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Research Paper

Marketing Reformation Towards Sustainability

Master Thesis

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Writing a thesis requires sustained work; this is a long process, enriching and exciting.

Contrary to appearances, I do not consider a thesis as a completely individual work, the student needs support and guidance. Therefore, I testify my gratitude to those who helped and supported me with this dissertation.

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Marketing Reformation Towards Sustainability

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Abstract

The United Nation's 17 Sustainable Development Goals have created an awareness regarding the depletion of resources and harm caused by human activities. It has sought corporations, globally, to redefine their entire manufacturing processes and consumers, to rethink their consumption. Corporations have been radically exploring changes in their way of working around the five fundamental pillars of Business - Process, Project, Change, Knowledge and Resources. In order to support this change in processes and achieve the 2030 Sustainable Development Goal, it is critical to change consumer behaviour as well. Traditionally, marketing has created awareness of different products and services and drive consumers' purchases towards products and services. Marketing has been known to play different roles at a different time for different organisations in different geographies. With the industrialisation and development of products and services, the market has played a crucial role in building brand equity, consequently earning consumers' confidence. The study intends to explore marketing reformation to spread awareness of sustainably manufactured products and help in tilting consumer behaviour towards these products. The research, articulated as a descriptive study, allowed the researcher to discover certain essentials involved in marketing that focuses on consumers, distributive institutions, manufacturers, and other involved participants. It gave the researcher the chance to explore how organisations in different regions and sectors are embracing changes toward sustainable a future and with changes to their existing business model and marketing. Further, according to the interviews and surveys involved with executives in different geographies, the researcher gained a fundamental understanding of the components of the business model and changes that may be made to these components as key elements for successful reformation towards sustainability. Results suggested that the reformation has not yet been achieved; however, an effort is being made by top managements of different organisations in this direction. Thus, in addition to a strong business strategy, changes to marketing methods, with feasible targets and attributes such as agility, openness to feedback, employee, and management readiness, may be the basis for effective and permanent change in consumer behaviour.

1. Introduction

Natural resources are depleting rapidly, and the human race is responsible for this rapid depletion. Using natural resources such as – freshwater, nature gas, clean air, expensive metals, fish stocks, and cultivable land has become a worrying factor due to their limited availability. However, in recent times, a movement towards a better future is being witnessed in different domains in different parts of the world.

Though there is an increase in innovative ways of carrying out activities, it does not lessen the extent of the rapid depletion of natural resources. The problem is intensified by the increasing population and economic expansion, especially in the emerging economies. It is foreseen that by 2050, the population on the globe will increase by 30%. As per a report by United Nations and World Bank, by 2025, Brazil, China, India, Indonesia, South Korea, and the Russian Federation will cumulatively consist of more than 50% of the world's growth (United Nations, 2011). Population and economic growth, in combination, will emphasise the anticipation and ambitions for an improvement in quality of life among the newer generation of consumers. Accordingly, creative ways directed towards advancement and progress will be pertinent for development. These creative ways will cater to the increase in the needs of the newer generation and the basic needs of the newer middle-income class.

The United Nations' 17 Sustainable Development Goals (United Nations, 2015) has created awareness of the importance of turning around operations and consumption pattern towards products manufactured sustainably. These have started translating into the way organisations have worked and, at times, changed the outlook radically. Organisation causing them to move towards environmentally sustainable ways. The changes are moving along the five pillars of management – Process, Project, Change, Knowledge and Resources. With the changes in traditional ways of doing businesses, it is vital to create awareness among customers and create a demand for ecologically sustainable products as these currently come at an extra price.

The 2030 Agenda (United Nations, 2015) was adopted by the member countries of the United Nations in 2015. Over the past years, businesses were completing their social activities through charitable activities at the side, conscientious business activities or environmentally compensating activities. Taking the children of the poor to activity park or planting trees is no longer sufficient. Businesses must assimilate the 2030 purpose unto themselves. It must be seen in every aspect such as the strategy, the business operating model, the organisational culture, the corporate values, the brand – the products or services need to represent the purpose, the interactions, or dealings with different stakeholders. Disruption in businesses has become the expected. With the rise in expectations, it is crucial to see the inter-linkage between creating a measurable impact and achieving financial success at the same time. Businesses can connect themselves by effectively contributing to the broader world and with their reason for being.

The 2030 purpose issues the best guiding principle for taking decisions for organisations, and the eventual direction is changing or aligning the business strategy. With an interwoven connection between the fundamental business activities (such as sourcing, disposal manufacturing, and marketing), organisations can capitalize on the strength of their operating model and make a considerable impact and continue creating lasting success in the foreseeable future. The 2030 purpose is for organisations that sustain through disruptions, have a greater purpose for their stakeholders, and employees and create a value that matters to all.

The 2030 Purpose also provides an ethical barometer. It helps control and persuades the organisational culture and corporate values. It helps drive the tone at the top and direct behaviour of all stakeholders – independently and as a group. A purpose is a set of collective values and mindset; it must advise and acknowledge the values. It must be directed in all areas and aspects and of human resources and the organisational culture. In this constantly changing corporate environment, this will help organisations imbibe transparency in their culture and be equipped for changing increasing risks in growth opportunities.

Further, the 2030 purpose provides the most realistic platform for businesses to brand and stakeholder engagement (Deloitte, 2017). Marketing is one of the most powerful tools to steer the organisation in a direction and be the guiding point for the customers and other stakeholders (Charles S. Goodman..et al., 1968). By inculcating the purpose in marketing and organisational communications, stakeholders such as investors, customers, business and channel partners, and the organisation’s personnel can constantly access the driving force’s deeper values and motivate them to understand their positive contribution to communities. Further, it helps the personnel feel valued for their efforts and engagement.

Ultimately, The United Nations Sustainable Development Goals indicate a complete and unanimous structure to help address major aspects affecting humanity. This structure calls for immediate action. Different governments have signed these sustainable development goals, consequently increasing the responsibility on businesses and society.

Globally, businesses make an immense economic and individualistic impact, ease situations by providing different offerings, harming the ecosystems around them. Smaller changes towards resolving these damages to the ecosystem will bring exponential advantages. Thus, businesses have to utilize their ingenuity and pioneering approaches in resolving these challenges. Developing newer ways of doing businesses – by either optimizing processes or reducing the harmful wastages, will be effective. Further, it is observed that a human invests one-third of the lifetime at the workplace. Hence, the workplace plays a crucial role in elements surrounding the wellbeing of humans. If the workplace takes care of these elements, then the employees are inspired to work better, they perform their activities optimally and find newer ways to improvise

existing processes. The multiplier effect of these actions is enormous and beneficial to all stakeholders.

Businesses need a healthy atmosphere, competent employees, and specific groups to operate and succeed. The possibility of resource shortage and the competitiveness for these limited commodities has been creating a rift among businesses and different geographies. A market survey conducted indicated that ~75% (Deloitte, 2017) of respondents believed that resource scarcity would affect their business operations in the near future. This shortage has led to organisations redefine their core processes and ration their resources better and find alter-resources that would not hamper their businesses. Additionally, some academic studies have revealed that organisations that have made a commitment towards sustainability have performed 11% (Williams, E., 2015) better, in the stock market, than their competitors.

Through this research paper, different ways in which organisations across the world are talking towards sustainability will be explored. Organisations that touch the lives of many every day bring about a meaningful impact. The evolution of business has been dynamic, and with newer methods and needs have come newer forms. Through this research, organisational strategies will be studied. This change in strategy will bring about a transition in the leadership styles and the way of doing business at large. The researcher will further observe a pattern in large corporations and some smaller entities in the emerging markets, who have shifted their work to align with the Sustainable Development Goals, to identify the changes made to the operating model.

2. Literature Review

Since the 17 Sustainable Development Goals and the 2030 Purpose were formed, sustainability has become an integral part of the business. While organisations are finding out ways to adopt changes, leading consulting firms and international organisations have studied certain businesses performing well in this regard. These studies – 2030 Purpose: Good business and a better future, connecting sustainable development with enduring commercial success by Deloitte and Redefining the Future of Growth: The New Sustainability Champions by the World Economic Forum in collaboration with Boston Consulting Group, lay the importance of the change and have identified similarities in businesses, in different geographies, that have taken a step in the direction of sustainability. Additionally, these studies have also laid out the essential steps for changing the organisation's approach.

It has been elaborated that of the resource under the threat of vanishing, clean water is under the gravest threat. It is anticipated that, by 2030, business organisations and the population will utilize 30% more water than nature can restock (World Economic Forum, 2011). If the trend of water consumption and water prevention practices does not undergo a radical change, water scarcity will cause serious outcomes. These outcomes will be extremely harmful where Agriculture is the major utilizer of freshwater. Presently, up to 70% (World Economic Forum, 2011) of freshwater usage can be attributed to agriculture. Different reports have alerted on the results of such extent of usage of freshwater.

Other than freshwater, farmlands and forest lands are also at the risk of depletion. Climate change is one of the primary causes of substantial deforestation, which has subsequently affected people native to the region, affecting the region's biodiversity, causing an adverse effect on the fertility of the soil in the region. Agricultural land of up to 74 million acres (30 million hectares) (United Nations General Assembly, 2010) is rendered infertile or toxic and is utilized for industrialisation or the development of cities. Out of this land, a limited land is available for growing food. More than one-third of significant land acquisitions – which were up to 45 million hectares (World Bank Press Release, 2010) is with the intent to produce biofuel (Daniel Esty, Michael Porter, 2000).

Other food sources also have a challenge. A report by the United Nations Food and Agriculture Organisation on The State of World Fisheries and Aquaculture 2010 indicates the record high of per capita fish consumption in 2008 (United Nations, Food and Agriculture Organisation, 2010). This increased consumption has led to a depletion of fish stocks as they are overexploited and have become unavailable for fishing.

Refer to **Appendix 1** to understand resources that are under an urgent need to be addressed.

Independent operation of the regulators or businesses operating independently cannot bring out a significant long-term impact. Consumption and exchange are the two

important yardsticks to measure economic health. Economic development or advancement are measured as per specific standards and are not expected to undergo any change in the near future. Innovation and efforts of businesses dedicated to social and ecological advancement will mostly be led by innovation due to economic opportunity and not by regulatory directive or by corporate morality.

2.1 Development in small and medium scale organisations

Innovations are being seen in emerging economies where the burden of resources exhaustion is felt the most, and they are challenged with numerous factors such as poor infrastructure, regulatory environment and weak talent and administrations. Over the last few years, studies have been conducted across organisations in different sectors in emerging economies (World Economic Forum, 2011) (refer to **Appendix 2** for selection methodology). These have been elaborated upon in the following paragraphs:

2.1.1 Broad Group

Broad Group operates in the air conditioning and construction sector in China. It is a privately held organisation. With the development of house and office building, the demand for air conditioners was rising. However, electricity availability was volatile, and carbon emissions were on the rise. The organisation spent a lot of money on developing air conditioners that run on sources of energy other than electricity. Though this technology was invented in other markets, it was not further developed in developed economies such as Japan, United States, Korea, and European countries (World Economic Forum, 2011). Broad Group has started its own research arm where it works on developing sustainable technology for air quality and building.

The Group innovated on its own, sensing the urgency of the issue. The Company substituted their raw materials with natural gas. The Company states that its coolers are two times more energy-saving than traditional coolers. The carbon dioxide emissions are one-fourth of those caused by traditional coolers. The cooler unit wastes energy lesser than the traditional one as the natural gas is directly burned – conversely, the traditional unit's power multiple stages from non-renewable sources to electricity. In recent times, the Company has also launched sustainable buildings with pre-made construction models, which the Company states reduce electricity consumption up to 80% (World Economic Forum, 2011) and are safe from earthquakes. These buildings also use lesser building materials and create lesser wastage during construction.

The Company has invested extensively in the training and development of its employees and has considered it as a crucial element for its growth. Many different advantages such as free residential premises, access to fitness clubs and organic food are offered to the employees. This shows how the sustainability principle is at the core of its culture.

2.1.2 Equity Bank

Equity Bank is an entity operating in the Financial Services Sector in Kenya. Kenya is an agrarian economy with the growth and development of three-fourths of its population dependent on agriculture. Cash flows from agriculture are unpredictable and vary from time to time. They often need investments and other incomes. Banks find it expensive to follow a branch banking model leaving farmers with no access to insurance and secured loans or means of financing. Farmers will gain access to better farming tools, fertilisers with better availability of funds and increase the yield for each area of land.

To overcome these issues in Kenya and neighbouring countries, the bank partnered with Safaricom, a telecom provider in Kenya and developed a platform known as M-Pesa. Together, the organisations created a mobile banking system known as M-Kesho. Through this platform, all financial services were offered to the users, thus reaching all the farmers in the region. The bank provides financial management services. It educates the farmers on various products and what may be beneficial. Farmers are supported through various steps such as – production, transport, processing, and marketing. These farmers are engaged in organic manufacturing, and giving an impetus to them is an impetus towards sustainability. It also helps farmer build their network by connecting them with potential buyers and enhancing the options for its customers.

The transition had capital requirements, and the Chief Executive Officer had to convince the owners of the bank of the need for the transition and the long-term impact of this initiative. Policies and guidelines were changed to include sustainability at its core and were made part of the day-to-day activities of the business. This has brought in flexibility in the business and helps the management attend to immediate commitment without affecting the long-term goal. It also helps the Company prioritize activities and allocate resources accordingly.

The bank has also entered into strategic alliances with Alliance for a Green Revolution in Africa and The International Fund for Agricultural Development. These organisations provide cash guarantees which in turn decreases the bank's risk when it loans money to small farmers having inadequate or no collateral. The bank believes it can make a significant impact on sustainable farming practices. It not only provides funds to environmentally sustainable projects but also abstains from providing any services to environmentally harmful projects.

2.1.3 Florida Ice & Farm

Florida Ice & Farm operates in Costa Rica in the food and beverage industry. The organisation has its presence in three segments: alcoholic beverages, non-alcoholic beverages, and food. Costa Rica is the third most environmentally abundant countries in the world. Deforestation, caused by extensive agriculture activities and cattle farms, endangers the quality of soil and biodiversity.

The organisation underwent a change in their business strategy in the 2008 financial crisis. It merged the social responsibility in their core business strategy and measured its success from the yardstick of social, environmental, and economical. The management of the organisation realized, over a period of time, the importance of imbuing sustainability into the organisation's culture and the long-term impact on the business. The factors that drove this change are – customer demands, government regulations the altruistic values of the Company. The organisation drove this change basis two capabilities: innovation and process improvement.

The organisation's priority is water conservation, and it is moving determinedly in this direction. It invests in different forms of innovations and drives improvements in the process. Additionally, it compares its performance with other leading global organisations and edges itself to have better goals and perform better. The organisation has very stringent standards. It drastically reduced the consumption of water per litre of beverage manufacturing. The organisation regularly observes its activities from the prism of sustainability and draws standards from leading companies across geographies. The management remuneration is now linked to economic, social and environmental performance. The organisation developed a balanced scorecard to measure the number of hours consumed on activities related to water shedding.

The organisation is appealing to the government and regulators to formulate positive incentives and promote social and ecological responsibility than penalize organisations that are not compliant. Competitors have approached the organisation to understand the balanced scorecard. Further, the triple growth approach has not slowed the organisation's growth but increased its visibility and placed the efforts on a global map. The organisation is additionally working on reaching carbon neutrality. It has already achieved its goal of eliminating solid waste from its operations.

2.1.4 Group Balbo

Group Balbo is an entity in sugar manufacturing and operates in Brazil. Sugar manufacturing requires the intense use of insecticides and fertilisers, and different chemical mixtures. These chemicals impact the biological diversity of the soil and contaminate the water waste it generates. A member of the board of Group Balbo believes that sugarcane is a standard for organic growth. Over the years, the organisation has shifted organic sugar manufacturing. It currently is the largest organic sugar manufacturer in the world.

Shift from traditional manufacturing to organic was not simple. It was like learning on the job, coupled with a leap of faith. There were no set of standardized rules that were meant to be followed for this transition. It required persistence and changing the thought process radically, making the shift also needed additional equipment and the ensuing financial investment. However, the Group did not receive any incentives, financial or otherwise, for this change. The Group had to make do with available resources and ration their expenses well. It even suffered the peril of having a lower yield initially, but it gradually moved in the direction it wanted to. The Group pioneered in the farming

of microorganisms that shield the sugarcane crop 20 years ago when they decided to make this change. This made the farmland self-sufficient. The need for insecticides, fertilisers or any other chemical compound has been eliminated.

The Group wants to change the situation in the sugar industry. The Group is partnering with Governments in different regions to promote the effect of organic sugar manufacturing. The Group has hosted data about it both on the internet and otherwise to introduce transparency and create widespread knowledge about the methodology. It has created a differentiation between themselves and the greenwashers. The spread of information has increased. It conducts sessions where they create an understanding of organic manufacturers among students and local communities.

Currently, Group Balbo has yield 20% (World Economic Forum, 2011) more than the others in their area, with minimal input. On the other hand, the demand for organic sugar has risen significantly and is more than Group Balbo can manufacture currently. The Group has increase biodiversity in its soil. The water holding capacity has also increased. The sugarcane plants are resilient to plagues and other diseases. The Group has reduced its carbon emissions by 35% (World Economic Forum, 2011) and is currently working on generating electricity from sugarcane bagasse (fibrous waste from sugar cane) and developing biodegradable plastic from sugar.

2.1.5 Jain Irrigation Systems

The entity operates in agriculture manufacturing in India. India has large reserves of freshwater; however, the rise in population and improper use of water has resulted in a shortage of water in different regions. The global average for water consumption by agriculture is 70% (World Economic Forum, 2011), whereas agriculture in India consumes 90% (World Economic Forum, 2011). This is due to a lack of financial means and modern irrigation systems. The farmers have a small landholding. Half of the cultivated land in India is by farmers holding small lands (World Economic Forum, 2011). Jain Irrigation Systems manufactures micro-irrigation systems and plastic pipes, and wood-substitute plastic sheets. It also provides various other products such as dehydrated vegetables, tissue-cultured banana plants, hybrid and grafted plants and greenhouse and bio-fertilisers.

The organisation's dominant philosophy is sustainability. The organisation's CEO's mission is to leave the world a better place. This thought has been running down in the family-run organisation since before the current generation. The business grew in a different direction, but the Company's philosophy hasn't undergone a change. The organisation encourages the farmers to buy its products by educating them on different government subsidies and helping them apply to these. Additionally, the organisation studies the soil quality and the crop's requirements, emission generation and wastage from production. It builds strict monitoring standards and brings in transparency. It also ensures optimum water usage. The organisation's intent of these extreme monitoring standards from the start of the process is to build sustainability in the entire environment.

The organisation believes in hiring personnel from the area as they understand and relate to the regional thoughts and bottlenecks well. The competitive advantage is customization to local needs. Their marketing strategies include performing local dance and signing activities. These help the local small farmers connect with the Company. The organisation has helped small farmers achieve a certification that helps participate in exporting their produce. The organisation has increased its spread all over India and now is partnering with Kenyan and Rwandan governments and developing irrigation solutions for local farmers in the region.

2.1.6 Manila Water Company

The organisation operates in the water utility segment in the Philippines. Households in Manila lacked access to 24 hours water supply (World Economic Forum, 2011). Many people paid seven times the normal rate to vendors who have illegitimately gained access to water. The population in the area was increasing at a fast rate increase the stress on ineffective and old water systems, which were prone to leakages. Additionally, the harsh climate in the region, causing droughts and floods, added to the stress even more.

Manila Water Company has given the poor urban population access to water in an inexpensive way. It uses a mix of pipelines, natural resources, effective sewage infrastructure and micro-businesses. It collaborates with the local government. It is responsible for maintaining the physical infrastructure and preventing wastage. This has enabled introduce transparency and inculcate a sense of responsibility among the local population. It has also been accepted as an additional income aspect by the low-income population. The Company has prevented the exploitation of underground water resources and encouraged the population to use surface water more. Watershed management is an important fringe for developing alternate water resource.

The Company has embedded sustainability into its culture. The employee at every level of the organisation is expected to think and act sustainably. Managers in the organisation are responsible for driving this culture. The Company also emphasises the measurement of performance. It has been compliant with the OHSAS 18001 standard on occupational health and safety. Strong internal quality framework, environmental and health safety standard have given the Company the ability to stay ahead of the curve and perform according to the external standards. The Company is the first of its kind from the Philippines, and it has procured its machinery and equipment from local manufacturers and promotes the involvement of local businesses.

The Company has moved ahead of clean water supply and is also focused on reforestation – it has reforested 25 hectares of land (World Economic Forum, 2011). It is also working on converting human solid waste into effective fertiliser and assisting farmers in reducing the use of chemicals for their produce.

2.1.7 Masisa

Masisa operates in Forestry and wood board manufacturing in Chile. Deforestation, loss of biodiversity and climate instability are known risks in the region. Though deforestation has been driven by numerous factors, the demand for furniture made from wood is on the rise and is one of the major factors for increasing deforestation.

Masisa is noticeable with the way it has managed the demand for wood boards. It created an alliance of low paid carpenters in the region and trained them. This ensured that the carpenters had a source of income and the customers received good quality furniture at a cheaper cost. The Company believes that good performance and no environmental impact must be combined with good governance. It created a balanced scorecard to measure performance in all aspects. The Company works closely with World Wide Fund to encourage biodiversity and forest prevention. It was one of those companies that made it necessary to report climate risks caused.

Masis now works on waste management and has started measuring its water wastage footprint. An air emission product has helped the Company lessen their release of harmful greenhouse gases.

2.1.8 MTR Corporation

MTR Corporation operates in transport in the Hong Kong SAR region. Effective land utilization in a sustainable way for both the residents and the environment is important. MTR Corporation operates in building rail routes throughout the country. It has domestic and cross-border railways that are light and fast-paced. The Company has built its railway network in a way that saves the use of land without affecting the quality of transportation. It believes that for the public to prosper, public transportation must be effectively tied with town planning. A sustainably built railway system redistributes land use and creates an effective network of transportation.

In the development of its network, the Company considers a larger impact on environmental and social factors. It ensures that the effects of a new building are minimal. LOHAS Park is a 330,000 square meter area above an MTR rail station and a depot. This Park illustrates continuous improvement and strict resources management, and environmental impact. It also shows environment-friendly products and innovative features.

The Company has developed a great business model – Sustainable Competitive Advantage, and it combines risk management, stakeholder engagement and corporate strategy. The Company has been proactive in developing standards and knowledge-sharing modes for international railway transport developers.

2.1.9 Natura

Natura is an organisation operating in the Cosmetics industry in Brazil. Large scale commercial development in the region has increased the stress on local forests and resulted in deforestation. The organisation manufactures products by using local natural

and organic ingredients. The marketing activity undertaken is also based on local resources. The Company has a certification from Forest Stewardship Council, which ensures that products come from responsibly produced and validated sources.

The organisation believes that inculcating sustainability does not increase costs but gives the chance to innovate and flourish over the longer run. Local communities and governments are a treasure full of information and can assist the Company in extracting and procuring raw materials effectively without any environmental damages and how to nurture constructive environmental and social impact.

The organisation's commitment to sustainability is seen not only from its products but also from its packaging. It uses products that can be reused, refilled, and recycled. It is working alongside local companies and exploring the use of green plastic for its packaging. The green plastic is made from sugar cane and is known to reduce the release of greenhouse gases by more than 70% (World Economic Forum, 2011).

The reason for the organisation's success is the deep-seated organisational culture where all the employees are always inspired to think about sustainability and enhance the effective use of resources and their preservation. The organisation invests in training its staff and external members. It has won recognition as a nature-friendly organisation. Its rate of innovation has gone up, and it is developing its business model rapidly to make it more inclusive, conscious, green, and fair. The organisation has also invested in community education.

2.1.10 New Britain Palm Oil

New Britain Palm Oil is in the food industry and operates in Guinea. The demand for Palm Oil has grown by 15% (World Economic Forum, 2011), whereas the production has grown by 7% (World Economic Forum, 2011). This clearly indicates the deficit in production. Production on a mass scale and clearing fields after the produce has harmful effects on the environment, local communities, and wildlife. New Britain Palm Oil grows, processes oil palm, and exports the oil. To ensure that the organisation could operate in the long run, the organisation worked on developing newer methods for growing palm. The Company followed a no burning policy and planting trees on degraded forest lands and grasslands and not harm the biodiverse rainforest areas. Carbon budgeting helped the organisation monitor its release of greenhouse gases.

New Britain Palm Oil was one of the first entities to add soil preservation and prevent land erosion in their practices. The Company uses fewer chemicals for effective pest management and by breeding healthier versions of palm. While clearing the fields, it ensures that the biodiversity is maintained, and no harm is caused to local communities and wildlife. Having a close partnership with local growing parties has enabled the Company to provide employment to the local population and reduce poverty in the area. The Company realized that sustainability was not only important for economic growth but also for flourishing local communities and societies.

The Company developed an assessment tool to measure the impact of the work done. It is working with Non-Governmental Organisations to develop future expansion plans. The Company's ability to track the suppliers of its palm oil and transparency in its supply chain has enabled the Company to be confident of the quality and the method of production. This, in turn enabled the Company to get a fair value for its products and increased trust from its customers. The Company's robust and transparent supply chain, less usage of pesticides and increase in yield and the conversion of the released methane into electricity has helped the Company receive carbon credits under World Wide Fund's Nature Gold Standard Carbon Credit.

2.1.11 Sekem

The Company operates in the agricultural sector in Egypt. The increased desertification in the valley of the Nile in Egypt due to the use of fertilisers is an area of concern. The agriculture in the region has suffered greatly due to the rise in desertification. Sekem was the first Company to undertake organic farming by regaining the desert land in Egypt. Sekem replaced the synthetic pesticides for manufacturing cotton, the usage of the chemicals was reduced by 90% (World Economic Forum, 2011). Sekem plants microorganisms to replace these synthetic pesticides. It has also accentuated the yield of cotton and the quality of produce over other cotton.

Many other advantages are associated with organic farming, such as carbon dioxide retention capacity of the soil. The soil absorbs more carbon dioxide from the atmosphere and requires lesser water to the extent of 60-80% (World Economic Forum, 2011) of the original. Recycling and renewables are other advantages of organic farming. All organic materials used in the process are returned to the value chain as manure. Sekem has an unusual business model. Though its intent is to make a profit, it does not aim to maximize profit. The Company has a profit-sharing method through which it shares profits with its farmers having smallholdings. It provides support to 30,000 (World Economic Forum, 2011) local people and are funded from the reinvestments made.

The Company explored alternative methods to make farming sustainable in Egypt and the rest of Africa. The Company's land is certified as organic, and its products are fair trade certified. The expanding network of farmers spreads knowledge about sustainable ways of agriculture and helps develop a market for the farmers.

2.1.12 Shree Cement

Shree Cement operates in the Cement sector in India. India is a growing country where the demand for energy is rising at the rate of 3.1% (World Economic Forum, 2011). Cement production is known to contribute up to 5% (World Economic Forum, 2011) of the global carbon dioxide release. The polluting materials are emitted in the cooling process as water run-off. This adversely impacts the ecology and societies in the region. The Company has implemented practices that reduced the effect on the environment at each step of cement production. The Company started with the primary problem –

electricity supply. It ensures that the plant had an uninterrupted electricity supply and made it energy efficient. It was identified as the first to be certified EN 16001, certification indicating that energy use is continuously monitored and documented, action points are recognised, and appropriate training is given to personnel or resources are accordingly used.

In its main power plant, the Company uses biomass as its primary source of power. It further uses bed ash waste, which contains unburned particles of carbon, as a fuel for the manufacturing process. Cement manufacturers are often under the pressure of reducing clinker in their production. Shree Cement reduced the use of clinker by finding alternative ways wherein the use of fly ash is increased. It developed multiple innovative ways to use waste materials. The Company was first to develop methods for converting poor quality limestone into gypsum, which can be used in manufacturing cement.

Further, Shree Cement operates in an area where there is water scarcity. The Company restricted its water consumption. It built an artificial lake for collecting water to lessen emissions and waste. The Company is currently building a power plant that will be air-cooled and not water-cooled, thus reducing the water usage to one-tenth of its usual capacity. The Company followed a two-pronged approach for communicating with its employees and encouraging employees with having knowledge of sustainability. The Company views sustainability as its competitive advantage and not a mere to do.

2.1.13 Suntech

Suntech operates in the solar power area in China. The economic growth in China started at a very fast pace. Non-renewable source of energy is currently not able to suffice the growing demand of energy which directed China towards renewal sources such as solar energy. Suntech formulates designs and manufactures solar photovoltaic panels for commercial and residential purpose. It has become the largest solar panel manufacturer in the world.

Culture and organisational management are equally important as innovation in the Company. Suntech has been focused on sustainability and efficiency of its products. The Research and Development team at Suntech have a clear goal – to lessen the cost of solar energy while increasing the performance of solar cells. The crystalline silicon cells are one of the most efficient among the worlds. The Company drove down its production costs through technological innovations.

The Company's vision is to provide sustainable energy solution for an improved tomorrow. Besides driving cost and environmental efficiency, Suntech has put development at the hearts of the talent. Suntech is global in its approach; it has a leadership academy of 400-500 people that are trained annually. Suntech is focusing on reducing costs by increasing its scale. The Company set up a low-carbon museum to spread knowledge on all energy resources. Suntech has a strong technology platform

that combines engineering, procurement, and construction services for its Chinese and American customers.

2.1.14 Suzlon

Suzlon operates in the wind power sector in India. India is facing an electricity shortage where there are frequent electricity blackouts, and it adversely affects production. Manufacturers still face a challenge with an uninterrupted energy supply. Suzlon is invested in providing sustainable energy solutions in India. It provided a complete service delivery with services such as – site inspection, turbine building, project set up and getting cash from the electricity manufactured.

The Company is also working on developing newer solutions to resolve power scarcity. One of the projects also led to prototyping a windmill that not only generates electricity but also acts on the humidity in the air and produces water for drinking and agricultural use. It also works on recycling water it uses. An integrated business model has helped Suzlon to integrate sustainability in every aspect of the business. The Company is expanding in different geographies through local acquisitions and by developing its core competencies.

2.1.15 Woolworths

Woolworths operates in the retail segment in South Africa. The retail sector in South Africa faces certain challenges. Though the infrastructure is robust, the agricultural practices and social inequalities are not sustainable. The Company produces 97% (World Economic Forum, 2011) of its products under its own brand, which gives it a unique opportunity to work. The organisation works on four pillars. These have implemented to be supported in the Company's journey of having a good business journey. Environmental sustainability is one of the pillars and consists of influencing government policy in the areas of environmental and social challenges, supporting different communities, vendors and removing racial biases.

Woolworths was the first major South African entity to offer clothes made of organic cotton. Through their programs, the Company educates its farmers in organic farming. This also gives the Company's effort an exponential effect. The Company diligently monitors costs and the benefits against each other. There is a balance scorecard approach, and compensations are linked with the results. Sustainability is given the same importance as other factors. They have promoted a culture of innovation, and the Company incentivizes employees for their work through rewards. Woolworths is taking efforts in the direction of collaborating with the government in the areas of improving agricultural standards, labour market and education.

2.1.16 Zhangzidao Fishery Group

Zhangzidao Fishery Group operates in the aquaculture sector in China. The demand for seafood is on the rise. The area needs the right input-output ratio. Intensive fishing has reduced fish resources and hampered the environmental balance. The Company uses a method – Integrated Multi-Trophic Aquaculture. This method helps create a balanced

ecosystem where a strategic breeding method is followed. Integrated Multi-Trophic Aquaculture factors in local conditions, operational bottlenecks, and the quality of the environment. The aim is to increase long-term sustainability and profitability per unit of production. Integrated Multi-Trophic Aquaculture allows the Group to increase its yield while reducing the wastage and introduction of artificial feeding.

Innovation is at the heart of the Company's culture. The technology coupled with aquaculture and natural conditions of the ocean is the unique aspect. The Company continues to draw benefits from the research and development. It has led to an increase in biodiversity and raise the natural levels of carbon absorption. Innovations are supplemented with vigilant monitoring. The Group has taken a wholesome approach with its operations, and it has helped the Group to reform operations and embed sustainability in its vertically integrated business.

2.2 Changes in Multi-national Companies

While organisations in emerging economies are using local talent and resources to enhance their operations and attract customers, a study of the top 150 companies in the FTSE350 index indicated the major components of effectively driving the 2030 Purpose (Deloitte, 2017).

The analysis was performed to assess the differences among organisations and identify the bottlenecks organisations face while shifting to become led by purpose driving sustainability. The organisations were categorized based on their market capitalization. The analysis was performed by collating data points from the public domain such as - annual reports, information on the organisations' website, investors' reports, press releases and other related web pages. Through these data points, an analysis to understand if the organisations had revamped their purpose and how the purpose was integrated into the core processes was done. The analysis can further be broken down into the following steps:

2.2.1 Identify:

The purpose was identified based on publicly available information. Generally, the purpose was set across explicitly as the purpose; however, in many cases, a statement for the ultimate existence of the Company was stated. It was stated under the gamut of vision, objective, and others. After identification, the purpose was broken down and assessed into the following areas:

- If the purpose could be broken down into environmental, economic or a social goal and if it resonated with one the of 17 Sustainable Development Goals
- Synchronisation of the purpose with the operating business model and its inter-linkage with core business processes
- The impact of the purpose in getting it to inspire others and call out for action and involve all the stakeholders
- The uniqueness of the purpose from its industry and immediate competitors

- A push that the purpose gives to businesses to keep evolving constantly and changing it to out-perform

Of the 150 organisations studied, 33% did not have any purpose, 33% had a purpose to either increase shareholder's value or to provide products and services to customers, and 9% had a purpose to provide general business growth or had an unclear and broad purpose (Deloitte, 2017). For the remaining 23%, the analysis revealed the following extent to which the 17 Sustainable Development Goals, issued by the United Nations, formed part of their purpose. Refer to **Appendix 3** for categorisation of the Sustainable Development Goals included in the purpose and refer to **Appendix 4** for categorisation of the purpose into different sections

2.2.2 Integrate:

Defining the purpose would not suffice; to see the presence of the purpose across different geographies was more important. It had to detail the structure and focus of the document effectively. For the purpose of the analysis, based on publicly available information, the following areas were observed:

- Marketing plays a crucial in creating and retaining the reputation of the organisation and builds brand equity and attracts recognition. Different types of marketing communications were examined to understand the message conveyed and understand the organisational attitude to the outcome of its core processes.
- The annual report and the organisations' Strategy section were observed to understand the inclusion of the purpose and how it formed part business as usual.
- The Corporate Governance section in the annual report provided information about the tone at the top.
- The standalone CSR reports relevant parts of the annual reports were studied to understand the impact of the purpose.
- Investors' reports were analysed to see if the purpose trickled down to every stakeholder.
- The talent and recruitment section of each organisation was studied to assess the communication made to the newer talent regarding the purpose of the organisation.

For the 150 FTSE350 companies analysed, it was noted that many businesses with 2030 referred to the purpose in the strategy document. This did detail one or two of the sustainable aspects; however, it did not form as the main aim of the strategic plan, which was directed towards profitability in the short-term or growth of the business (Deloitte, 2017). Further, the analysis indicated that integrating purpose into the organisational culture ensures the flow of the intent into all core processes.

Unilever has defined its purpose as – “making sustainable living commonplace” (Deloitte, 2017). The Company has devised a strategy that works on delivering this purpose. The strategy was aligned by setting out the following priorities:

1. Accelerating growth
2. Reducing environmental footprint
3. Increasing positive social impact

All options for the core operations such as portfolio management, supply chain, innovative products and talent align with the above three principles. This is an example of a Purpose-led strategy.

Britain’s Lloyd’s Banking Group have a ‘Responsible Business Committee’ whose primary objective is “to provide oversight of Lloyds Banking Group plc’s strategy and plans for delivering the Company’s aspirations to be a leader in responsible business, as part of the Company’s objective of helping Britain prosper” (Deloitte, 2017). The committee is responsible for executing the help Britain prospers and measures performance against the plan. This is an example of Purpose-led governance.

Refer to **Appendix 5** for prioritisation matrix indicating ranking the order of difficulty in aligning to the Purpose and importance of aligning to the Purpose

2.3 Extracting the benefits from the 2030 Purpose

There are different routes for extracting benefits of the 2030 Purpose, and they differ from sectors and businesses. The key lies in inspiring the management of companies to move the management of their organisations in a purpose-led direction. Yet, there are certain key points that can be applied to purposes across sectors and businesses:

2.3.1 Accurate:

A purpose may be considered as the reason for an organisation’s existence. An authentic purpose is one that is seen through all actions of the business. It must clearly inform the intent of the purpose. Further, the actions of the management must align with the purpose statement for stakeholders to understand the tone at the top.

2.3.2 Equilibrium:

The management needs to exhibit a balance between sustainable development and financial success. Equal weights need to be given to both these aspects. Additionally, their interdependency must be considered before optimisation. The equilibrium needs to be continually maintained between emphasis on short term imperatives and long-term external commitments whilst understanding increasing stakeholder expectations. If the equilibrium is not maintained at any time, then key stakeholders may not support this approach.

2.3.3 Uniformity:

Ensuring that the purpose is ingrained in all aspects of business is time-consuming. It requires patience, and most importantly, it requires consistencies. The purpose should

be applied uniformly, lasting well into the future, and surpassing corporate changes. Essentially the purpose must not be altered by a change in an influential factor but may be altered for the betterment of the current situation. Uniformity must be demonstrated by internal as well as external stakeholders. By motivating organisational personnel to follow the purpose, amendments to the purpose in case of change of leadership is not likely.

2.4 Steps for transformation towards sustainability

In order for organisations to transform into purpose-led, they need to undertake the following steps:

2.4.1 Motivate:

It is important to inspire the top managements, explain the importance of being purpose-led and how it will lead to long-term commercial success. The impact and the cost savings that will be brought about is large. An understanding of the stakeholder views and discussing the journey in mind is crucial before moving onto a purpose-led way.

2.4.2 Identify:

Understanding the purpose of the organisation is very crucial. Businesses to rethink what the businesses stand for and align their purpose accordingly. A tangible purpose will not add value but cause harm to the organisation's reputation and bring distrust in the minds of investors, employees, partners, and others. The purpose needs to have the following attributes:

- Purpose needs to be connected with the business model, i.e., have a connection with the existing business model.
- It needs to motivate business to continuously evolve and do better.
- The purpose needs to distinguish the organisation from its competitors.
- The purpose should create a positive impact and inspire internal and external stakeholders to take a step in the direction.

2.4.3 Integrate:

- The next step is to embed the purpose into all the core processes of the business. The embedding requires consistency and time. An organisation can embed the purpose into its operations in the following way:
- The purpose needs to be the guiding principle while undertaking strategic and operating decisions. It is helpful in capitalizing on the existing set-up and be in alignment with the purpose.
- The management of the Company must inform the talent hiring team of the organisational purpose. Further, these personals must be equipped to drive the culture change that will enhance the purpose.
- The external stakeholders must be engaged within the purpose. The purpose must always be displayed on the organisational portals to emphasize the importance of purpose.

2.4.4 Express

The businesses must indicate their continuous alignment with the purpose by undertaking different initiatives such as developing innovative business projects or undertaking engagement initiatives.

2.4.5 Evaluate

Lastly, it is imperative for businesses to assess the performance and if it is along the lines of the purpose. The Organisation must review original guidelines, integrate performance matrices, and understand the performance and collate a report of the findings to identify improvement areas.

3. Methods

3.1 Research Strategy

The researcher conducted semi-structured interviews with business stakeholders from different sectors such as consulting, retail, automobile manufacturing and hospitality. The interviews helped the researcher understand the points of view and the sensitivity of the issue. The researcher critically studied the empirical studies stated in section 2. Based on the study, the researcher formulated certain hypothesis for testing. The hypotheses are listed as follows:

Research Hypothesis (H1):

1. Senior Management's drive and intent are critical to establish a culture of sustainability, to embed it in their processes and to motivate employees to innovate further.
2. Educating customers, through effective marketing tools, regarding the importance of sustainably manufactured products creates awareness regarding these products and drives their consumption.
3. Alignment of suppliers and vendors is important in creating a long-term plan for sustainable marketing and helps demonstrate the organisation's commitment to sustainability.

Null Hypothesis (H0):

1. Contrary to several small organisations in emerging economies, multinational companies are slow with the transformation towards sustainability due to their scale of operations, despite the abundance of resources and sometimes lack of management intent.
2. Without the involvement and support of local communities, transformation towards sustainable marketing is difficult to achieve for an organisation.
3. Organisations that operate on the principles of sustainability have lower profit margins.

For each of these hypotheses, the researcher prepared a questionnaire that would help him/her test the hypothesis (refer to **Appendix 6** for the list of questions and **Appendix 7** for the list of questions corresponding with each hypothesis). Regarding the online questionnaire, all the responses were recorded and collected within two weeks, having given sufficient time for the respondents to answer the survey entirely. The survey questions (refer to **Appendix 6**) are highly connected with the hypothesis, consequently with the empirical studies used in the Literature Review.

The researcher used an online questionnaire to assess the thoughts, in a larger number of respondents, surrounding organisations' move towards sustainability. The researcher aimed to understand and interpret the outlook with respondents from different backgrounds regarding their understanding and possible experiences towards sustainable transformation. In the current state of the pandemic, people globally are more comfortable working digitally. The researcher sought to obtain responses from participants ranging from 100 to 150 respondents.

The 2030 purpose has been emphasized greatly. The pandemic is a unique time and has given a chance to businesses and people to reflect on the environmental damage caused. This has cascaded into people understanding the concept, impact better, gathering information on the risks if changes towards sustainability are not undertaken.

Additionally, the pandemic broadened the organisation's perspective of how the employees can work remotely. It also forced organisations globally to change the way they work and rethinking their operations. While organisations have to be flexible and strong while redesigning their supply chain and operations, they need to primarily adopt long-term thinking and work on developing sustainable business models and behaviours (World Business Council for Sustainable Development, 2020). Leaders have been recognised for the changes seen in respective organisations for working towards sustainability. In 2020, other than companies such as Unilever, Patagonia and IKEA, new entrants from emerging economies such as Tata Group from India and Natura from Brazil were added to the list (The Sustainability Leaders, 2020). While organisations are making these changes on a great scale, it was a great opportunity to understand the perspectives of employees, through the online questionnaire, in different organisations globally. Through this survey, the researcher intended to collect information that the participants were already sensitized of.

3.2 Data Collection

Based on the literature, theories and concepts concerning sustainability, a deductive approach has been used as the conclusions will be formulated based on the observations from interaction with professionals. The researcher has no possibility to find new theories; however, a deduction of patterns currently being followed globally will be made. Therefore, the deductive approach has been followed over the inductive method.

The existing literature, discussed in section 2, reviewed actual cases and steps undertaken in the transformation towards sustainability via the implementation of strategies within companies. In addition, the researcher's main goal is to identify the perspectives of professionals in different industries regarding this topic and compare it with the implementation of empirical studies. That is why an exploratory study was led – it helped obtain more testimonial information via questions (Bell, 2010).

Since the aim of this research is to understand the outlook and opinions of employees in different sectors, an in-depth examination has been conducted. Therefore, the mixed method – both quantitative and qualitative methods to collect the data has been used by the researcher for the purposes of this research (Silverman, 2010, p. 6). The researcher used both primary and secondary data sources for the purposes of this research.

The researcher decided to perform a qualitative approach to gather data for all the hypotheses and undertake an in-depth examination into the implementation of these theories in organisations across business sectors and geographies. In addition, the quantitative approach has helped the researcher to interact with more professionals and obtain a better understanding of some practices that may play a crucial role.

Since the research followed a deductive approach, it was not aimed at finding new theories. Therefore, instead of measuring the impacts of a change in practices, the researcher was concerned about understanding the perceptions of professionals around

the world towards sustainability. Thus, a direct link between the theoretical framework and the actual transformation planning can be demonstrated in the results and findings section of this study.

In a nutshell, a mixed-method, both quantitative and qualitative methods, have been used throughout this research by the researcher for all hypotheses formulated.

The population of this study were to be professionals involved in various businesses across the globe. It included professionals from a wide range of sectors, departments, and seniority. However, it would not be possible to collect data from the entire population of professionals; thus, the researcher had to refer to a sample that represented the population.

The main criteria for selecting the right sample were to pick key companies operating in different industries from various parts of the world. Four participants were interviewed. The sample was taken from the following companies: Ernst & Young, PepsiCo, Maruti Automobiles Limited, Apollo Hospitals. The sample preferred to stay anonymous; hence the researcher will use their inputs in the research; however, the researcher will not cite them.

The online questionnaire was distributed through online platforms, such as WhatsApp, LinkedIn, and emails. The first four questions of the questionnaire (refer to **Appendix 6**) helped the researcher to collect data such as professional experience and the area of operation to evaluate the quality of inputs received and select relevant data to achieve the objective of this study.

To conduct the research, the researcher used objective sampling; the choice of the interviewees was not random. Further, the possible outcomes from the semi-structured interviews led the researcher to use subjectivity while selecting it (Saunders et al., 2012).

The volunteer sampling method has been used in this research paper. As Saunders et al. (2012, p. 289) explain it, the respondents were candidates that wanted to participate in the research and were willing to help the researcher to reach the objective of this research. The link for the online questionnaire was shared by the researcher with all his/her contacts in the relevant sector, asking for interlinkage between business and sustainability. Then, the contacts transferred the email on behalf of the researcher, querying if they were willing to collaborate for the research. Thus, a snowballing effect was created to reach a good volunteer sample, especially for the online questionnaire (Saunders et al., 2012, p. 290).

The limitations of this sampling method could be that the interviewees were only selected through the researcher's contacts, and difficulties to reach the governmental or regulatory points of contact were encountered.

The qualitative research was conducted through semi-structured interviews. According to Myers (2013, p. 122), semi-structured interviews involve certain pre-formulated questions prepared by the researcher prior to the interview; however, depending on the flow of the interview, the researcher can decide to alter or add questions.

Furthermore, this type of interview did not allow the researcher to ask immediate follow-up questions and understand the intrinsic meaning of their answers. However, this downside has been corrected by follow-up questions, wherever possible and wherever needed. If the interviewee did not perceive the meaning of the questions as the researcher designed them, it was possible to communicate with this specific participant and clarify or understand their responses better.

Where there was no interaction with the candidates, the researcher did not influence the answers with any opinion.

The data were collected in two tranches through semi-structured interviews online questionnaire. The researcher decided to first conduct semi-structured interviews to understand the improvement areas in the questionnaire. These learnings were translated into a better-structured questionnaire sent online to the participants of this study.

Where there was no interaction with the candidates, the researcher did not influence the answers with any opinion.

The researcher had to extract the raw data from the semi-structured interviews before analysing them.

Firstly, for the semi-structured interviews, the researcher took notes of the main topics. Secondly, for the online questionnaire, the researcher had to analyse the data in an effective manner, given the time constraint. The researcher used different colours for each of the hypothesis and the type of question that was associated with this respective hypothesis as indicated in (refer to **Appendix 7**) (Silverman, 2010, p. 219). This colour coding was helpful for the interviewer in preparing the transcript for the interview and assess the different hypothesis addressed by the answers.

The green colour was used for the questions covering hypothesis one, blue for hypothesis two, orange for hypothesis three, grey for hypothesis four, yellow for hypothesis five, pink for hypothesis six.

The online platform used to create the survey and collect the data is Google Forms. It also has helped in gathering all responses and reviewing them as a percentage view to enable the researcher to use them to prepare formal charts in Microsoft PowerPoint.

While analysing the data collected, the researcher ensured that it was continuously linked to the raw data and the concepts circling the topic of the research. According to Clarke and Braun (2006, p. 4), the thematic analysis method is a process that works with raw data to understand crucial ideas or concepts. Therefore, the colour scheme helped the researcher identify different themes covered by the respondents' answers and identify the main theories in relation to the objectives set. Subsequently, the researcher had the opportunity to compare different points of view of the respondents. The thematic method helped the researcher link the existing literature, discussed in the "Literature Review", and the respondents' answers and compare them minutely. The questions were designed according to the main themes of the literature reviewed. This enabled a direct linkage between the answers and the concepts that are discussed in the "Literature Review".

According to Shenton (2004), the trustworthiness of a research must be compounded by four key pillars – credibility, transferability, dependability, and conformability – all directed at enhancing the internal and external validity of the research.

The credibility of the qualitative data is represented by the credibility of the interviewees and the interviewer, which refer to the internal validity of the study (Silverman, 2010, p. 275). Additionally, the credibility of the interviewees was warranted by their experience and background. It was an indication of developing a certain level of expertise in the business world and a vision of the move into the future.

Firstly, the credibility of the interviewer can be tested as both the positive and the negative responses and contributions to the research paper were taken into consideration. Moreover, transcribing errors (Silverman, 2010, p. 287) were minimal as the questionnaire was answered through online sources and the recording of the responses were in writing.

Finally, as stated by Shenton (2004), the triangulation of the research method elevates the credibility of the study. The utilisation of semi-structured interviews, as a pilot study, to then collect data and points from online questionnaire demonstrates the integrity and the merit in the questions asked.

The credibility of the quantitative data is represented by the credibility of the respondents and the quality of the online survey, which can be referred to for the internal validity of the study (Silverman, 2010).

According to Saunders et al. (2012), the external validity for a qualitative and quantitative study is heightened by the potential duplication of the study in a different situation.

However, the transferability of the research could have been questioned due to the elasticity of the semi-structured interviews. Nevertheless, the use of semi-structured interviews via online modes adds to an eventual transferability in a different situation. Future researchers could indeed use the same interview questions asked via online modes. Moreover, the findings can also be transferred to further research conducted at different stages of transformation in different regions. The same method can be used for the questionnaire.

The dependability of the study corresponds to the fact that if this research was conducted again, with the same context, method and participants, the results obtained should be identical to the previous ones (Shenton, 2004, p. 71). Thus, the researcher aimed to include his/her goals and objectives and the interview questions in his/her research paper in order to make a duplication of the research possible. In addition, the researcher included recommendations to his/her study to provide guidance to potential researchers to further study this area.

The impartiality of the research, especially with the results and recommendations, was crucial for the researcher from the beginning of this research. Thus, the use of triangulation helped the researcher to query the interviewees with open-ended questions. The use of open-ended questions in the structured and semi-structured interviews could not alter the impartiality of the answers. The respondents in the online

survey were isolated and answered the questions by themselves independently, without any partiality and interaction with the researcher.

4. Findings

The researcher analysed the findings of the online questionnaire and critically studied the empirical studies to understand the key findings of this study.

For this research, interviewees were divided into three different categories to evaluate the differences or similarities in their thoughts regarding sustainability and gather their ideas and opinions in terms of the move towards sustainability in their work environment. The three categories are listed as follows:

- Age
- If they were employees
- Size of the employer organisation

The interview questions covered themes such as sustainable transformation strategy, the role of management in this transformation, innovation drivers, introducing the practice in organisational structure and the role and impact on customers in a sustainable world (the interview questions can be seen in **Appendix 6**). As mentioned in the Methodology part, a qualitative study has been performed. To have a sufficient sample of the population, the researcher managed to interview four professionals from different fields and industries globally. The sample preferred to stay anonymous; hence the researcher will use their inputs in the research; however, the researcher will not cite them.

For the questionnaire online, the researcher managed to obtain 142 answers, principally from workers (125) and students (17).

The questionnaire was made using Google Forms, and results were built around the first question – whether the participants were working or studying.

According to the survey, 88% of the respondents were working, and 12% were studying. The age range of the respondents varied. 12% are aged between 18 and 30 years old, 52% are aged 31 to 40, 34% 41 to 50 and 2% are older than 51 years old. The percentage split of the age range can be seen in **Appendix 8**.

The fourth question asked is the size of their current Company, which could explain their future answers as well as is important to take into consideration for the hypothesis testing. 37% of the respondents are working in a Company with less than 100 employees, 18% for a Company employing between 100 and 500 employees, 14% of the respondents are working for a Company employing between 100 and 500 employees and 31% of respondents are working for a Company with more than 1000 employees **Appendix 9**.

With the goal to assess the trustworthiness of the hypotheses, the researcher used the online questionnaire to draw conclusions of the hypotheses testing.

4.1 Hypothesis 1

In connection with the literature studied in section 2, it has been seen that the intent of the top management is the driving force for establishing a culture of doing business sustainably and embedding this culture in the core processes of the organisation.

Question number 5 of the online survey aimed to understand if the management of the organisation was responsible for motivating its employees 56% of the respondents strongly agree, 30% of the respondents, 14% neither agree nor disagree while 0% disagreed and strongly disagreed. Further, the respondents mentioned that management is responsible for driving the culture in the organisation and motivating its employees, while some mentioned that management could not be the sole driving force (refer to **Appendix 10**).

Question 6 aims to understand if practising the concepts of sustainability through every organisational process is an effective method of leading organisational transformation and understanding other effective factors. According to the results of the online questionnaire, 47% of the respondents indicated most effective, 23% find it somewhat effective, 16% find it substantially effective, 9% find it somewhat effective, and 5% find it least effective. Respondents further stated that the concept of sustainability may also be gradually integrated into all the processes as the move towards sustainability is a gradual process. (Refer to **Appendix 11**).

Question 7 was to understand the key drivers of organisational transformation. According to the results of the online questionnaire, 17% of the respondents indicated organisation culture, 28% of indicated innovation, 18% stakeholder alignment, 35% effective marketing and 2% certification and affiliations. (Refer to **Appendix 12**). A majority of the respondents indicated that a combination of innovation and marketing would be effective with they move towards sustainability.

Question 8 was aimed to understand the link between an effective marketing model and the organisational culture. A majority, 21% of the respondents indicated a strong link, 37% indicated a significant link, 30% indicated a sufficient link, 10% indicated some link, and 2% indicated no link. A majority of respondents found a strong link between an effective marketing model and the organisational culture. Further, the respondents stated that a marketing model would reflect the organisation's thought: dynamic, innovative, agile. (Refer to **Appendix 13**)

According to the interviewees, the management of the organisation is responsible for driving the culture of innovation in the organisation. Further, integrating the concept of sustainability in organisational processes is important, with innovation and effective marketing tools as key drivers of the concept of sustainability. Lastly, an effective marketing tool is deeply connected with the organisational culture.

4.2 Hypothesis 2:

Regarding the literature studied in section 2, marketing as a tool to create awareness among customers helps drive consumption of sustainably manufactured products and optimal usage and disposal of the products.

Question 9, of the online questionnaire is to understand if lack of awareness among consumers regarding sustainably manufactured products as a bottleneck for the consumption of these products. 53% of the respondents find it most effective, 20% find it somewhat effective, 12% substantially effective, 8% somewhat effective and 4% least effective. The majority of the respondents indicated that creating awareness about the products among the customers will drive the consumption. Further, the respondents also stated that creating awareness of different certifications will also be helpful for creating awareness among customers (refer to **Appendix 14**).

Question 10 aims to explore how marketing can be used as an effective tool for increasing the product life cycle. 41% of respondents find it the most effective tool, 37% stated it is very effective, 12% stated it is substantially effective, 7% somewhat effective and 3% least effective. A majority of the respondents stated that marketing could be used to increase knowledge in connection with optimal utilisation of products and their effective disposal (refer to **Appendix 15**).

Question 11 aims to explore if any changes need to be made to the introduction of sustainability as a parameter while the development of the marketing model. 38% of respondents strongly agree, 23% agree, 22% neither agree nor disagree, 15% strongly disagree, and 2% strongly disagree. A majority of the respondents indicated that changes need to be made to the existing market model. Further, the respondents indicated that sustainability needs to be factored in a while developing the new market model. (Refer to **Appendix 16**).

According to the interviewees, marketing must be used as a tool to create awareness among customers regarding sustainably manufactured products, optimal utilisation of the product and effective disposal. This will help increase the life cycle of the product. Additionally, it is important to integrate sustainability as a key parameter while the development of the marketing model.

4.3 Hypothesis 3:

Regarding the literature studied in section 2, it has been seen that the alignment of all stakeholders along the value chain towards sustainability is important. This also helps demonstrates the long-term intent and the commitment of the organisations towards sustainability.

Question 12 aims to understand the role of stakeholders in its journey towards transformation. Of the respondents, 32% stated that it would be very effective, 37% stated substantially effective, 22% stated substantially effective, 5% stated somewhat effective, and 4% stated least effective. A majority of the respondents stated that it is important to have a business environment that works with a common goal towards sustainability as the entire transformation will be achieved with involvement from all the stakeholders (refer to **Appendix 17**).

Question 13 was to understand if an organisation demonstrates sustainability by being selective of suppliers and vendors who have alignment with the organisation's goals. 35% of the respondents stated most relevant, 33% indicated very relevant, 20% indicated substantially relevant, 10% somewhat relevant, and 2% indicated least relevant. A majority of the respondents indicated that being selective of its suppliers

and vendors is crucial as they will act as enablers in the transformation journey. Further, this indicates the organisation's commitment to sustainability and helps in demonstrating it (refer to **Appendix 18**).

According to the interviewees, creating a business ecosystem and selecting vendors and suppliers that operate on the premise of sustainability is important. It helps in creating long-term sustainable solutions and helps to demonstrate the organisation's commitment toward sustainability in its marketing communications.

4.4 Hypothesis 4:

Regarding the literature in section 2, a smaller organisation in emerging economies moved towards sustainable operations primarily due to lack of resources and to prevent these limited available resources. Large corporations operate in different geographies, sometimes with a wide range of products and bringing about a change in their operations and processes may take longer.

Question 14 of the online questionnaire aimed to understand if larger corporations are proactive or resistant in changing their marketing and operations towards sustainability. 54% of the respondents stated that larger corporations are very proactive, 27% stated proactive, 10% stated neither resistant nor proactive, 7% stated somewhat resistant, and 2% stated resistant. A majority of respondents stated that certain larger corporations have already made their move towards sustainability and are following a continuous improvement plan to monitor the changes (refer to **Appendix 19**).

Question 15 was aimed to understand if the lack of resources is the key driving force for organisations in the emerging economies is. 47% of the respondents strongly agree, 34% agree, 10% neither agree nor disagree, 6% disagree, 3% strongly disagree. A majority of the respondents indicated that lack of resources drives innovation, marketing it well and optimising the operations (refer to **Appendix 20**).

According to the interviewees, larger corporations are proactive in bringing about change; however, the size of their operations and accountability to shareholders makes their actions less agile. Further smaller corporations in the emerging economies have to find solutions either because of a shortage of resources or because they want to create a differentiating factor.

4.5 Hypothesis 5:

Regarding the study in section 2, gaining insights from the local skilled labours is beneficial for helping with things like marketing, procuring and waste disposal without causing any harm to the businesses.

Question 16 aims to understand the role of knowledge gained by the local community in driving effective marketing. 32% find it most effective, 24% very effective, 22% substantially effective, 17% somewhat effective and 5% least effective. The respondents further indicated that for larger organisations, creating a marketing model that factors in local requirements such as culturally acceptable behaviour is essential. Furthermore, for small organisations reaching out to the local communities in ways best

suited to them is important and actionable, given the local reach through its employees (refer to **Appendix 21**).

Question 17 aims to understand the role of knowledge of the local market in driving the successful transformation towards sustainability. 39% of the respondents strongly agree, 33% agree, 22% neither agree nor disagree, and 6% disagree. The respondents stated that understanding attributes of some resources that may be locally available and be sourced effectively is crucial for driving innovation towards sustainability. Further, effective disposal of waste material can also be worked with local knowledge (refer to **Appendix 22**).

According to the interviewees, deriving key information from local communities and skilled labours can be beneficial not only in formulating an effective marketing strategy that appeals to all but also to drive innovation based on local sourcing of products that may be useful and effective management of waste.

4.6 Hypothesis 6:

Regarding the study in section 2, seeing the impact of sustainability on the profitability of the organisation and on people and planet in the longer run.

Question 18 aims to understand how sustainability affects the profitability of the organisation. 20% of the respondents stated most effective, 36% stated very effective, 27% stated substantially effective, 10% stated somewhat effective, and 7% least effective. A majority of the respondents indicated that for continuing its operations in the long-term, organisations would have to move towards sustainability and optimise processes and integrate sustainability (refer to **Appendix 23**).

Question 19 aims to understand how sustainability affects the people, the planet, and the organisation in the long term. 32% of the respondents stated most effective, 44% stated very effective, 17% stated substantially effective, 6% stated somewhat effective, and 1% least effective. A majority of the respondents indicated that sustainability would bring about a positive impact on the planet, the people of the organisation and the organisation in the longer run (refer to **Appendix 24**).

According to the interviewees, the move towards sustainable operations will have a positive impact on the profitability, the employees, the customers, and the organisations in the longer run. It will ensure that the organisation can operate for a longer period.

5. Conclusions, Limitations, and Recommendations

5.1. Key Discoveries

The research indicated the need for transformation toward sustainability. Issues such as climate change, loss of biodiversity, scarcity of freshwater, plastic wastage and others need to be addressed on priority. Businesses in different sectors, in developed as well as in emerging economies, have undertaken various steps to effect this change. These steps have been taken at the core of the organisation and have gradually been implemented through different business processes. The empirical studies revealed a similar pattern followed by organisations.

5.1.1 Importance of being Purpose-led

The studies further stated the importance of the organisation being led by a purpose. This purpose was to define the reason for the organisations' existence and their move towards sustainability. Additionally, the purpose was to be effectively broken down into elements that could be integrated into different processes and sub-processes effectively. To ensure that the objective was successfully met, subsequent evaluation and assessment play as crucial roles as the formation of purpose and integrating it into the processes are. The transformation is a continuous process and needs the management of the organisation to emphasise the objective and work towards advancements continuously.

5.1.2 Role of management and stakeholders

The semi-structured interviews and the online questionnaire provided further insights into the perspectives of the professionals working across organisations. It was seen that the management of the organisation plays a crucial role in changing and driving the organisation in the direction of sustainability. The organisation culture further motivates its employees to innovate and develop better solutions. In order to effectively deliver on the organisation's objective towards sustainability, it is important to build a business ecosystem wherein different stakeholders, such as suppliers, vendors and local communities, align with the overall goal of sustainability. This not only helps the organisation to transform its processes but also helps demonstrate and continually improve its commitment to sustainability. In the long term, finding alternative methods of doing business and finding ways to continuously improvise will help organisations to stay going concerns longer (Knut Haanaes, 2016).

5.2 Futuristic Marketing

Other than being purpose-led, certain organisational pillars, such as marketing, were also seen to play a great role in the transformation. Etymologically, marketing has been used to spread the awareness of products and services in different geographies. As industrialisation took place in different regions, the role of marketing developed over time. Later liberalisation and introduction of foreign businesses used marketing as a tool to create brand equity. Apple, a leading mobile manufacturer, has become famous for its products' launches. Every year, followers of the brand look forward to the event and unravelling the brand's new products and their features.

5.2.1 Changing marketing framework

Similarly, the role of marketing will ameliorate the significance of the transformation, by the organisation, towards sustainability. Organisations may change their operations to operate in a sustainable way; however, to promote incremental consumption of these products, organisations must ensure that their efforts are communicated to the customers successfully. Critics of marketing have been suspected of trying to get people what they do not need by exaggerating attributes and overpromising the performance. However, overcoming the criticism and going back to the fundamentals of marketing has become important. The introduction of a new fringe to the marketing model may be explored. Another component to the marketing mix (in addition to the 7Ps) that measures the impact of marketing on sustainability and impact sustainably manufactured products must be developed. Finally, in addition to creating awareness, in the long-term, marketing may also be used as a tool to educate consumers on effective usage of the products and their effective disposal. This will help increase the product life cycle and help with waste management.

5.2.2 Changing marketing methods

With the development of digital marketing, the emphasis created in driving aspects of the transformation may be achieved. The empirical studies in the research showed how different organisation used different modes of marketing for their products. They also spoke about how these were manufactured without any harm to the environment. As seen in Jain Irrigation Systems, certain organisation developed a localised marketing method by capitalising on the know-how of the local talent. The entity developed marketing techniques that would appeal to the local population, then shift to changing the mode of operation for the sector in a specific region and finally move to an international level to share its know-how and develop radically innovative ways of changing the irrigation systems globally. The growth of the organisation from a small region in an emerging economy to an organisation consulting internationally on the issue of irrigation system is an example of lasting progress made through sustainable operations. While certain organisation used association with Fair Trade and other certifications as a method for marketing, certain organisation used association with bodies such as the World Wide Fund to create awareness about their business. The intents of these organisations were to create awareness of their products and practices; they achieved financial success over the years and are pioneers in their respective domains.

5.3 Recommendations of a sustainable business model

The transformation cannot be a drastic step but a gradual one. The business model needs to undergo change and could be the guiding principle for this transformative journey. Though there are different factors that need to be considered for different industries, such as retail (personalised products, food) to the manufacturing of automobiles and heavy machineries, there are certain changes that are common. These changes can be moved along the following steps of the transformational journey:

5.3.1 Reforming Purpose and Values

The 2030 mission will have to be broken down, and key objectives will have to be extracted. These objectives could be evaluated from the perspective of being achievable and relevant so as to be embedded into the organisational purpose. The organisational purpose will be the driving force and the guiding principle for organisations through this journey of transformation. The purpose will also help the management create values which will then be the motivator for carrying out improvements in the core processes.

5.3.2 Strategic Transformation

Formulating the purpose is a crucial step in understanding the vision of the organisation. However, to achieve this vision, it must be broken down into short term goals and actionable points that can be achieved for formulating a Strategy. The Strategy needs to include points that will define the changes and the method for making these changes. Further, these strategic changes can be incorporated into points of action for each organisational processes such as procurement, manufacturing, packaging, sales and marketing, finance, among others. It is important that the strategy and the suggested changes are revisited to make suitable revisions as and when required.

5.3.3 Impact Analysis

By operating sustainably, organisations are creating an impact for various stakeholders. Some of these are illustrated as follows:

5.3.3.1 Shareholders

When organisations are undergoing a change, the shareholders are sceptical of the performance of the organisation. However, operating sustainably will assure long-term operations due to the selection of resources that are available in abundance and the innovative approach undertaken by the organisations. Through this approach, the long-term value will be created and will enhance the shareholders' value.

5.3.3.2 Employees and Vendors

The employees are encouraged to think differently and develop solutions that can be achieved in the longer term. When the employees see that the organisation is driven by an ethical purpose over a profit-making one, they are encouraged to find solutions that will help achieve results. Additionally, the employees are encouraged to work and engage with the organisation for a longer term.

Similarly, the vendors that work with a purpose-led organisation will be encouraged to do better and contribute for the greater good. This helps in creating long-lasting business relationships.

5.3.3.3 Regulators

The government and regulators do not currently have regulations for the corporations to abide by. There are only disclosures regarding harmful emissions that need to be made. If businesses proactively work in the direction of sustainability, then the

government and regulators will formulate a governing framework. The regulators will also be encouraged to develop a better trust-based relationship with businesses.

5.3.3.4 Planet

Ultimately the benefit of operating sustainably will impact planet Earth the most. By working towards solutions that preserve resources, organisations will create the largest impact on the planet. By reducing the emission of greenhouse gases, the rise in average temperature year on year can be controlled by using methods raw materials and packaging products can help in managing waste effectively and reduce environmental damage.

5.3.4 Pricing

Currently, due to various factors, sustainably manufactured goods are generally priced at a premium. This has been one of the major factors driving customers away from these products. However, it is necessary to drive the consumption of these products, particularly for organisations to achieve economies of scale and to attain the environmental objective. The organisations can achieve this by targeting premium clients who have sufficient purchasing power and do not consider marginally higher price as a hindrance for purchasing these products.

After establishing a presence in the premium market, organisations can move towards cheaper markets and customers. Through the customer base already achieved, the organisations can achieve operational efficiency and work on developing products to penetrate cheaper markets. Eventually, organisations can shift their entire operations towards sustainability. Simultaneously, an effective marketing strategy that justifies the emphasis on the importance of using sustainably manufactured products and the results achieved can help demonstrate the environmental impact and the organisation's values, culture, and commitment (refer to **Appendix 25** for a representation of the recommendation).

With the economic objectives in line, an organisation can further work on developing innovative solutions that are long-lasting. This gradual transformation will ensure permanence in business operations and will also direct the achievement of being an organisation operating on the principles of sustainability.

Lastly, management's intent in being purpose-led and in driving innovation can help the organisation with this transformational journey. The support of local talent, vendors, employees help the organisation take a successful step in the transformational journey. Effective marketing tools are needed to create awareness of the importance of sustainability and sustainably manufactured products and driving the consumption pattern.

5.4 Limitations of the research

Through this research, the main restriction and limitation the researcher encountered is the limitation of time.

The researcher understands that interviews conducted through questionnaire might not be optimal for qualitative research due to the possibility of lack of responsiveness and accuracy in the answers. If the interviewee does not grasp the real sense of the question, the possibility of the result being neglected exists. However, the researcher had no option with an online questionnaire as the participants categorically asked to receive the questions online, as they could not provide a specific appointment time to the researcher. The researcher added a space at the end of the survey where the respondents could add their thoughts.

The precious time of the participants was an important limitation, as they were able to offer only a few minutes of their time to the researcher.

Accessing a sample from busy business workers was problematic due to the time the interviewees needed to allot time for answering. It was difficult to interact with more sample owing to scheduling difficulties caused by the pandemic. The inconsistency in answers made the communication between the researcher and the interviewees difficult.

Moreover, access to government officials has been difficult to achieve.

5.5 Considerations for further research

Many organisations have taken steps in the direction towards reforming their operations; however, the steps taken are not widely known. In order to achieve the objective of sustainability, sharing knowledge among businesses will create an exponential effect. It will help some organisations save expending their resources on finding innovative ways of doing business. Instead, they could spend their resources on optimising these innovative ways. Further, using existing knowledge resources will improvise the development and operational aspects of these methods and will make the aspect of thinking in a sustainable manner a usual business activity. This will help create a cascading effect and create a greater impact in the foreseeable future. The impact of this knowledge sharing may be explored through further research and by interacting with experts and professionals in this field.

For further research, the implication of interviews would really benefit the outcomes of the study. The participants would be more willing to answer questions with greater interactions between the researcher and the interviewees and with more time available to them.

In addition, the implication of companies' management could as well benefit the content of the findings. A longer time to collect the online data from the survey would have more benefit, helping the researcher to collect many more answers from a larger sample of participants.

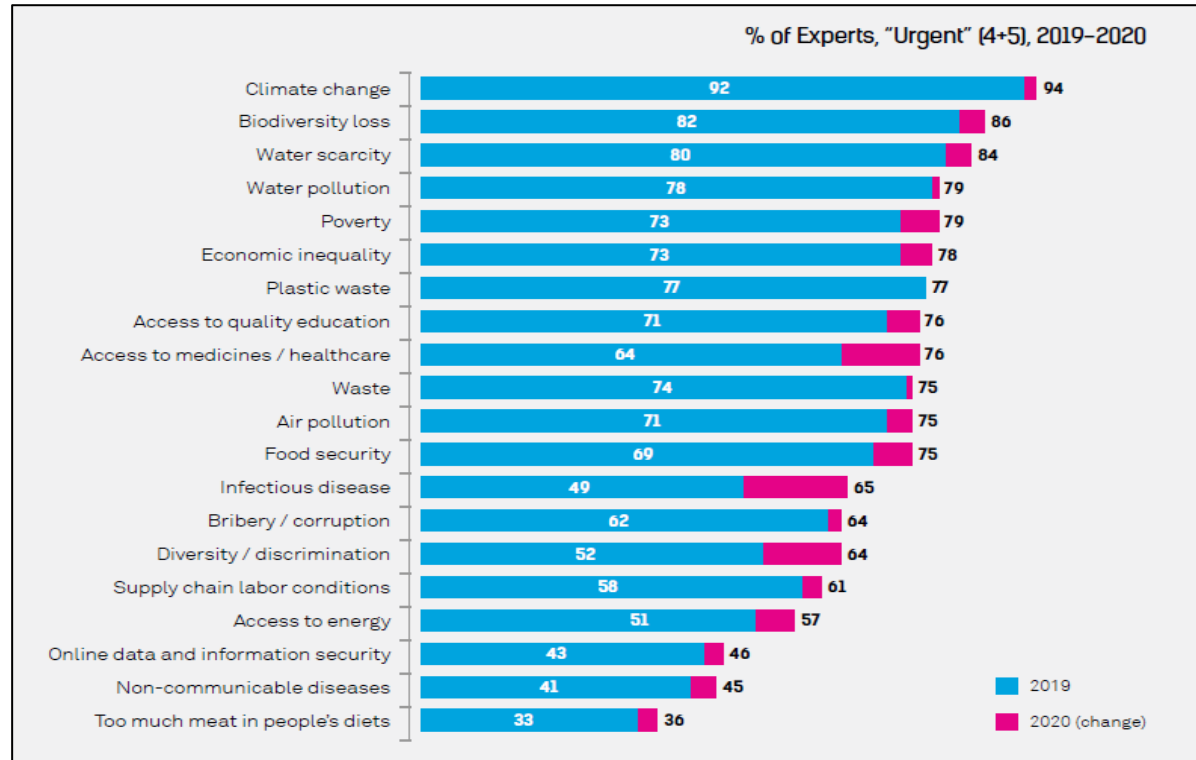
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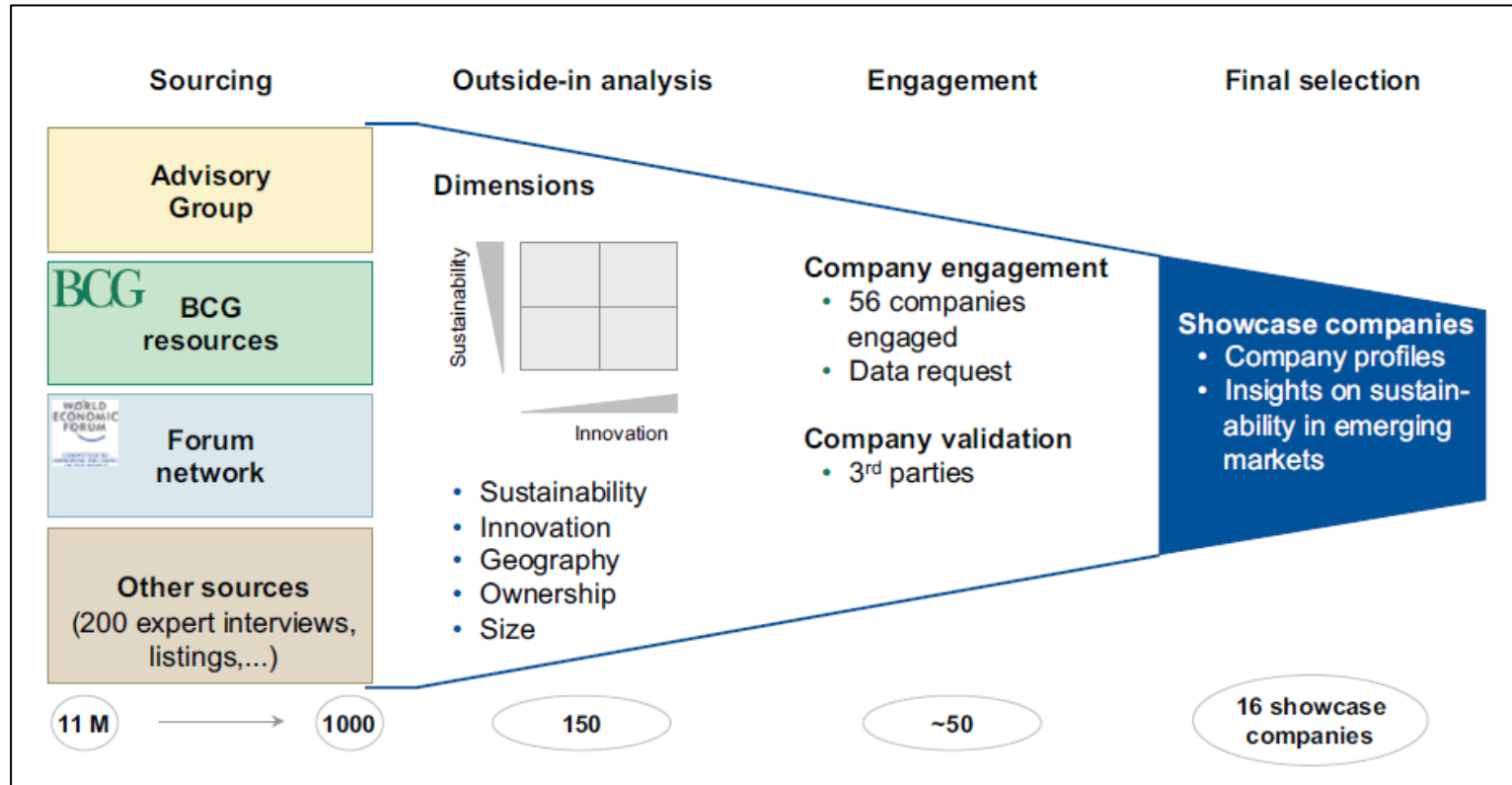
Appendices

Appendix 1: Resources that are under an urgent need to be addressed



Source: GSS Leaders survey, 2020

Appendix 2: Research methodology applied for selection of 16 cases

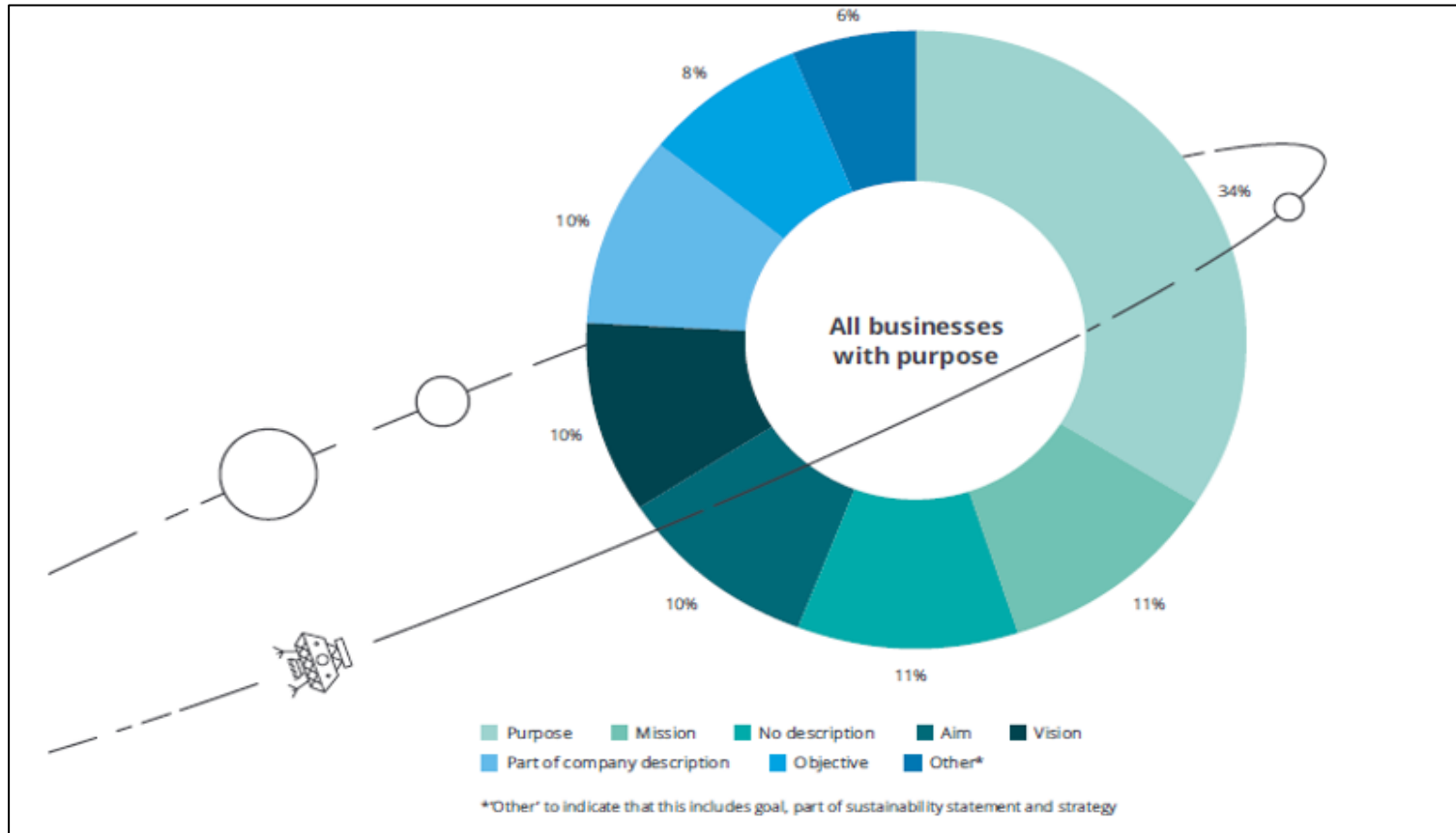


Source: *Redefining the Future of Growth: The New Sustainability Champions*, World Economic Forum, 2011

Appendix 3: Categorization of the purpose into SDGs of the top 150 FTSE350 companies

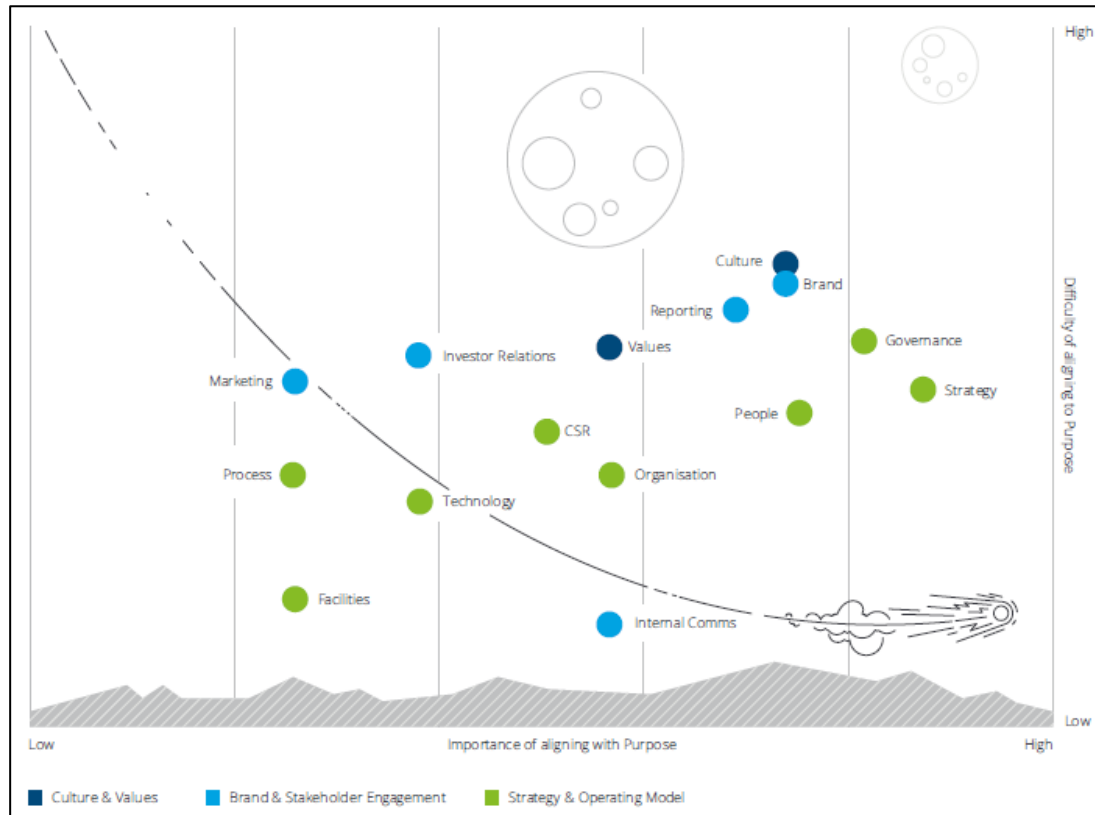
SDG No.	SDG	Percentage inclusion
1	No poverty	0.75
2	Zero Hunger	0
3	Good health and well being	8
4	Quality education	0.75
5	Gender Equality	0
6	Clean water and sanitation	1
7	Affordable clean energy	1
8	Decent work and economic growth	4
9	Industry, innovation, and infrastructure	6
10	Reduced inequalities	0.75
11	Sustainable cities and communities	2
12	Responsible consumption and production	0.75
13	Climate Action	0
14	Life Below Water	0
15	Life on Land	0
16	Peace and Justice Strong Institutions	0
17	Partnership to achieve Goal	0

Appendix 4: Categorisation of the purpose into different sections for top 150 FTSE350 companies



Source: Deloitte, 2017

Appendix 5: Prioritisation matrix indicating difficulty of aligning to the Purpose and importance of aligning to the purpose for top 150 FTSE350



Source: Deloitte, 2017

Appendix 6: List of questions

1. What is your name? Do you agree to be cited in my thesis or do you prefer to stay anonymous?
Name (Last name and first name)
Anonymous
2. What is your age?
18-30 years
31-40 years
41-50 years
51 years and above
3. Are you working or studying?
Working
Studying
4. What is the size of your Company?
0-100 employees
100-500 employees
500-1000 employees
More than 1000 employees
5. On a scale of 1 to 5 (1 being strongly disagree and 5 being strongly agree), how would you rate Management's responsibility in driving the culture of sustainability in the organisation and motivating its employees to innovate.
Please leave a comment explaining your selection
6. On a scale of 1 to 5 (1 being least effective and 5 most effective), how would you rate the effectiveness of introduction of sustainability concepts in organisational processes?
Please leave a comment in support of your answer
7. What factors are crucial for ensuring effectiveness of sustainability approach in organisations?
 - Organisation culture
 - Innovation
 - Stakeholder Alignment
 - Effective Marketing
 - Certification and Affiliation
8. On a scale of 1 to 5 (1 being the no link and 5 being the strong link), how would you rate the link between management's intent and driving innovation?
Please leave a comment in support of your answer

9. On a scale of 1 to 5 (1 being least effective and 5 most effective), how would you rate educating consumers as an effective measure in driving consumption of sustainably manufactured products?
Please leave a comment in support of your answer
10. On a scale of 1 to 5 (1 being the least effective and 5 being the most effective), how would you rate Marketing as an effective tool in changing customer behaviour?
Please leave a comment in support of your answer
11. On a scale of 1 to 5 (1 being strongly disagree and 5 being strongly agree), do you think that changes are needed in the existing market model to attract consumers towards sustainably manufactured products?
Please comment on what changes must be made
12. On a scale of 1 to 5 (1 being the least effective and 5 being the most effective), how would you rate the effectiveness of creating a business ecosystem that runs on sustainability?
Please leave a comment in support of your answer
13. On a scale of 1 to 5 (1 being the least relevant and 5 being the most relevant), how would you rate the relevance of selecting suppliers and vendors aligning to sustainability as a measure to demonstrating commitment to sustainable transformation?
Please leave a comment in support of your answer
14. On a scale of 1 to 5 (1 being very resistant and 5 proactive), how would you rate multinational companies' resistance to their operations in their move towards sustainability?
Please leave a comment in support of your answer
15. On a scale of 1 to 5 (1 being strongly disagree and 5 being strongly agree), do you think that lack of availability of resources is the key driver to innovation in organisations in the emerging economies?
Please leave a comment in support of your answer
16. On a scale of 1 to 5 (1 being least effective and 5 being most effective), how would you rate the support and knowledge of local community in driving businesses towards sustainability?
Please leave a comment in support of your answer
17. On a scale of 1 to 5 (1 being strongly disagree and 5 being strongly agree), do you think an in-depth understanding of the local market is a crucial factor for driving success in an organisation?
Please leave a comment in support of your answer

18. On a scale of 1 to 5 (1 being least effective and 5 being most effective), how would you rate sustainability affecting the profitability of the organisation?
Please leave a comment in support of your answer
19. On a scale of 1 to 5 (1 being least effective and 5 being most effective), how would you rate sustainability affecting its people, the planet, and the organisation in the longer run?
Please leave a comment in support of your answer

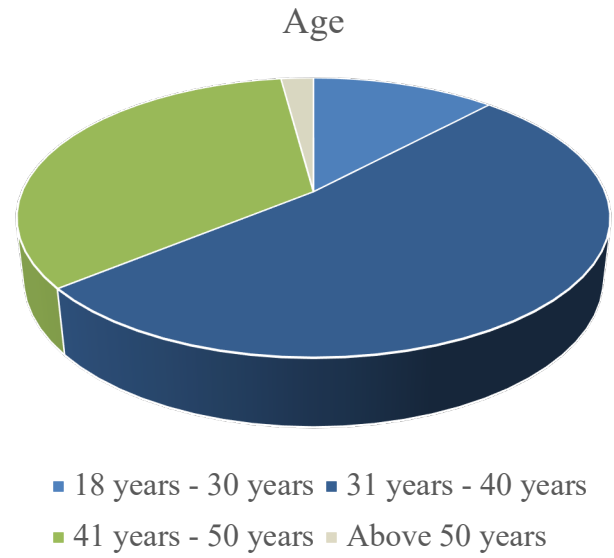
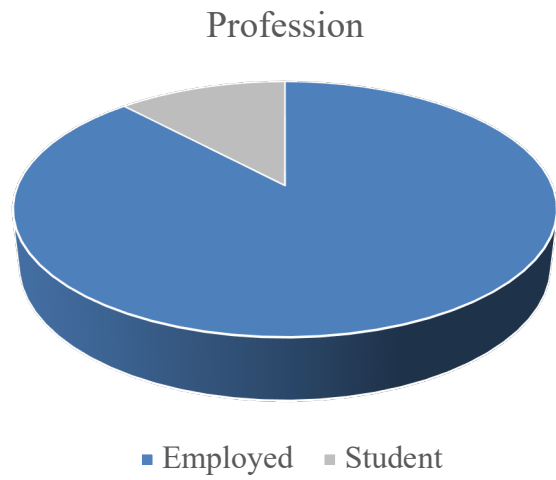
Appendix 7: List of questions corresponding with each hypothesis

Sr. No.	Hypothesis	Literature	Question	Purpose
1	1	World Economic Forum, 2011	On a scale of 1 to 5 (<i>1 being strongly disagree and 5 being strongly agree</i>), how would you rate Management's responsibility in driving the culture of sustainability in the organisation and motivating its employees to innovate. Please leave a comment explaining your selection	Understand the importance of management involvement in the areas of sustainability
2	1	Deloitte, 2017	On a scale of 1 to 5 (<i>1 being least effective and 5 most effective</i>), how would you rate the effectiveness of introduction of sustainability concepts in organisational processes? Please leave a comment in support of your answer	To understand the key driver of organisation wide transformation
3	1	Deloitte, 2017	What factors are crucial for ensuring effectiveness of sustainability approach in organisations? 1) Organisation culture 2) Innovation 3) Stakeholder Alignment 4) Effective Marketing 5) Certification and Affiliation	To gain the respondent's view on the subject
4	1	Deloitte, 2017	On a scale of 1 to 5 (<i>1 being the no link and 5 being the strong link</i>), how would you rate the link between management's intent and driving innovation? Please leave a comment in support of your answer	To assess of the management can push and drive a culture of innovation
5	2	World Economic Forum, 2011	On a scale of 1 to 5 (<i>1 being least effective and 5 most effective</i>), how would you rate educating consumers as an effective measure in driving consumption of sustainably manufactured products? Please leave a comment in support of your answer	To see if the current hindrance towards low consumption of these products is lack of education

Sr. No.	Hypothesis	Literature	Question	Purpose
6	2	World Economic Forum, 2011	On a scale of 1 to 5 (<i>1 being the least effective and 5 being the most effective</i>), how would you rate Marketing as an effective tool in changing customer behaviour? Please leave a comment in support of your answer	To understand if marketing can be an effective tool to change consumer behaviour
7	2	World Economic Forum, 2011	On a scale of 1 to 5 (<i>1 being strongly disagree and 5 being strongly agree</i>), do you think that changes are needed in the existing market model to attract consumers towards sustainably manufactured products? Please comment on what changes must be made	To see if any part of the seven marketing elements of marketing need to undergo change while driving sustainability
8	3	Deloitte, 2017	On a scale of 1 to 5 (<i>1 being the least effective and 5 being the most effective</i>), how would you rate the effectiveness of creating a business ecosystem that runs on sustainability? Please leave a comment in support of your answer	To understand the role of different stakeholders in driving the objective of sustainability
9	3	World Economic Forum, 2011	On a scale of 1 to 5 (<i>1 being the least relevant and 5 being the most relevant</i>), how would you rate the relevance of selecting suppliers and vendors aligning to sustainability as a measure to demonstrating commitment to sustainable transformation? Please leave a comment in support of your answer	To understand the role of suppliers and vendors in driving the transformation process
10	4	Deloitte, 2017	On a scale of 1 to 5 (<i>1 being very resistant and 5 proactive</i>), how would you rate multinational companies' resistance to their operations in their move towards sustainability? Please leave a comment in support of your answer	To understand the change readiness of large corporation on the topic of sustainability
11	4	World Economic Forum, 2011	On a scale of 1 to 5 (<i>1 being strongly disagree and 5 being strongly agree</i>), do you think that lack of availability of resources is the key driver to innovation in organisations in the emerging economies?	To assess the reason of drastic change in emerging economies in this area

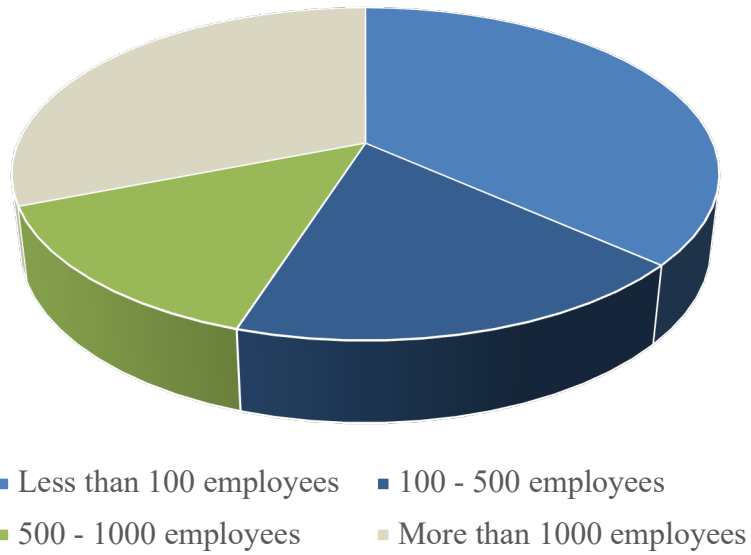
Sr. No.	Hypothesis	Literature	Question	Purpose
			Please leave a comment in support of your answer	
12	5	World Economic Forum, 2011	On a scale of 1 to 5 (<i>1 being least effective and 5 being most effective</i>), how would you rate the support and knowledge of local community in driving businesses towards sustainability? Please leave a comment in support of your answer	To gain an understanding of the contributing factors of through the transformational journey
13	5	Deloitte, 2017	On a scale of 1 to 5 (<i>1 being strongly disagree and 5 being strongly agree</i>), do you think an in-depth understanding of the local market is a crucial factor for driving success in an organisation? Please leave a comment in support of your answer	To understand the importance played by the local community
14	6	World Economic Forum, 2011	On a scale of 1 to 5 (<i>1 being least effective and 5 being most effective</i>), how would you rate sustainability affecting the profitability of the organisation? Please leave a comment in support of your answer	To understand if sustainably run operations affect the profitability of the business
15	6	Deloitte, 2017	On a scale of 1 to 5 (<i>1 being least effective and 5 being most effective</i>), how would you rate sustainability affecting its people, the planet, and the organisation in the longer run? Please leave a comment in support of your answer	To understand the impact of sustainably run operations on the employees and customers, planet, and the organisation in the longer run

Appendix 8: Demographic details of the participants of the online questionnaire

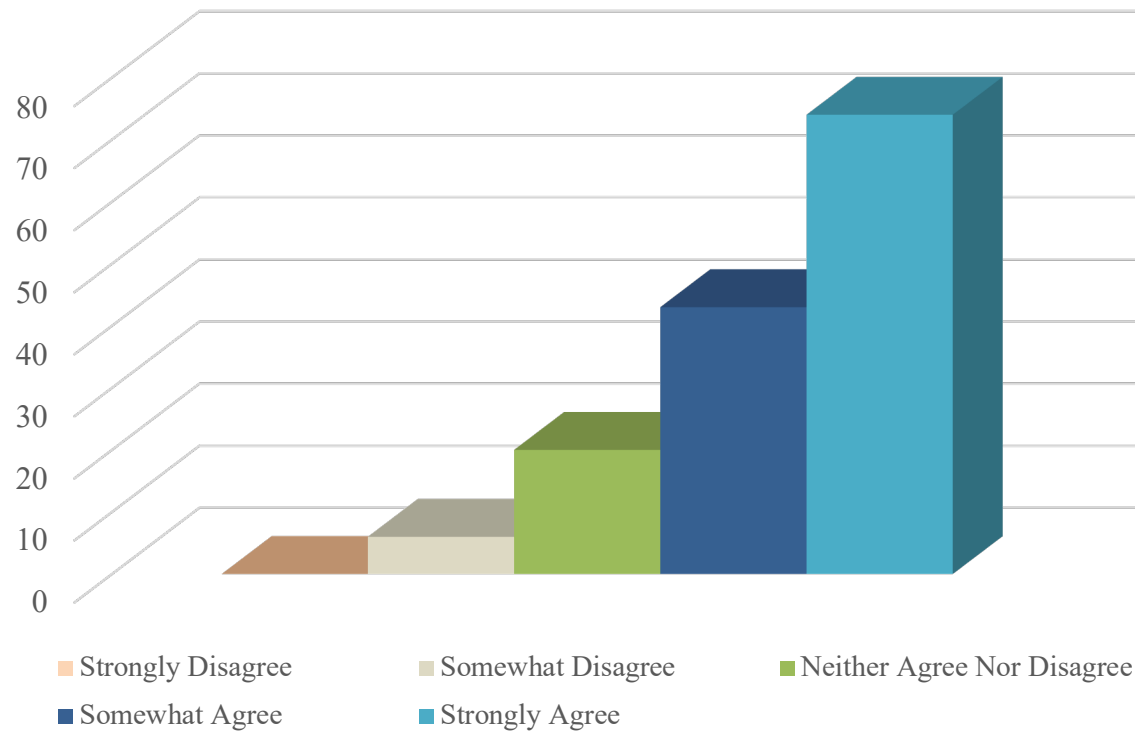


Appendix 9: Organisation size of the respondents of online questionnaire

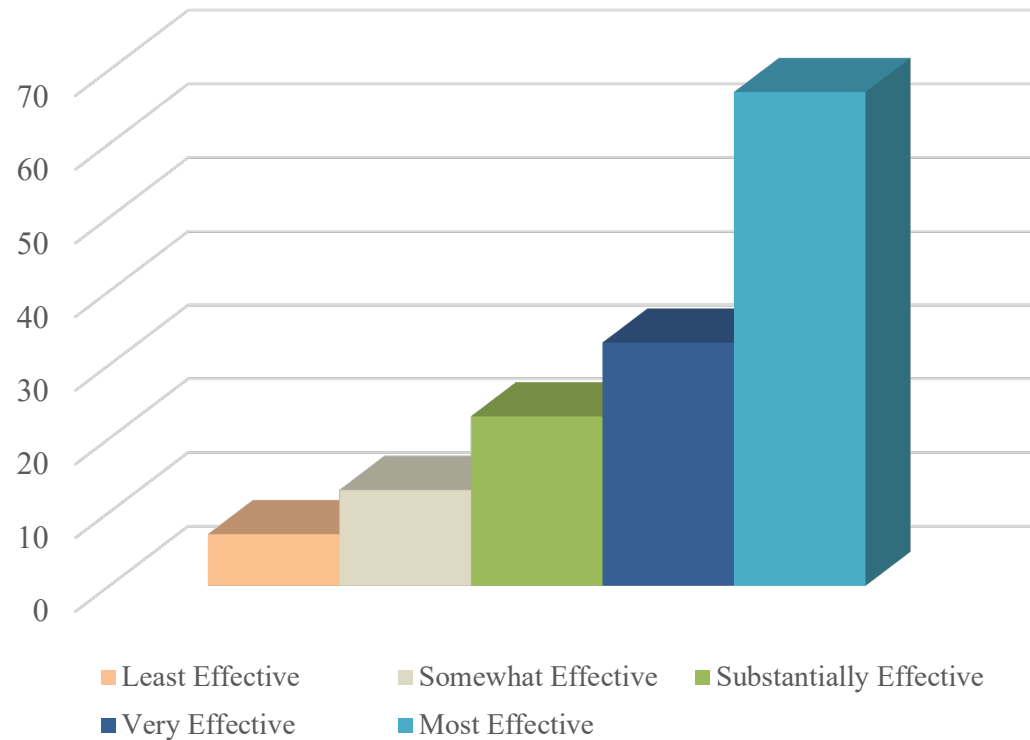
Number of Employees in your Organisation



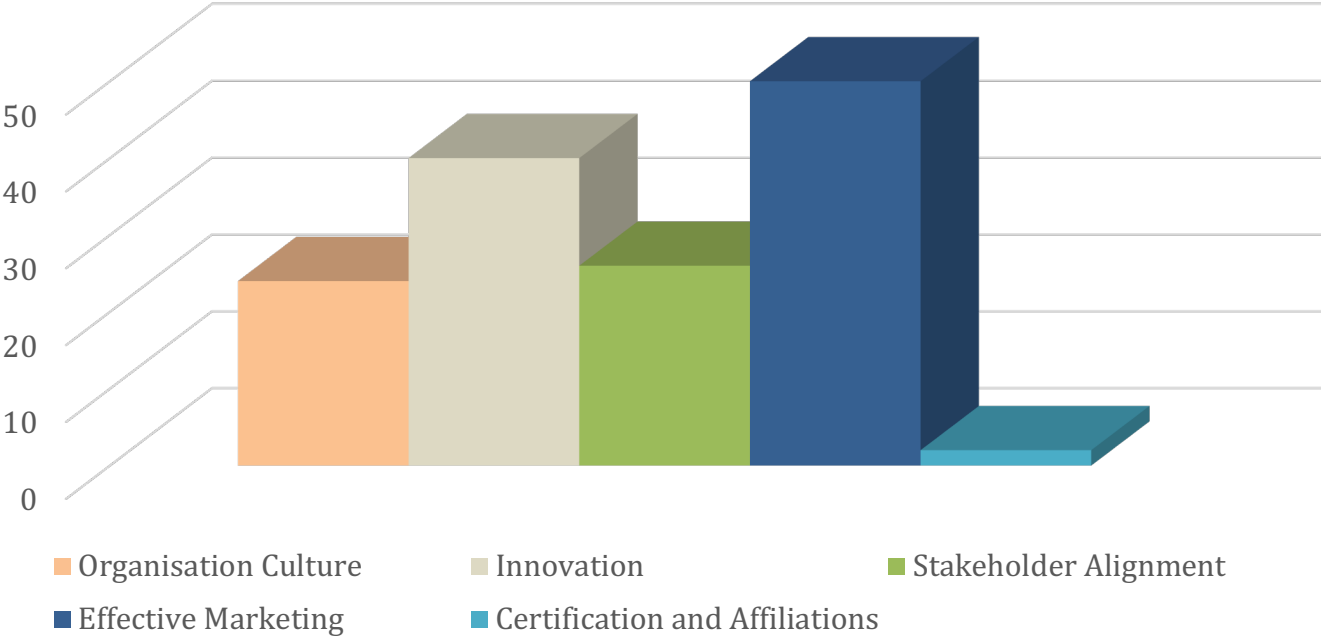
Appendix 10: Response to Question 5 of the online questionnaire – Do you think Management is responsible for driving the culture of sustainability in the organisation and motivating their employees to innovate?



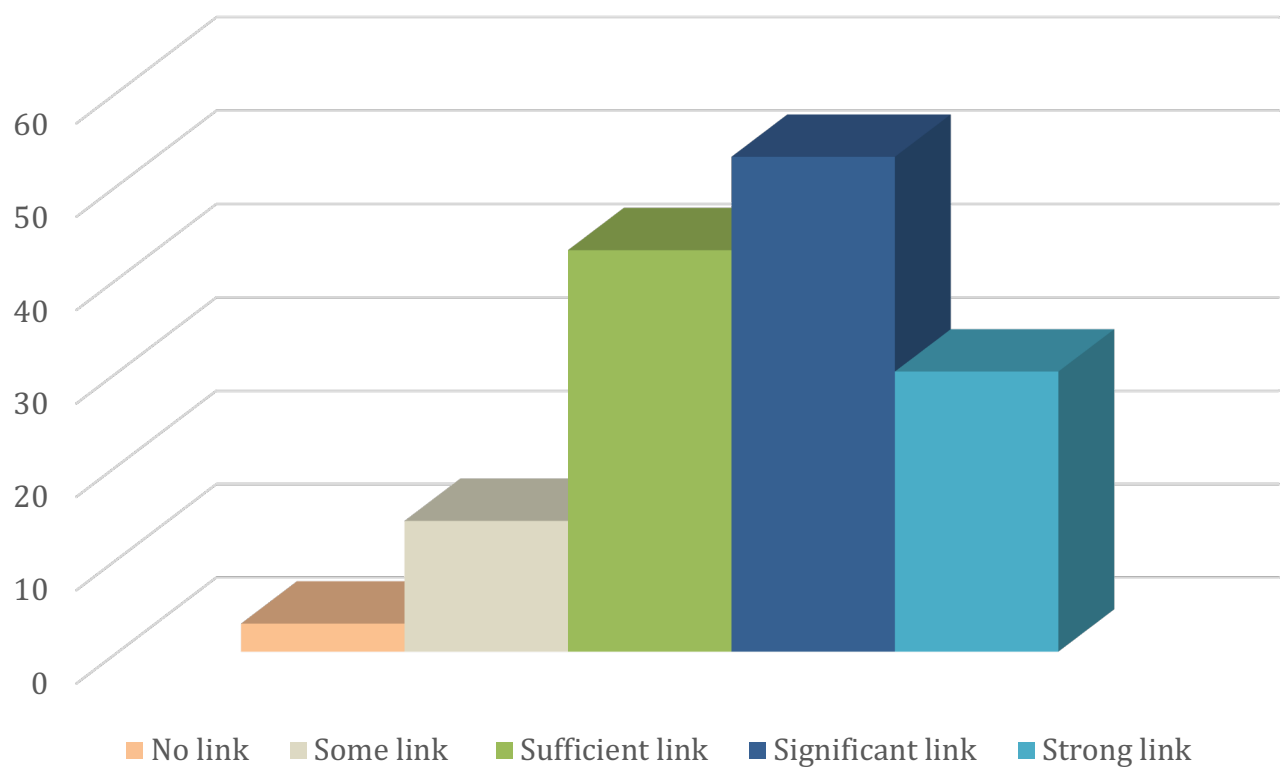
Appendix 11: Response to Question 6 of the online questionnaire - How would you rate the effectiveness of introduction of sustainability concepts in organisational processes?



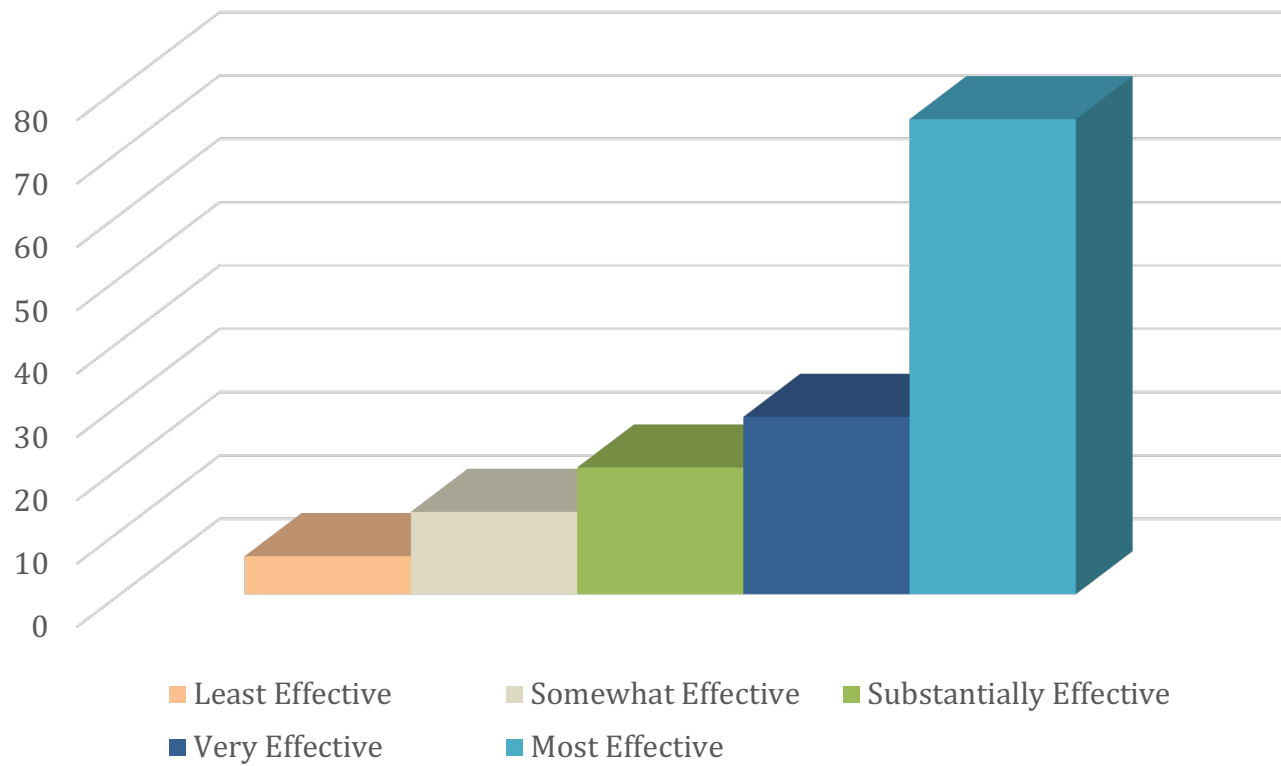
Appendix 12: Response to Question 7 of the online questionnaire – What factors are crucial for ensuring effectiveness of sustainability approach in organisations?



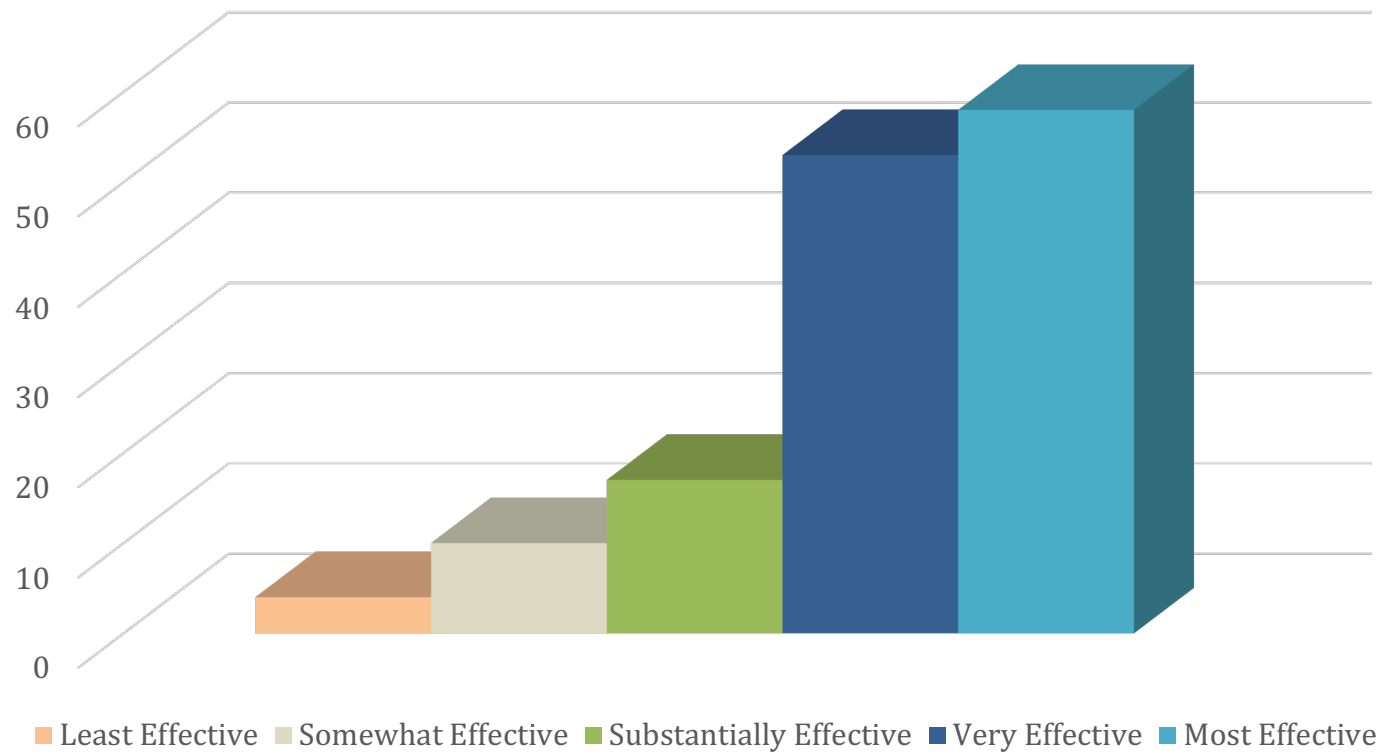
Appendix 13: Response to Question 8 of the online questionnaire – How would you rate the link between management’s intent and driving innovation?



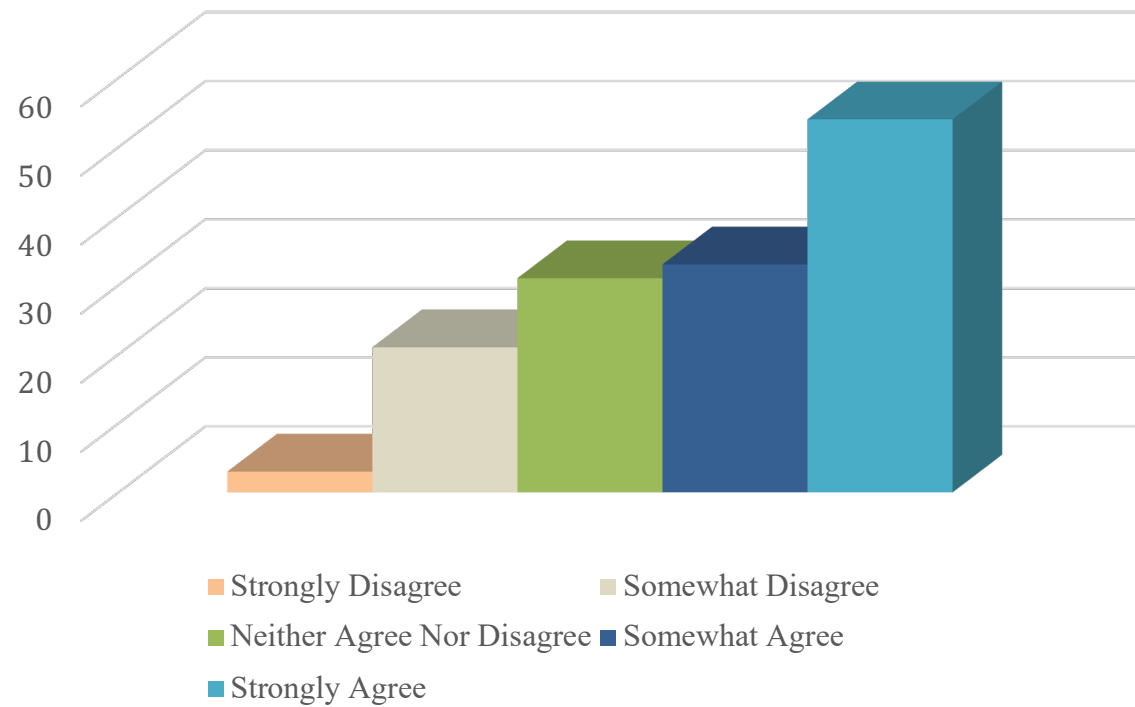
Appendix 14: Response to Question 9 of the online questionnaire – How would you rate educating consumers as an effective measure in driving consumption of sustainably manufactured products?



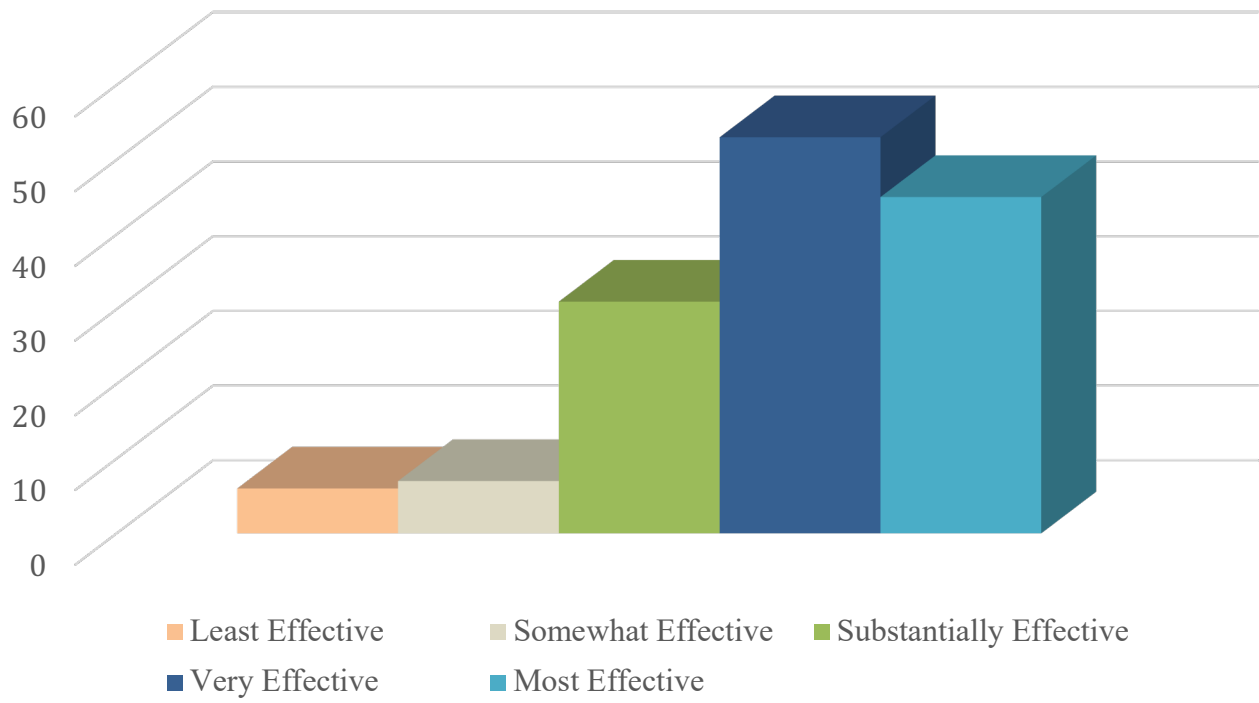
Appendix 15: Response to Question 10 of the online questionnaire – How would you rate Marketing as an effective tool in changing customer behaviour?



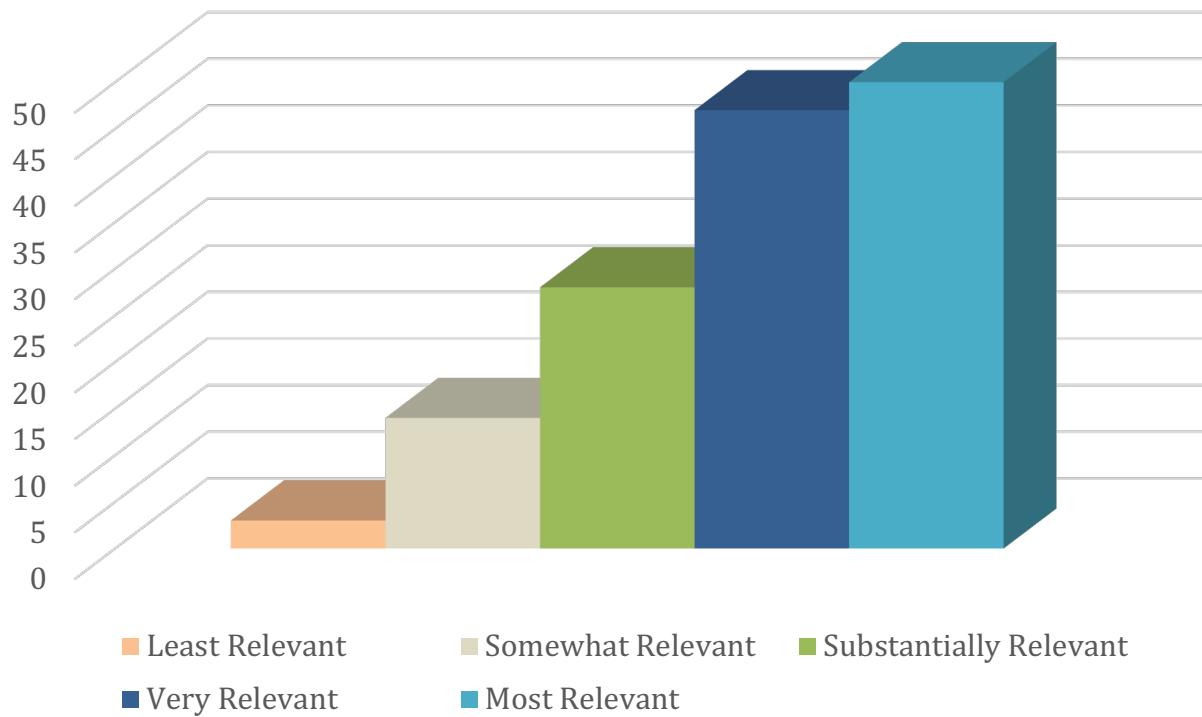
Appendix 16: Response to Question 11 of the online questionnaire – Do you think that changes are needed in the existing market model to attract consumers towards sustainably manufactured products?



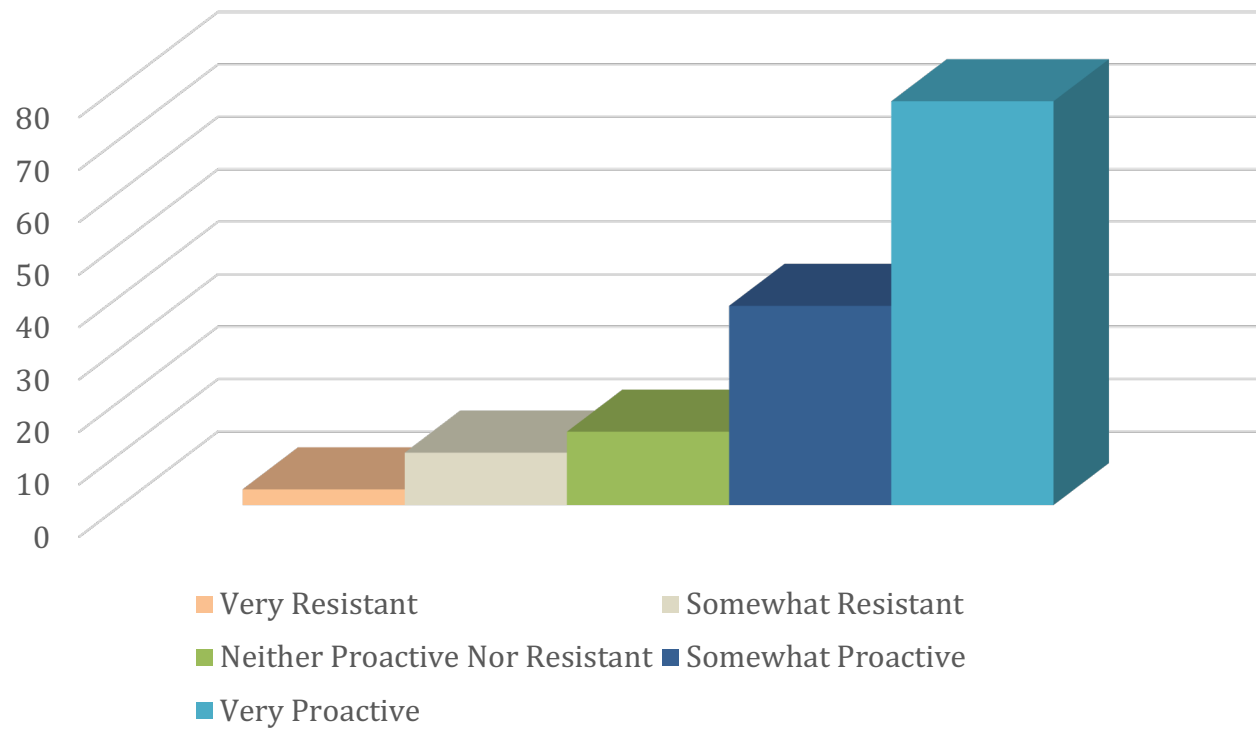
Appendix 17: Response to Question 12 of the online questionnaire – How would you rate the effectiveness of creating a business ecosystem that runs on sustainability?



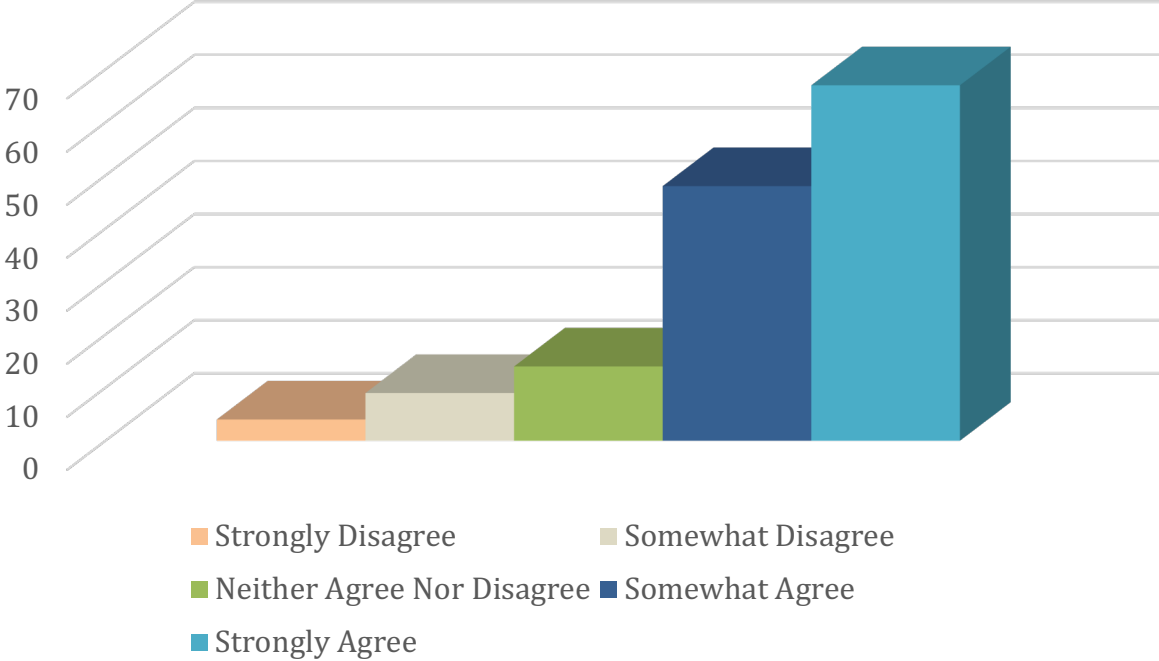
Appendix 18: Response to Question 13 of the online questionnaire – How would you rate the relevance of selecting suppliers and vendors aligning to sustainability as a measure to demonstrating commitment to sustainable transformation?



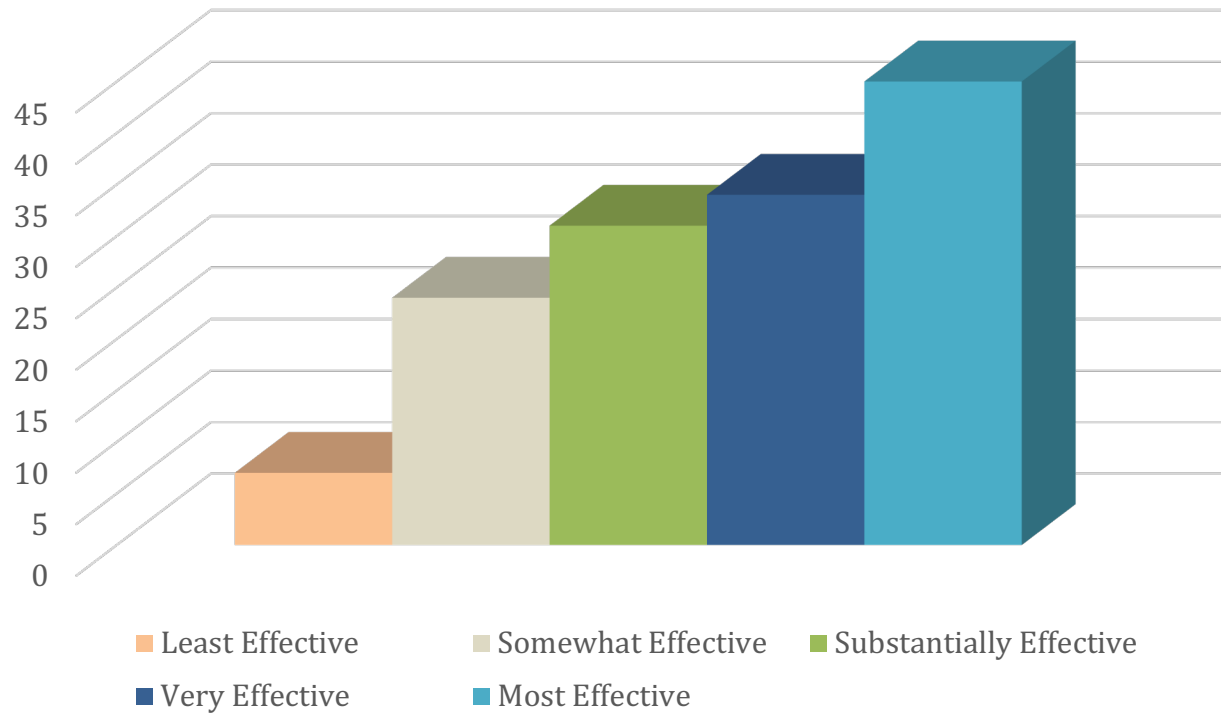
Appendix 19: Response to Question 14 of the online questionnaire – How would you rate multinational companies’ resistance to their operations in their move towards sustainability?



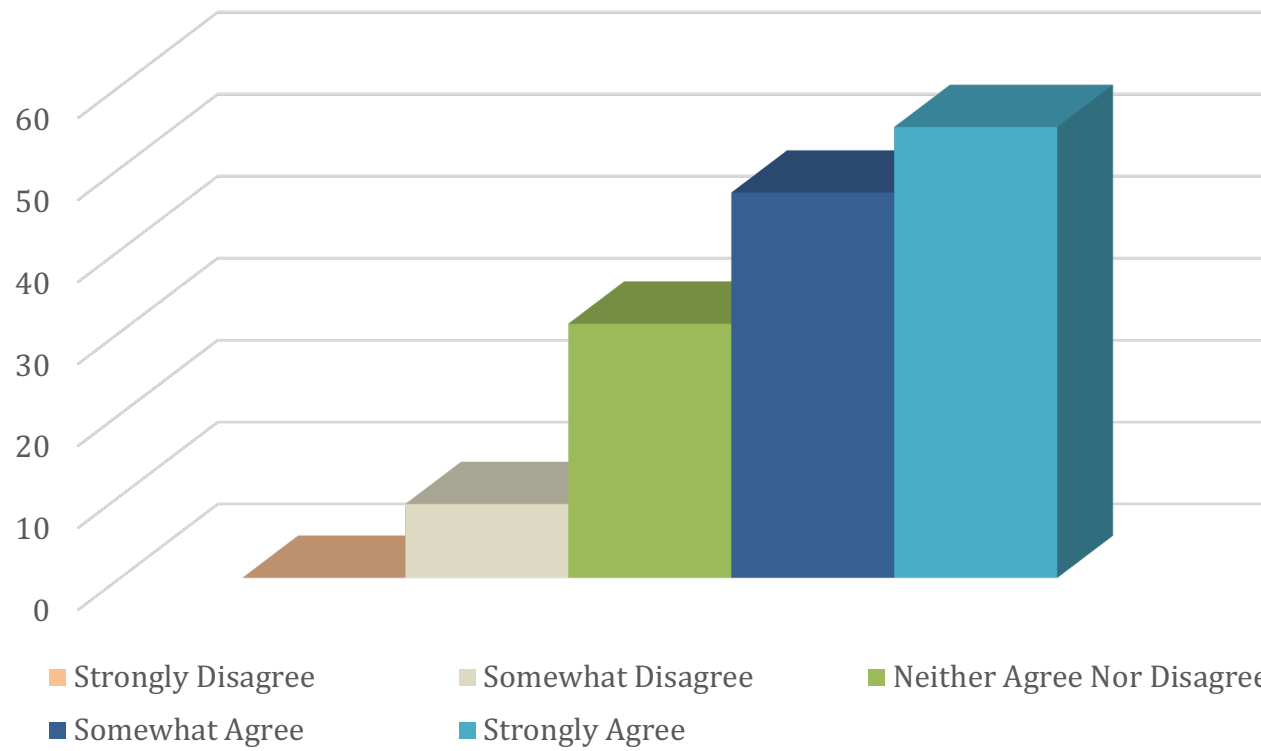
Appendix 20: Response to Question 15 of the online questionnaire – Do you think that lack of availability of resources is the key driver to innovation in organisations in the emerging economies?



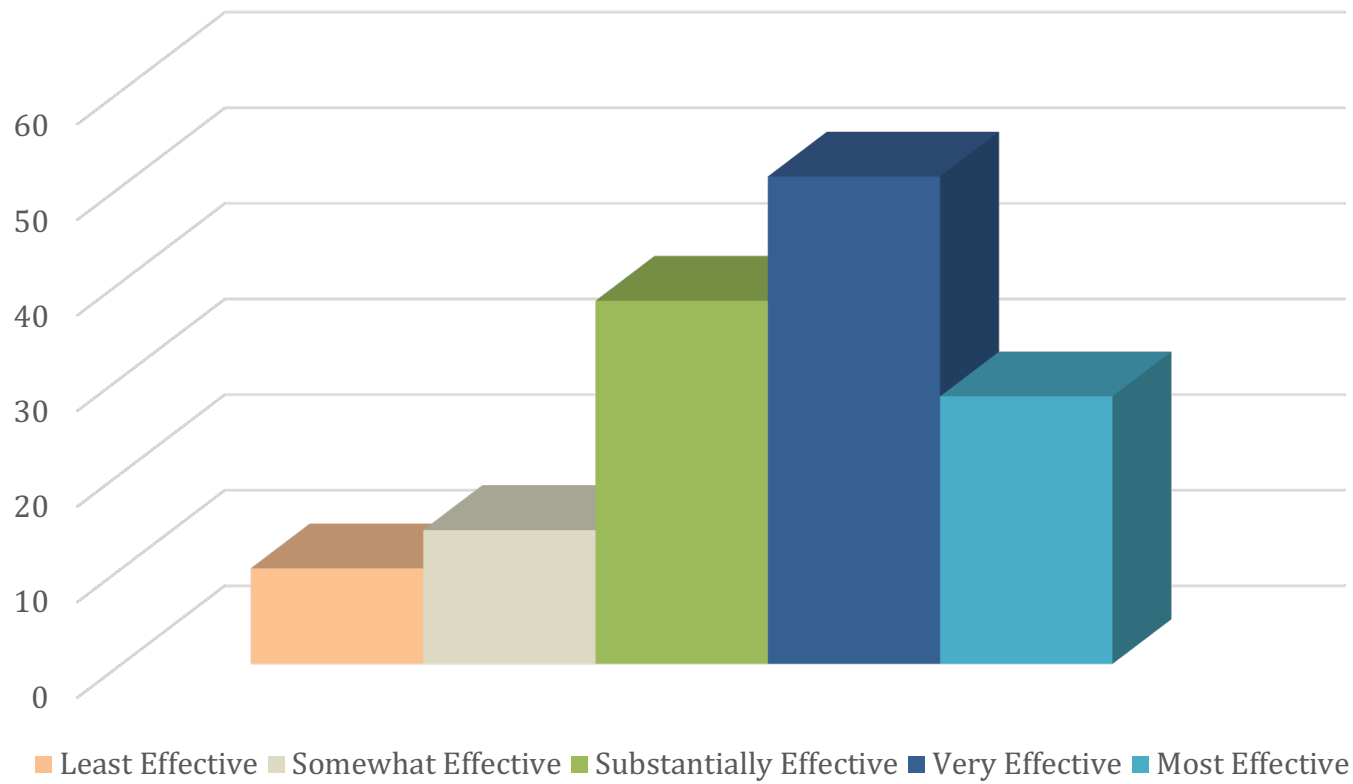
Appendix 21: Response to Question 16 of the online questionnaire – How would you rate the support and knowledge of local community in driving businesses towards sustainability?



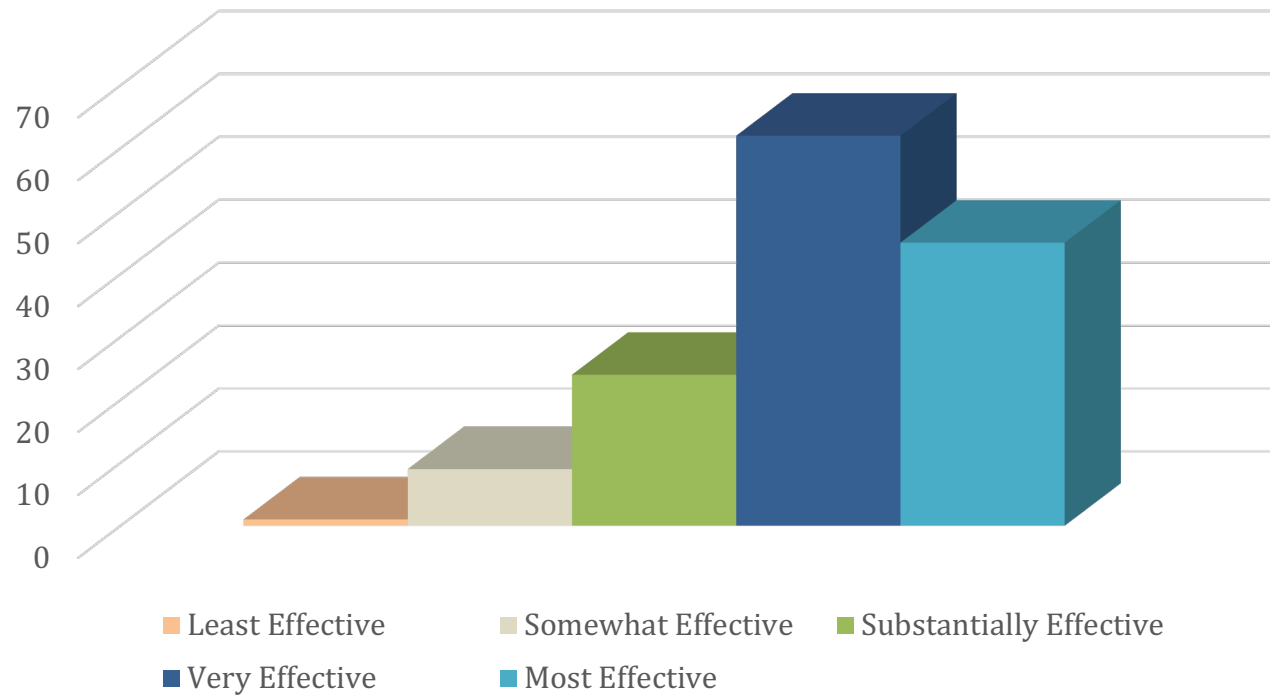
Appendix 22: Response to Question 17 of the online questionnaire – Do you think an in-depth understanding of the local market is a crucial factor for driving success in an organisation?



Appendix 23: Response to Question 18 of the online questionnaire – How would you rate sustainability affecting the profitability of the organisation?



Appendix 24: Response to Question 19 of the online questionnaire – How would you rate sustainability affecting its people, the planet, and the organisation in the longer run?



Appendix 25: Figure indicating top-down approach with simultaneous marketing

