustainable company as a whole.

7.3 Quality of data transferability

The quality of the data transferability is valued as high when it comes to similar companies as the one's interviewed in this thesis. It may apply on companies that just started to use green marketing as a strategy, as well as companies that has been doing it for decades. It could also be applicable for companies that are out of the belief that it is their responsibility to take actions towards a sustainable world and not choses to their advantage in their communication towards their customers. Furthermore, the thesis are representative for companies that are in the fashion and accessory industry and are targeting customers that are interested in buying long lasting, slow fashion clothes and accessories. The thesis is also representative for companies that has a marketspace and are targeting customers that are environmentally concerned and cares about the manufacturing process and buying sustainable products.

7.4 Further research

Since this study is focusing on the use green marketing within clothing and accessory industry, an important further research topic would be to investigate how the trends regarding Green marketing looks like a few years from now. It would be interesting to look into how the trend of green marketing and how it is evolving forward. It could be to investigate if sustainability and green marketing is a upwards or downwards going trend and how different companies are adjusting to these trends. Furthermore, it would be interesting to investigate if the green trend is something that are as popular as today, or if a trend of greenwashing would appear. A follow up study of the trends and usage of Green marketing and the potential backlash of greenwashing would therefore be suiting. Another question related to this issue would be to look into if companies could “get away” with using green marketing or if they would be accused of greenwashing. Would this increased use of green marketing make the greenwashing to increase as well? Or will the companies become better at using green marketing the right way looking forward? Will companies as mentioned in the introduction, Gina Tricot and H&M, continuously use green marketing through producing sustainable collections?

As well as in this thesis, in the follow up study, one can study how the attitudes towards green marketing and the incentives for using green marketing looks like in the future and compare it to this thesis results.

8. Sources

Allwood, J., Franker, G. & Kós-Dienes, D. (1987) Värderingar, Attityder och tvärkulturell kommunikation, Inst f lingvistik, Göteborgs universitet

Cecilia Solér, Julia Baeza & Camilla Svärd. (2015). Construction of silence on issues of sustainability through branding in the fashion market, *Journal of Marketing Management*, 31:1-2, 219-246.

Furlow, E, Nancy. (2010). *Greenwashing in the New Millennium*. *Journal of Applied Business and Economics*. <http://www.m.www.na-businesspress.com/JABE/jabe106/FurlowWeb.pdf>

Globescan (2014). Retrieved from Globescan: <https://globescan.com>

H&M (2019). *H&M Lanserar conscious collection med fokus på hållbart mode*. <https://about.hm.com/sv/media/news/general-news-2019/h-m-lanserar-conscious-collection-med-fokus-pa-hallbart-mode.html> [2019-05-10]

Jacobsen, Dag Ingvar. (2017). *Hur genomför man undersökningar? Introduktion till samhällsvetenskapliga metoder*. Studentlitteratur, Lund

Joergens, C. (2006). "Ethical fashion: myth or future trend?", *Journal of Fashion Marketing and Management: An International Journal*, Vol. 10 Issue: 3, pp.360-371, <https://doi.org/10.1108/13612020610679321>

Jain, Pooja & Mehta, Praveen. (2019). CUSTOMERS' PERCEPTION ABOUT GREEN MARKETING. *International Journal of Development Research*. 06. 10760-64.

Houdini (2019). *Startsida/Upptäck* <https://houdinisportswear.com/sv-se/explore> [2019-05-15]

Kuscu, Asli. (2019). *Green Marketing and Branding*. 10.4018/978-1-5225-8109-3.ch012.

Khandelwal, Manvi & Sharma, Ashok & Jain, Vinamra. (2019). GREENWASHING: A Study on the Effects of Greenwashing on Consumer Perception and Trust Build-Up.

Kärnstrand, M. (2017). Greenwashing - en grön gråzon. *Göteborgs posten*. 14 October. https://www.gp.se/livsstil/greenwashing-en-gr%C3%B6n-gr%C3%A5zon-1.4720804?fbclid=IwAR0iBdcEzD8jZkztXs3C-rLSjVkkduSakUTcRyQryYPHxk_YT-xpyDQII6A

Ken Peattie, Andrew Crane, (2005) "Green marketing: legend, myth, farce or prophesy?", *Qualitative Market Research: An International Journal*, Vol. 8 Issue: 4, pp.357-370, <https://doi.org/10.1108/13522750510619733>

Mahmoud, Thoria. (2019). Green Marketing: A Marketing Mix concept. *International Journal of Electrical, Electronics and Computers*. 4. 20-26. 10.22161/eec.4.1.3.

McKenzie-Mohr, D., Lee, N. R., Schultz, P. W. & Kotler, P. (2011). *Social marketing to*

protect the environment: What works. Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781483349466

Polonsky, Michael Jay and Rosenberger, Philip , (2001), Reevaluating green marketing: a strategic approach, *Business Horizons*, 44, issue 5, p. 21-30, <https://EconPapers.repec.org/RePEc:eee:bushor:v:44:y:2001:i:5:p:21-30>.

Runfola, A., Guercini, S. (2013). "Fast fashion companies coping with internationalization: driving the change or changing the model?", *Journal of Fashion Marketing and Management: An International Journal*, Vol. 17 Issue: 2, pp.190-205, <https://doi.org/10.1108/JFMM-10-2011-0075>

Sandgrens Clogs (2019). *About us*. <https://sandgreclogs.com/pages/about-us> [2019-05-14]

Stephen W. McDaniel, David H. Rylander, (1993) "Strategic green marketing", *Journal of Consumer Marketing*, Vol. 10 Issue: 3, pp.4-10, <https://doi.org/10.1108/07363769310041929>

Shen, B., Wang, Y., K.Y. Lo, C. & Shum, M. (2012). "The impact of ethical fashion on consumer purchase behavior", *Journal of Fashion Marketing and Management: An International Journal*, Vol. 16 Issue: 2, pp.234-245, <https://doi.org/10.1108/13612021211222842>

Shen, D., Richards, J. & Liu, F. (2013). *Marketing Management Journal: Consumers' Awareness of Sustainable Fashion*.

Sveriges radio (2019). *Tusentals textilarbetare i Bangladesh fick sparken efter strejk - sydde kläder för H&M*. <https://sverigesradio.se/sida/artikel.aspx?programid=1646&artikel=7158758> [2019-05-10]

Tenson (2019). *RESPONSIBILITY Enjoying nature, in a responsible way*. <https://tenson.com/responsibility> [2019-05-15]

9. Appendixes

9.1 Interview guide

About the company:

- For how long have you been working actively on sustainability issues?
- How do you show your customers that you work actively on sustainability issues?
- Do you interpret that customers choose to buy your products because you are a "sustainable" company? How?
- Which, in your opinion, is the biggest/main reason why you work with sustainability issues?
- Do you feel that customers are willing to pay a higher price for products that do not harm the environment?
- Do you feel that the demand for sustainable products has increased in the recent years?

Incentives for being green

Which reasons (1-5 list) has the company chosen to be sustainable? Why?

(Rank these in order?)

1. It is seen as an opportunity to be sustainable for companies to achieve their sales objectives.
2. The company believes that it is their responsibility to become more sustainable.
3. Sustainability measures are a response to the fact that competitors have increased their use of green marketing.
4. Governments and various trade unions are forcing the company to become more sustainable.
5. The reduced costs that come with recycling of materials and minimal waste is a smart way for companies to become sustainable.

Approach to green marketing:

- Does your competitors' sustainability work/green marketing affect your work on this? How?
- Have you been criticized for your sustainability work lack of sustainability work by customers? In what way/for what?
- Are you investing in new technology/new ideas in green marketing? How?

How well have you incorporated green marketing into your business? (1-10 steps)

1. - Does the company have a sustainability policy?
2. - Does management think sustainability is important?
3. - Does the company have one or more "environmental advocates"?
4. - Have all staff been trained in sustainability thinking /awareness?
5. - Does the company maintain an active dialogue with sustainability "groups"?
6. - Does the company have a specific action plan linked to the environment?
7. - Has the company integrated a flexible environmental action program?
8. - Has the company integrated all departments to promote flexibility to meet the environmental needs?
9. - has the company allocated resources / personnel only in environmental intent?
- 10.- Through effective advertising and public relations, communicate to customers what the company does within sustainability?
11. - Does the company keep track of the consumer's response to this with an active market research program?

- Do you keep high prices because that is what it takes to keep the sustainability standards?
- How do you transport your products? (between store / warehouse / customer)

-How do you do to give consumers the right information about the right product so that they can make the right decision?



HÖGSKOLAN I BORÅS

Besöksadress: Allégatan 1 · Postadress: 501 90 Borås · Tfn: 033-435 40 00 · E-post: registrator@hb.se · Webb: www.hb.se