



Annotated Bibliography of Marketing Sources

This bibliography contains annotations for selected Resource List materials. Books and articles were annotated by Vanderbilt University research staff under the direction of Associate Professor Mark Cohen; annotations of case studies were written by their publishers. Bracketed letters indicate the corresponding topic in the Resource List:

- A. Introductory Readings and Books
- B. Product Manufacturing and Packaging
- C. Attitudes, Perception, Willingness-to-Pay, and Green Consumers
- D. Advertising and Green Marketing Trends
- E. Strategic Management and How to Market Green Products
- F. Environmental Marketing Claims
- G. Voluntary Industry Initiation and Certification Programs
- H. Public Relations
- I. Case Studies in Green Marketing

For information on how to obtain case studies (marked with a ♦) and articles not normally found in your campus library, see the Resource List.

“FTC Revisits Labeling Guides.” *Environment Today* 6 (October 1995): 3+. [F]

Three years after implementing its advertising guidelines for environmental marketing claims, the FTC is considering revising them. While frequently abused terms such as “environmentally friendly” have virtually disappeared from use, so too have many truthful claims about products that offer legitimate environmental benefits. Some industry concerns are mentioned. More information is provided at the FTC Website (www.ftc.gov/opp/green.htm), where detailed industry comments are available. [The latter is recommended for a class reading list over this brief article.]

“Special Issue on Green Advertising.” *Journal of Advertising* 24, no. 2 (Summer 1995): 1–82. [D]

The Special Issue contains both theoretical and empirical articles on environmental advertising. Many (but not all) of these are oriented towards research issues. [For annotations of especially relevant chapters, see Banerjee, Kilbourne, Obermiller, Scammon & Mayer, Schrum et al., Schuhwerk & Lefkoff-Hagius, and Zinhan & Carlson.]

Allenby, B. R., and D. J. Richards, eds. *The Greening of Industrial Ecosystems*. Washington: National Academy Press, 1994. [B]

For some very good case studies, refer to: “Preventing Pollution and Seeking Environmentally Preferable Alternatives in the U.S. Air Force” (Morehouse, 149–164); “Designing the Modern Automobile for Recycling” (Klimisch, 165–170); and “Greening the Telephone: A Case Study” (Sekutowski, 171–177).

Banerjee, S., C. S. Gulas, et al. “Shades of Green: A Multidimensional Analysis of Environmental Advertising.” *Journal of Advertising* 24, no. 2 (Summer 1995): 21–32. [D]

The authors report the results of a content analysis designed to uncover the underlying structure of green advertising. Their content analysis of a convenience sample of five TV ads and 173 print ads indicates that the structure of green advertising can be captured in three dimensions: sponsor type (for-profit vs. non-profit), ad focus (on the advertiser vs. on the consumer), and depth of the ad (shallow, moderate, or deep, depending on the extent of environmental information mentioned).

Beckenstein, A. R., F. J. Long, M. B. Arnold, and T. N. Gladwin. *Stakeholder Negotiations: Exercises in Sustainable Development*. New York: Irwin/McGraw-Hill, 1995. [H]

This book contains six cases and negotiation exercises involving cooperation and negotiation between environmental groups and corporate executives:

- “Chlorine and the Paper Industry”
- “European Union Carbon Tax”
- “Hydropower & Salmon in the Columbia River Basin”
- “Rainforest Negotiation”
- “Shark Harvesting & Resource Conservation”
- “Toxic International Partnership”

Berger, I. E., and V. Kanetkar. “Increasing Environmental Sensitivity Via Workplace Experiences.” *Journal of Public Policy and Marketing* 14, no. 2 (Fall 1995): 205. [C]

This study explores how environmentally relevant workplace experiences affect how consumers choose a frequently purchased product (in this case, laundry detergent). The objectives are to determine the influence of environmentally safe product attributes on consumer choice and to discover the source of the behavior in this situation.

Bohlen, Greg, Bodo Schlegelmilch, and Adamantios Diamantopoulos. “Measuring Ecological Concern: A Multi-construct Perspective.” *Journal of Marketing Management* 9, no. 3 (March 1993): 415–430. [C]

Very little academic research has been done in the U.K. in developing ecological segmentation variables for targeting the environmentally concerned or aware segments of the population. This paper follows established procedures from the measure-development literature and attempts to develop measures encapsulating individuals’ perceived knowledge of green issues, attitudes toward the environment, and levels of environmentally sensitive behavior. The quality of the derived measures is assessed by means of dimensionability, reliability, and validity checks, and their potential usefulness for marketing purposes is highlighted.

Brown, Malcolm. “Greening the Bottom Line.” *Management Today* (July 1995): 72–78. [A]

Basic business instincts are causing environmental friendliness to steadily rise up the corporate agenda, although not at any cost. U.K. companies that have tried to be more environmentally efficient have seen a payback in lower costs and a positive customer response.

Buchholz, R. A., W. D. Evans, et al. Ch. 6 in *Management Response to Public Issues: Concepts and Cases in Strategy Formulation*. Englewood Cliffs, NJ: Prentice-Hall, 1985. [H]

This chapter discusses the difficult task Dow Chemical Company faced in regaining its corporate image following scientific and public concern over the impact its chemicals have on the environment, health, and safety.

Bylinsky, G. “Manufacturing for Reuse.” *Fortune* 131, no. 2 (February 6, 1991): 102–112. [B]

Discusses trend of automobile makers and electronic product manufacturers to design products for disassembly. Auto makers have made great strides—partially spurred on by German take-back laws. Future opportunities are seen as being particularly important in the computer industry: products often become obsolete within one or two years even though the components are still operational.

Carlson, Les, Stephen J. Grove, and Norman Kangun. “A Content Analysis of Environmental Advertising Claims: A Matrix Method Approach.” *Journal of Advertising* 22, no. 3 (September 1993): 28–39. [F]

The paper collects and analyzes magazine ads and rates their environmental claims on the basis of the likelihood that such claims will be judged as misleading and/or deceptive. Results suggest that those claims which extol the environmental benefits of products and those that are designed to enhance the environmental image of an organization are most prone to be considered misleading and/or deceptive.

Carson, P., and J. Moulden. *Green is Gold: Business Talking to Business About the Environmental Revolution*. Toronto: HarperCollins, 1991. [A]

A practical guide for businesses interested in learning more about the risks and opportunities associated with environmental issues. Chapter 6 is devoted to green marketing and public relations issues.

Caudron, S. “The Green Handshake.” *Industry Week* 244, no. 7 (April 3, 1995): 33–35. [H]

Environmental problem-solving partnerships are ushering in a new era of market-based environmentalism.

Coddington, W. *Environmental Marketing: Positive Strategies for Reaching the Green Consumer*. New York: McGraw-Hill, 1993. [E]

This comprehensive guide to green marketing can be used as either a primary or supplemental text. It includes sections on consumer behavior, advertising regulation, green product development, partnering with nonprofits, and public relations.

Colford, S. W. "Fade-Out for Green?" *Advertising Age* 65, no. 51 (December 5, 1994): 1. [F]

A federal appeals court has upheld a California law that establishes strict definitions for such marketing terms as "recycled" and "biodegradable." The decision could help kill ads with eco-appeal.

Conference Board. *Business: Championing the Global Environment*, Report 995, ed. J. Alster and T. Brothers. New York: Conference Board, 1992. [A]

Includes articles by chief executives and government officials on environmental stewardship, standards and accountability, and rethinking manufacturing strategies to increase recyclability and prevent pollution. [See also specific annotations for these authors: Conway, Daigre, Fatkin, Kennedy, Mulligan, Price-Thurman, and Schrum.]

Considine, G. "Design Rescues Products From the Scrap Heap." *Design News* 50, no. 9 (May 8, 1995): 25–26. [B]

Engineers are striving to design "green" products economically before legislation requires it. This article discusses the efforts of companies such as Xerox.

◆Corporate Environmental Management Program, University of Michigan. *Deja Shoe (A and B)*. 1996. Published by the Management Institute for Environment and Business. [E]

Deja Shoe's founder and new management team want to develop a business strategy based on pro-environment principles that will enable the firm to out-compete established industry players Nike and Timberland. This case explores mainstream and niche markets, alternative materials and manufacturing operations, and acquiring start-up capital as key facets of the company's environmental strategy. It is a teaching tool for entrepreneurship, corporate strategy, and environmental strategy/sustainable development. [Teaching note and 14-minute video also available.]

Cude, Brenda J. "Consumer Perceptions of Environmental Marketing Claims: An Exploratory Study." *Journal of Consumer Studies and Home Economics* 17, no. 3 (September 1993): 207–225. [F]

This paper reports the results of research examining consumer perceptions of 10 environmental claims: "degradable," "biodegradable," "no CFCs," "safe for the environment," "environmentally friendly," "compostable," "recycled," "pre-consumer waste," "post-consumer waste," and "recyclable." Implications for policymakers and future research are identified.

Daigre, Gerard. "Involving the Community." In *Business: Championing the Global Environment*, Report 995, ed. J. Alster and T. Brothers, 27–28. New York: Conference Board, 1992. [H]

The public affairs manager at a division of Dow Chemical discusses the company's initiative in organizing community advisory panels.

◆Darden Graduate School of Business. *Quick-Cook Ovens: A Public Relations Perspective*. 1985. Case E-0048, Teaching Note E-0048TN. [H]

A product manager must act on information she has learned about radiation leakage in 25,000 units her company produced that are already in the field. The case situation addresses both ethical and public communication issues.

Davis, J. J. "Strategies for Environmental Advertising." *Journal of Consumer Marketing* 10, no. 2 (Summer 1993): 19–36. [F]

Based on a mail survey of consumers who received an advertisement copy, this study examined the extent to which the specificity of an environmental claim and the emphasis given that claim affect consumer perceptions about the the company and product being promoted. Includes guidelines for the development of environmental product advertisements.

———. "Federal and State Regulation of Environmental Marketing: A Manager's Guide." *Advanced Management Journal* 59 (Summer 1994): 36–44. [F]

When managers understand the regulatory environment, they can better understand their manufacturing and marketing options. This paper analyzes and reconciles existing federal and state regulations governing the use of eight environmental claims. Managers are provided specific actions and recommendations related to alternative compliance options.

◆Design Management Institute. *Braun: The KF40 Line of Automatic Coffee Makers: Executive Summary Case Study*. 1992. Harvard Business School Case 9-996-023. [B]

This case examines the entire product development process at a premier German company, focusing on the role of design as a key player in interdisciplinary teams. At stake in the case is Braun's reputation and corporate image as represented by its kitchen appliances. The company must decide what kind of plastic material is appropriate for a new coffeemaker by analyzing the myriad implications of this decision, including its environmental impact.

Dowling, Melissa. "Does It Pay to be Green?" *Catalog Age* (October 1994): 107–110. [I]

Discusses the pros and cons of "going green" for mail-order catalog companies.

Dyllick, Thomas. "Ecological Marketing Strategy of Toni Yogurts in Switzerland." *Journal of Business Ethics* 8 (August 1989): 657–662. [E]

A case study describing a Swiss dairy cooperative's switch from throwaway plastic to returnable glass yogurt containers in the 1970s and 1980s. Their integration of ecological and economic concerns resulted, after a number of years, in environmental packaging improvements among the entire Swiss yogurt sector without the need for regulatory measures. An effective marketing strategy was essential for the glass containers' success.

◆European Case Clearinghouse. *The Clean Green Shirt Company*. 1994. Case 194-027-1. [E and I]

This case study is about the startup and early rapid growth of an environmentally considerate manufacturer and distributor of clothing. Discussed are the backgrounds of the founders, growth in the domestic market, and the internationalization of the company. The authors analyze every element in the value chain (from purchase of raw materials to customer sales) and the directors' management style. Considerations include organization culture, marketing mix, and options for the future.

Fatkin, Harry. "Communicating Environmental Performance to Stakeholders." In *Business: Championing the Global Environment*, Report 995, ed. J. Alster and T. Brothers, 29–30. New York: Conference Board, 1992. [H]

Polaroid Corporation's director of environmental affairs discusses how the company has attempted to communicate (to its employees and the public) its paradigm shift from end-of-pipe treatment to pollution prevention.

Freedman, A. J. "EcoTopia." *National Review* 47, no. 23 (December 11, 1995): 38. [I]

Ecotourism, which began as a left-wing offshoot of the adventure travel business, is the fastest growing sector in the tourism industry. Freedman explores the business of ecotourism in Costa Rica, a country at the heart of the new trend.

Frommer, A. "Writing Reasonable Rules for Real Ecotourism." *Travel-Holiday* 177, no. 1 (February 1994): 25. [I]

Many travel-related companies claiming to support and practice the principles of ecotourism actually do not. The meaning of real ecotourism, which respects both the local environment and culture, is discussed.

Fuller, G. W. "Ingredients and 'Green' Labels." *Food Technology* 47, no. 8 (August 1993): 68–71. [I]

Consumers are demanding "green" products, or those that contain few or no additives and are not derived from new technologies and new ingredients. This article examines the food industry's responses, which include green labels, clean labels, friendly labels, green ingredients.

◆Harvard Business School. *Advertising Council Earth Share Campaign: Strategy, Execution, and Final Campaign*. 1993. Case 9-593-062; Videotape 9-593-516. [E]

In the years preceding 1992, the public's reported concern for environmental issues rose dramatically. Yet the Roper Organization reported that fewer than one in ten Americans regularly made personal efforts to help solve environmental problems. The Environmental Federation asked the Advertising Council in New York to develop an advertising campaign to motivate individuals and businesses to modify their actions to restore and protect the environment. The case details three phases of campaign development: research, strategy, and execution. Students are asked to evaluate the campaign.

◆———. *Alberta-Pacific Forest Industries, Inc.* 1994. Case 9-794-099, Teaching Note 5-795-067. [H]

Describes the world's largest single-line market pulp mill, located in north central Alberta. Built by a joint venture of Canadian and Japanese firms, Alberta-Pacific began operation in September 1993. Its managers need to balance the demands of numerous groups with an interest in how the mill and the surrounding timberlands are managed. They have invested heavily in pollution control equipment, forest management expertise, and community relations. Students are asked to explain the decision-making that has occurred so far and evaluate the firm's strategy in market and non-market arenas.

◆———. *Ashland Oil, Inc.: Fire Aboard the M/V Jupiter.* 1993. Case 9-393-004. [H]

Describes how Ashland Oil handled a major gasoline fire aboard one of its tankers at Bay City, Michigan. Students are introduced to crisis management; in particular, the case focuses on building relationships with the press, community, and government agencies. [See also Schrum.]

◆———. *Beresford Packaging, Inc.* 1991. Case 9-591-105. [H]

Jill Beresford, in the dual roles of head of her own major biodegradable plastics packaging firm and communications chair of the Degradable Plastics Council, must decide whether or not to appear on network TV to defend the industry against a Greenpeace attack. Background information is provided on degradable plastic packaging, on the specific charges by the environmental group, and on Beresford's own company situation and products. If Beresford accepts the invitation, she must plan her approach on the program, where she would debate environmental leader Dr. Barry Commoner.

◆———. *Catalan Leather Industry.* 1996. Case 9-795-105 [F]

Antoni Subira, the Minister of Industry in Catalonia, Spain, must decide whether to impose strict European Union environmental guidelines on the local leather industry. Failure to impose new regulations would result in substantial fines; imposition could lead to a further decline in an industry already buffeted by foreign competition. The purpose of this case is to examine the impact of environmental regulations and industry structure on the international competitiveness of a nation's firms.

◆———. *Chevron Corporation: Corporate Image Advertising.* 1991. Case 9-591-005. [C]

This case reports on consumer research Chevron conducted between 1974 and 1990 to understand the factors behind American attitudes toward the oil industry and Chevron. In particular, Chevron used the Vals typology to psychographically segment the public by values and lifestyles and thus gain insights for a corporate communications program. The research identified growing interest in the environment, and Chevron wanted to assess how that interest impacted the effectiveness of corporate advertising campaigns.

◆———. *Duales System Deutschland.* 1996. Case 9-795-074. [G]

In 1993 Klaus Topfer, the German Minister of the Environment, is contemplating possible changes to the Duales System Deutschland (DSD), the entity established in 1990 to collect paper, plastic, aluminum, and other elements of household trash for recycling. The system has come under attack from German and foreign companies, consumers, and environmentalists: costs have been high and the environmental benefits less dramatic than anticipated. Topfer needs to decide whether the DSD should be maintained in its present form, altered slightly, or replaced by an alternative arrangement. This case examines the economics of waste management and recycling systems and raises issues that arise from business-government cooperation in managing waste flows. The case also examines ecolabelling programs, including the German Green Dot and Blue Angel, in the context of DSD.

◆———. *Green Marketing at Rank Xerox.* 1996. Case 9-594-047; Teaching Note 5-595-091. [E]

Xerox Corporation is on the verge of launching a new line of photocopiers made largely from refurbished or recycled parts. In spite of this reclaimed content, the company intends to position the machines as "new." The move is a response to growing environmental pressures in Western Europe and throughout the world. The challenge is how to bring the new line to market, especially with respect to pricing and promotion.

◆———. *President's Choice G.R.E.E.N.: Something Can Be Done*. 1990. Case 9-590-051. [E]

Loblaw, Canada's largest food distributor, has launched the 100-product G.R.E.E.N. line. It now faces strategic decisions on how best to capitalize on its early, successful entry into green marketing. Initial indications were that the line would be extraordinarily successful with Canadian consumers. The company now has to decide whether and how to enter U.S. markets, whether to heighten its environmental profile through promotion of Canadian leadership in environmental stewardship, and how to make Loblaw a more profitable organization by capitalizing on this leadership role.

◆———. *Xerox: Design for the Environment*. 1994. Case 9-794-022, Teaching Note 5-795-084. [B]

In 1990, Xerox undertook an "Environmental Leadership Program" designed to make Xerox an industry leader in non-polluting operations, recycling, and products actually designed for the environment. This effort flowed naturally out of the system of total quality management developed at Xerox in the 1980s. Under the new program, Xerox planned to design its products for complete reuse, remanufacturing, and recycling. This effort entailed a complete redesign of the company's product-delivery system, from initial designs and materials acquisition to manufacturing, marketing, and after-sales service.

Howett, Ciannat. "The 'Green Labeling' Phenomenon: Problems and Trends in the Regulation of Environmental Product Claims." *Virginia Environmental Law Journal* 11, no. 3 (Spring 1992): 401-461. [F]

Comprehensive review of different U.S. government regulatory and voluntary industry approaches to deal with false or misleading environmental marketing claims. Includes comparison with Canadian and European approaches. This law journal note is well-documented and contains much useful information beyond its legal analysis.

◆International Institute for Management Development. *Consumer Packaged Goods in Europe, 1993: Insights Into the Industry*. [B]

Summarizes recent interviews with a group of European manufacturers, retailers, and consumers of packaged goods. The issues highlighted include the changing dynamics of the relationship between manufacturers, retailers, and consumers: trade consolidation; mounting

pressures on manufacturers; the rise of private-label products; changing consumer requirements; trends in environmentalism; and the impact of information and information technology. [Teaching note also available.]

Irland, L. C. "Wood Producers Face Green Marketing Era." *Wood Technology* 120, no. 2 (March 1993): 34-36. [I]

This article discusses green marketing of wood products. Many customers and retailers are demanding certification that wood products are environmentally correct, and manufacturers are finding that forest renewability alone is not sufficient.

Kassarjian, Harold H. "Incorporating Ecology Into Marketing Strategy: The Case of Air Pollution." *Journal of Marketing* 35 (July 1971): 61-65. [C]

A gasoline that claimed to reduce automotive emissions was introduced in an area with high levels of air pollution. This article reports the results of a study, completed six weeks after the introduction of the new product, that examined consumer reaction toward the product and uncovered some of the marketing correlates of attitudes toward air pollution.

Kennedy, Robert. "The Commitment to Corporate Environmental Excellence." In *Business: Championing the Global Environment*, Report 995, ed. J. Alster and T. Brothers, 9-11. New York: Conference Board, 1992. [H]

The CEO of Union Carbide discusses the need for commitment at the top of the organization and the three stages of environmental communication: "stonewall," "missionary," and "dialogue." Contains an outline of the Chemical Manufacturers Association's *Responsible Care Guiding Principles*.

Kilbourne, W. E. "Green Advertising: Salvation or Oxymoron?" *Journal of Advertising* 24, no. 2 (Summer 1995): 7-20. [D]

This paper argues that there are at least five different types of "green advertising": environmentalism, conservationism, human welfare ecology, preservationism, and ecologism. This proposed framework is useful for defining terms such as "green," "environmental," and "ecological," which are often used interchangeably in the marketing and advertising literature.

Kirchenstein, J. J., and R. A. Jump. "The European EcoLabels and Audits Scheme: New Environmental Standards for Competing Abroad." *Total Quality Environmental Management* (Autumn 1993): 53–62. [G]
Businesses outside the European Community (EC) will soon discover that pressure is mounting for their products to meet minimum environmental standards now being drafted by the EC. This article presents an overview of the EC Ecolabel and Audit Scheme processes and requirements in order to help prepare foreign businesses for commerce.

Kleiner, A. "What Does It Mean to Be Green?" *Harvard Business Review* 69 (July/August, 1991): 38–47. [A]
Despite mounting pressure on businesses to prove their faithfulness to the earth, managers share no common understanding of what this might mean in their own companies. Today, a company does not expect to be considered "environmentalist" unless it is moving not only beyond the law but ahead of its industry and many of its consumers. Environmentalism, like the quality movement, challenges companies to do what's good for them: perfect their manufacturing processes.

Kolluru, R. V., ed. *Environmental Strategies Handbook*. New York: McGraw-Hill, 1993. [A]
Chapter 3 discusses corporate environmental excellence. Chapter 6 focuses on how pollution prevention programs and Total Quality Environmental Management affect companies' profits and competitive position. Chapter 8 presents an excellent case study of the McDonald's-EDF collaboration in the context of a broader discussion of how a company can develop an environmental action plan. Chapter 15 provides an excellent overview of environmental marketing, including why it is important and general strategies for success.

Leigh, J. H., P. E. Murphy, and B. M. Enis. "Perceived Societal Benefit of Selected Product Classes: A Test of a Product Differentiation Framework." *Journal of Macromarketing* 9, no. 2 (Fall 1989): 44–54. [C]
The purpose of this research was to empirically test the relative positioning of selected goods and services on a product differentiation framework that uses long-term societal welfare as the benchmark. Based on a sample of consumerists, marketing managers, and FTC staff members, the study identified correlates of different classes of products and product attributes with social concerns such as the environment. Implications of the research are drawn for marketing managers, public policy analysts, and researchers.

Levin, G. "Green Marketing Gets Cautious." *Advertising Age* 64, no. 28 (July 5, 1993): 4. [D]
Some marketers are suffering because they spent more money on promoting environmentalism than they did actually working toward becoming environmentally friendly. This article discusses a seminar on the dangers of overkill in "green" promotion.

Litvan, L. M. "Going 'Green' in the '90s." *Nation's Business* 83, no. 2 (February 1995): 30–32. [E]
Increasingly, products touted as environmentally friendly must also be competitive in quality and price. This article reports on the experience of several small businesses that have attempted to use environmental issues in core marketing plans. For example, Seventh Generation, a mail-order business specializing in environmentally friendly products, found that it could only compete by offering items that were less expensive or better quality than traditional products. Although "green" products sell, they cannot command much of a price premium, and they need to overcome a perception of low quality. Contains a good summary of the Roper Survey identifying five environmental consumer types.

Lober, Douglas, David Bynum, Elizabeth Campbell, and Mary Jacques. "The 100+ Corporate Environmental Report Study: A Survey of an Evolving Environmental Management Tool." *Business Strategy and the Environment* 6, no. 2 (1997): 57–73. [H]
This study seeks to understand the nature and scope of corporate environmental reports and to identify leading environmental reporting practices by identifying and analyzing all known reports by large U.S. companies.

Long, Frederick J., and Matthew B. Arnold. *The Power of Environmental Partnerships*. Fort Worth, TX: The Dryden Press, 1995. [H]
This book is a comprehensive treatment of corporations partnering with nonprofit organizations on environmental issues. It includes detailed chapters on the "dos and don'ts" as well as 12 case studies.

Ludford, L. F. "3P Program Pays Off in Cost Savings of \$500 Million for 3M." *Public Relations Journal* 47, no. 4 (April 1991): 20–21. [H]
A 16-year industrial pollution control program at 3M Corporation, called "Pollution Prevention Pays," has generated positive news coverage and public recognition as well as environmental benefits and \$500 million in cost savings.

◆Management Institute for Environment and Business. *Cocafe, R.L.* 1995. [E]

In late 1994, Cocafe had been exporting Cafe Foresta brand coffee from Costa Rica to Germany through “fair trade” channels of distribution for two years. Retail customers in Germany paid an extra dollar per package, with the money going to a foundation that supported sustainable development projects within Costa Rica. Cafe Foresta was positioned as “environmentally friendly” with purchasers advised that they could contribute to the development of a third-world society and help preserve its threatened rainforest ecosystem at the same time. Cafe Foresta, however, came in a non-recyclable package and was not an organic coffee since it was grown with the use (albeit reduced use) of chemical pesticides, herbicides, and fertilizers. Now, environmental groups might initiate campaigns that would advise consumers that Cafe Foresta’s coffee production could prove as damaging to the environment as the conservation projects supported by Cafe Foresta were beneficial. [Teaching note also available.]

◆———. *Esprit.* 1995. [E]

Esprit’s new environmentally sensitive women’s clothing line, “Ecollection,” presents complications for both the company’s manufacturing and marketing aims. Students must devise a plan for the fall season to bring Ecollection in line with Esprit’s overall marketing strategy.

◆———. *Mobil Chemical Corporation.* 1992. [F]

The U.S. public began demanding degradable plastics during the late 1980s as a means to mitigate solid waste disposal costs in their communities. Mobil Chemical Company, producer of the popular *Hefty* trash bag line, had not introduced a degradable plastic bag onto the market. Facing an eroding market share and the threat that certain states might ban non-degradable plastic bags, Mobil decided to introduce a biodegradable trash bag, even though it went against its environmental principles. This case analyzes why Mobil decided to enter the market, the litigation it drew for deceptive advertising, and the case’s implications for eco-labelling and environmental marketing.

◆———. *Plantanera Rio Sixaola, S.A.* 1994. [G]

Plantanera Rio Sixaola was a Costa Rican producer of bananas for export to Germany. The production methods, which were organic except for one chemical needed to deter the extremely destructive “black sigatoka” disease, had earned the bananas the “Eco-OK”

seal, signifying improved agricultural production methods. The cost of producing the bananas, however, exceeded \$7 per box shipped while the revenues had been averaging \$5/box. Now, as the plantation’s owner considered his next steps, he was questioning how to reduce his costs of production; he was also considering whether the Eco-OK seal had been helpful to him in either gaining distribution or enabling him to charge higher prices for his product. [Teaching note also available.]

◆———. *Portico, S.A.* 1994. [G]

Portico, located in Heredia, Costa Rica, manufactures high-end, residential, exterior doors for export to U.S. home center chains. When the doors were made from tropical mahogany, Portico had its forestry operations environmentally certified to avoid deforestation controversies and gain entry into important U.S. distribution channels. As Portico expands its product line, it must decide whether to go after the same certification for doors made of oak, which is nowhere near as controversial a wood source as tropical mahogany. [Teaching note also available.]

◆———. *Procter & Gamble Company: Life Cycle Analysis and Disposable and Reusable Diapers,* 1994. [B]

Procter & Gamble hires Arthur D. Little, Inc., an international management and technology firm specializing in environmental issues, to analyze the full range of environmental impacts or “life-cycle analysis” of both disposable and reusable diapers. The student is presented with the information the consulting firm gathers and must decide which option to recommend. [Teaching note also available.]

◆———. *Simulation: Rainforest Negotiation Exercise.* 1994. [H]

This negotiation focuses upon oil production in the environmentally sensitive Oriente region of the Ecuadorean Amazon. Although Conoco, Inc., has developed an environmental management plan for its operations in the region, the company still faces significant opposition from both U.S. and Ecuadorean environmental groups. The exercise addresses the environmental issues of rainforest preservation and energy production, as well as the impact of development on Ecuador’s indigenous peoples. Financial information is included to allow students to evaluate the profitability of the project site and perform sensitivity analyses.

Marsh, A. "Czechs Tout Green Products With New Seal." *Advertising Age* 65, no. 39 (September 19, 1994): 18. [G]

The Czech government will allow marketers proving they make an "environmentally friendly" product to use its new seal of approval, paying between 0.1 and 0.2% of the total value of a year's worth of production for the privilege. The labelling program is discussed in this article.

McDaniel, S. W., and D. H. Rylander. "Strategic Green Marketing." *Journal of Consumer Marketing* 10, no. 3 (Fall 1993): 4–10. [E]

Identifies a number of environmental concerns and discusses their marketing implications. A defensive marketing strategy is compared to an assertive/aggressive posture. A ten-point plan is set forth for integrating green marketing into a company's marketing strategy development, with a goal of providing a sustainable competitive advantage.

Mendleson, N., and M. J. Polonsky. "Using Strategic Alliances to Develop Credible Green Marketing." *Journal of Consumer Marketing* 12, no. 2 (Summer 1995): 4–18. [H]

This article discusses some of the problems associated with green marketing activities. It then examines how forming a strategic alliance with an environmental group can help organizations overcome these problems and achieve other objectives. Finally, the article gives firms a three-step process for finding the right strategic alliance partner.

Mulligan, William. "Corporate Environmentalism: Getting the Word Out." In *Business: Championing the Global Environment*, Report 995, ed. J. Alster and T. Brothers, 24–26. New York: Conference Board, 1992. [H]

Chevron Corporation's manager of environmental affairs discusses the company's dialogue with shareholder groups and the signing of the Valdez Principles. "The effort resulted in better mutual understanding and improved trust among the constituencies."

◆National Pollution Prevention Center for Higher Education. *Case Studies: (A) McDonald's Environmental Strategy, (B1) The Clamshell Controversy, (B2) McDonald's Decision, and (C) Sustaining McDonald's Environmental Success*. Ann Arbor, MI: University of Michigan NPPC, March 1995. [H]

This series of cases profiles the environmental strategy of McDonald's and traces the history of controversies and partnerships with the Environmental Defense Fund (EDF). Cases A and B should be sufficient for a marketing course. Case A addresses McDonald's solid waste management strategy, including the joint task force with EDF. Case B1 focuses on the polystyrene "clamshell" controversy and how packaging decisions were made in this context. Case B2 discusses the aftermath of McDonald's decision to replace the clamshell sandwich packaging with a paper wrap. Includes a teaching note as well as notes on life-cycle analysis and the trash crisis; a separate video is also available.

O'Brien, K. A. "Green Marketing: Can It Be Harmful to Your Health?" *Industry Week* 241, no. 8 (April 20, 1992): 56–60. [F]

Environmental advertising and labeling may give a product a competitive edge, but "green marketing" can also be risky. False or misleading "green claims" can lead to hefty fines and damages, injunctions, and the embarrassment of negative publicity.

Obermiller, C. "The Baby is Sick/The Baby is Well: A Test of Environmental Communication Appeals." *Journal of Advertising* 24, no. 2 (Summer 1995): 55–70. [C]

There are two forms of advertising for socially conscious communications: the "sick baby" appeal, where people are told how bad things are, and the "well baby" appeal, where people are told how they can make things better. This study compares these appeals for various types of environmental issues. It concludes that sick-baby appeals are more effective for issues in which people do not already have a high degree of awareness and concern, whereas well-baby appeals are more appropriate for issues that people are already highly concerned about.

Organisation for Economic Co-Operation and Development. *Environmental Labelling in OECD Countries*. Paris: OECD, 1991. [G]

Comprehensive report on status of labelling programs in OECD countries. Each country's program is discussed in detail including the legal status, product categories and criteria.

Ottman, J. "Ignore Environmental Issues At Your Own Marketing Peril." *Brandweek* 35, no. 19 (May 9, 1994): 17. [D]

Marketers who wish to ensure long-term viability are crafting strategies and developing new products that capitalize upon environment-related opportunities. Ignoring these green concerns could reduce familiar products and brand names to commercial dinosaurs.

———. *Green Marketing: Challenges and Opportunities for the New Marketing Age*. Lincolnwood, IL: NTC Business Books, 1993. [E]

Identifies the green consumer, product development issues, and strategies for effective communication.

Pease, D. A. "Proving Wood's Green Credentials." *Wood Technology* 120, no. 2 (March 1993): 5. [I]

The wood products industry faces a marketing dilemma: Will the public that says it will pay extra for certified green products be upset by increased home-building costs?

Polonsky, M. J. "An Introduction to Green Marketing." *Electronic Green Journal* 1, no. 2 (November 1994). [A]

This is an excellent introduction to green marketing: it introduces terms and concepts, briefly discusses why going green is important, examines some of the reasons why organizations are adopting green marketing philosophies, and mentions some of the problems with green marketing. A hypertext bibliography is included.

Polonsky, M. J., and A. T. Mintu-Wimsatt, eds. *Environmental Marketing: Strategies, Practice, Theory and Research*. New York: Haworth Press, 1995. [A]

This edited volume contains many chapters on both theory and empirical research. One unique feature is the breadth of coverage of country studies, including Australia, Germany, the U.K., and the U.S. Given its research orientation, the book is more appropriate for a Ph.D. seminar or as a supplementary text.

Porter, M., and C. van der Linde. "Green and Competitive—Ending the Stalemate." *Harvard Business Review* 73, no. 3-4 (September-October, 1995): 120–134. [A]

The authors argue that properly designed environmental standards can bring about environmental innovations that lower the total cost or increase the value of a product. Using examples from various manufacturing industries, the authors show how some firms have been able to obtain competitive advantages by being the first mover and developing new technologies.

Price-Thurman, Barbara. "People on the Front Line of Environmental Crisis." In *Business: Championing the Global Environment*, Report 995, ed. J. Alster and T. Brothers, 33–34. New York: Conference Board, 1992. [H]

Personal experience involving a major crisis in 1989 at Phillips Petroleum is the backdrop for this manager's observations on how to plan for and deal with an environmental crisis.

Prothero, Andrea. "Green Marketing in the Car Industry." Ch. 11 in *Motor Vehicles in the Environment: Principles and Practice*, ed. Paul Nieuwenhuis and Petere Wells, 174–189. Chichester, England: Wiley, 1994. [I]

Based on interviews with six European auto companies, the author summarizes and critiques their environmental marketing strategies.

Riggle, D. "Hotels Join the Parade." *BioCycle* 33, no. 10 (October 1992): 37–39. [I]

The U.S. hotel industry is discovering waste reduction and recycling save money and stimulate business. Some hotels are also making "green rooms" outfitted with state of the art water, air, lighting, and environmental controls available to their customers.

Roper Organization. "The Environment: Public Attitudes and Individual Behavior," July 1990. [C]

This is the well-cited study of consumer attitudes toward the environment and green marketing. It segments the market into five groups: "true-blue greens," "greenback greens," "sprouts," "grouzers," and "basic browns"; each is distinguished by demographic characteristics, including stated willingness to pay for greener products. This report should be essential reading for all students of an environmental marketing class.

Sawhill, J. C. "It's Not Always Easy Being Green— But It Pays." *CHEMTECH* 22, no. 11 (November 1992): 655–657. [H]

Environmentally responsible action can improve a company's public image and bottom line, as Duke Power Company discovered with its ecologically sensitive handling of a project in North Carolina's Panthertown Valley.

Scammon, D. L., and R. N. Mayer. "Agency Review of Environmental Marketing Claims: Case-by-Case Decomposition of the Issues." *Journal of Advertising* 24, no. 2 (Summer 1995): 33–44. [F]

Environmental claims in marketing are subject to review by a variety of government and self-regulatory bodies. Although some of these bodies have issued guidelines, the most important precedents have been set in case-by-case actions. The author discusses cases brought by the state attorneys general and the New York City Division of Consumer Affairs and examines in some detail cases brought by the Federal Trade Commission and the National Advertising Division of the Council of Better Business Bureaus between 1990 and the end of 1994. Similarities and differences among the cases brought by these bodies are analyzed in relation to the goals and powers of the various review bodies.

Scerbinski, Jacqueline. "Consumers and the Environment: A Focus on Five Products." *Journal of Business Strategy* 12, no. 5 (September–October 1991): 44–47. [E]

Discusses the environmental marketing opportunities of five product categories: recycled paper products, cloth diapers, organic baby food, natural cosmetics, and nontoxic household cleaners.

Schrum, Roger. "Environmental Crisis Management." In *Business: Championing the Global Environment*, Report 995, ed. J. Alster and T. Brothers, 31–32. New York: Conference Board, 1992. [H]

Ashland Oil's director of corporate media communications discusses the company's response to an oil spill in 1988. [See also *Harvard Business School*, Ashland Oil, Inc.: Fire Aboard the M/V Jupiter.]

Schweper, C. H., and T. B. Cornwell. "An Examination of Ecologically Concerned Consumers and Their Intention to Purchase Ecologically Packaged Products." *Journal of Public Policy and Marketing* 10, no. 2 (1991): 77–101. [C]

Which variables indicate whether a group is willing to purchase ecologically packaged products? According to the authors, attitude toward ecologically conscious living, attitude toward litter, locus of control, and the perception of pollution as a problem were found to be significant discriminating variables. Also discussed are implications for marketers and policymakers.

Shannon, J. "Why Forecasts Were So Green." *Marketing Week* 18, no. 20 (July 28, 1995). [D]

During the booming 1980s, it seemed that large numbers of consumers could be persuaded to pay a premium for the privilege of helping save the planet. The recession quickly destroyed any hope that this altruism would last. Now that economic conditions have improved, some marketers are trying to determine whether green /ethical marketing has a future in the United Kingdom.

Shrum, L. J., J. A. McCarty, et al. "Buyer Characteristics of the Green Consumer and Their Implications for Advertising Strategy." *Journal of Advertising* 24, no. 2 (Summer 1995): 71–82. [C]

A psychographic profile of the green consumer defines variables directly related to purchase behavior. Green consumers may be receptive to green marketing and advertising, but marketers should take care not to alienate them with ambiguous or misleading messages.

Stone, G., J. H. Barnes, and C. Montgomery. "Eco-Scale: A Scale for the Measurement of Environmentally Responsible Consumers." *Psychology and Marketing* 12, no. 7 (October 1995): 595–612. [C]

The authors develop a 31-item instrument (ecoscale) for the assessment of environmental responsibility.

United States Congress, Office of Technology Assessment. *Green Products by Design: Choices for a Cleaner Environment* (GPO# 052-003-01303-7). Washington: U.S. Gov't Printing Office, 1992. [B]

Discusses green design and compares related policies around the world. This is an excellent background resource but has only a limited amount of marketing-related material. Part of Chapter 6 compares eco-label programs in the U.S., Europe, and Japan.

United States Environmental Protection Agency. *Status Report on the Use of Environmental Labels Worldwide* (EPA/742/R-93/001). Washington: U.S. EPA, 1993. [G]

Provides an overview of environmental labelling programs including Germany's Blue Angel, Japan's Eco-Mark, the Green Seal, and SCS Forest Conservation and Environment Report Card programs.

Vandermerwe, S., and M. D. Oliff. "Customers Drive Corporations Green." *Long Range Planning* 23, no. 6 (November-December 1990): 10–16. [A]

Discusses the green movement's dramatic growth and inevitable effects on business as it becomes an integral element of consumer demand. Based on a survey of 100 executives worldwide, the article summarizes and analyzes the current and planned changes of these firms. For example, while 92% reported changes to their existing products or new products as a result of these trends, only 19% indicated they had adjusted prices.

Walley, N., and B. Whitehead. "It's Not Easy Being Green." *Harvard Business Review* 72, no. 11-12 (May-June 1994): 46–52. [A]

Argues that the current talk of win-win solutions is cheap but environmental initiatives are not. Proposes that firms acknowledge the trade-offs and focus on creating value for the company while at the same time considering the environmental consequences.

Wasik, J. F. *Green Marketing and Management: A Good Perspective*. Cambridge, MA: Blackwell Publishers, 1996. [E]

Comprehensive, hands-on guide to green marketing that draws on the experience of leading companies around the world. The book starts from the premise that it is in the best interest of global corporations to be responsible environmental citizens. After several chapters on this theme, topics of interest include marketing, partnering with environmental groups, ecolabeling and certification programs, and packaging.

Watkins, E. "Do Guests Want Green Hotels?" *Lodging Hospitality* 50 (April 1994): 70–72. [I]

Reports on frequent travelers' attitudes towards green hotels. About 70% said they are likely or extremely likely to stay in a hotel with a proactive environmental strategy. Most agreed that hotels should have recycling bins for guest use. However, nearly half said they do not want hotels to use low-flow showerheads.

Webb, L. "Eco-labels Stuck on Search for Common Standards." *Pulp & Paper International* 36, no. 11 (November 1994): 39–43. [G]

This case study of paper-product labeling shows the difficulty of establishing uniform criteria across countries.

West, Karen. "Ecolabels: The Industrialization of Environmental Standards." *The Ecologist* 25, no. 1 (January/February 1995): 16–20. [G]

Article takes critical view of certification programs.

◆Western Ontario University, Ivey School of Business. *Consumers Gas: The LNG Plant (A)*. 1989. Case 989L002; Teaching Note 889I002. [H]

Consumers Gas wants to increase its chance of getting regulatory approval for a new liquefied natural gas storage facility. With increasing opposition to the proposed facility from local residents, does it make sense to continue an expensive public participation program?

◆———. *Noranda Environmental Communication (A and B)*. 1991. Cases 991L007 and 991L008; Teaching Notes 891L007 and 891L008. [H]

In the 1980s, Noranda was considering a joint venture with an Australian company that attempted to build a state-of-the-art pulp mill in Tasmania. However, environmental groups' criticism and the associated repercussions caused Noranda to pull out. In Case A, company executives reflect on this failed endeavor; Case B discusses changes the company made afterward and the continuing challenges of environmental communications.

◆———. *Procter & Gamble, Inc.: Downy Enviro-Pak*. 1990. Case 990A006; Teaching Note 890A06. [D]

Brad Schurr, brand manager for Procter & Gamble's Downy fabric softener, needs to develop pricing, promotion and other marketing plans for the new Enviro-Pak, a refill pouch. P&G hopes to be recognized as the first company in its industry to produce a significant change in a product line in response to consumer concern for excess plastic waste and in anticipation of government regulations on recycling.

◆———. *Sunlight Laundry Detergent*. 1991. Case 991A018; Teaching Note 891A18. [D]
Steven Kelly, Brand Manager for Sunlight Powder Laundry Detergent, must decide how to respond to the introduction by Loblaw of a new “green” laundry detergent product. Kelly is considering several alternatives and must carefully consider the pros and cons associated with each approach.

Westley, F., and H. Vredenburg. “Strategic Bridging: The Collaboration Between Environmentalists and Business in the Marketing of Green Products.” *Journal of Applied Behavioral Sciences* 27, no. 1 (March 1991): 65–90. [H]

Delineates a special form of collaboration called strategic bridging. A descriptive case study explores the relationship between environmental groups and the business community in Canada.

Zimmer, Mary R., Thomas F. Stafford, and Marla Royne Stafford. “Green Issues: Dimensions of Environmental Concern.” *Journal of Business Research* 30, no. 1 (May 1994): 63–74. [C]

Presents the results of the perceived importance of 57 different “green issues,” which are categorized within seven major topics: waste, wildlife, biosphere, popular issues, health, energy and technology. The authors argue that marketers must tailor their product and messages based on a thorough understanding of consumer interests.

Zinkhan, G. M., and L. Carlson. “Green Advertising and the Reluctant Consumer.” *Journal of Advertising* 24, no. 2 (Summer 1995): 1–6. [C]

As ecological concerns evolve and diffuse throughout society, advertisers are interested in developing green messages and targeting green customer segments. Unfortunately for advertisers, many green consumers have negative attitudes about business and, often, the advertising industry. This introductory essay summarizes the issues raised and findings of the journal’s special issue on green marketing.



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The mission of the NPPC is to promote sustainable development by educating students, faculty, and professionals about pollution prevention; create educational materials; provide tools and strategies for addressing relevant environmental problems; and establish a national network of pollution prevention educators. In addition to developing educational materials and conducting research, the NPPC also offers an internship program, professional education and training, and conferences.

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