

**Transformative branding: Are brands truly making a difference?  
An exploration into the transformative branding practices of real-  
world brands.**

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## **Keywords**

Transformative branding, Transformative green marketing, Transformative marketing, Transformative social marketing, hybrid logics, dynamic capabilities, market-shaping, dominant social paradigm, sustainability, system thinking, marketing and society, real-world brands' transformative capabilities.

## **Abstract**

Transformative branding is a powerful, dynamic, and complex process and a true force for good. Enacting transformative branding can facilitate a more sustainable and equitable market and societal system. But these outcomes are unachievable if the transformative brands are not mobilising the engagement of stakeholders to facilitate the vision built for the transformation. Collaborative coupling is central to enacting transformative branding, thus, is a limiting factor of true transformative branding. Hence, this research aims to explore how brands that claim to be transformative are (mis)using transformative branding as a higher-order dynamic capability to propel market and social changes via leadership and collaborative coupling.

This research first differentiates the transformative branding concept from other transformative concepts in the marketing literature through a literature review. The literature review confirms that transformative branding differs significantly from other transformative marketing concepts in terms of its conceptualisation and implementation of the branding process. The theorisation of transformative branding is not based on traditional branding principles (i.e., a firm-centric dyadic perspective); the branding process in transformative branding involves stakeholder collaboration. Therefore, it requires theories that consider the role of various market actors and market and social systems dynamics. Besides, transformative branding integrates prosocial goals into marketing management goals, which is not the case in other transformative marketing concepts.

Four real-world brands (Patagonia, TOMS, Tony's Chocolonely and Whole Foods) that can be prima-facie perceived as transformative were chosen for the case analysis and their publically available data for a period of 2018 to 2022 critically analysed to understand if they are carrying out appropriate market-shaping activities to facilitate the transformations they promised. The case analysis confirmed that these chosen brands enact transformative branding through their unconventional leadership approach and collaborative coupling activities and facilitate positive transformations in the social and market system.

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## List of Abbreviations

<b>Abbreviation</b>	<b>Expansion</b>	<b>Page Number</b>
DSP	Dominant Social Paradigm	1
CSR	Corporate Social Responsibility	4
SDL	Service-dominant logics	15
ILO	International Labour Organisation	44
GMO	Genetically modified organism	45
CLMRS	Child Labour Monitoring and Remediation System	61
TRECC	Transforming education in cocoa communities	62
SDG	United Nations Sustainable Development Goal	63
EPA	Environmental Protection Agency	69
LPLP	Local Producer Loan Program	70

## **Attestation of Authorship**

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which, to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Krishnakala

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# Chapter 1: Introduction

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## 1.1 Research Background

According to Kotler (1972), one of the signs of the robustness of a discipline is its ability and willingness to re-imagine and readjust its focus, techniques and goals per the rapidly evolving societal megatrends and the new problems that require attention. Marketing has consistently shown this aptitude since its origin (Achrol & Kotler, 2012; Kumar, 2018) and evolved from its original form as the *branch of applied economics* to study channels of distribution (Kotler, 1972) to a much broader consciousness which embeds environmental and socio-political issues into the core of marketing thinking, shaping market strategy to stay current with and responsive to the changes in the world (Achrol & Kotler, 2012; Kumar, 2018; Lefebvre, 2012a).

A number of prominent scholars have asserted that the impetus for the evolution of the marketing discipline was provided by the *generic* and *exchange* paradigms (Bagozzi, 1975; Kotler, 1972; Kotler & Levy, 1969). Marketing concepts were generalised beyond the exchange of commodities, services, and money to involve other invaluable resources such as ideas, personages, experiences, data, information, time, and emotions. (Achrol & Kotler, 2012). And they were applied to a wide range of organisations such as for-profit & non-profit organisations, governments, and service agencies and extended to all forms of exchange, whether with customers, employees, the wider public or even competitors. This inter-firm relationship focus of the exchange paradigms brought forward the concepts and theories of marketing towards the initiation of the network paradigm (Achrol & Kotler, 1999; Iacobucci, 1996), and relational theories of exchange became central to the exchange network (Gummesson, 1998; Morgan & Hunt, 1994; Sheth & Parvatiyar, 1995).

Achrol and Kotler (2012) stated that a *Kuhnian shift* (a phenomenon when a significant paradigm shift occurs in the basic concept and practices of a scientific discipline) is happening at the boundaries of the marketing domain and other scholarly works (Kumar, 2018; Lefebvre, 2012b; Polonsky, 2011; Spry et al., 2021b) in the past decade confirm that marketing thinking is significantly evolving and accentuating the potential of marketing to contribute to transformative system change. Past research also affirms that future marketing thinking and practices are shaped constantly by academic research, marketplace practices, and societal developments (Achrol & Kotler, 2012; Kumar, 2015). Scholars in this domain are proposing models and frameworks which manifest the reformist formulations of marketing concepts and practices such as transformative marketing, transformative green marketing, transformative social marketing, and transformative branding. Despite all these transformative concepts and suggestions for radical changes in the market and societal system, marketing still remains grounded in the dominant social paradigm (DSP) (Dunlap & Van Liere, 1984; Spry et al., 2021b), the assumption that the ever-increasing consumption lies at the heart of life satisfaction and pleasure (Baudrillard, 1998). Milbrath (1984) defined DSP as the values, metaphysical beliefs, practices, institutions, habits, shared wisdom

etc., that collectively constitute a society's basic worldview. DSP is often considered as opposed to ecological and sustainable issues (Prothero et al., 2010) as it supports practices and behaviour that result in environmental degradation and socially unjust and exploitive practices (Dunlap & Van Liere, 1984; Kilbourne & McDonagh, 1997).

## **1.2 Research Rationale**

The marketing discipline has been refreshed and expanded at each stage of its evolution. The existing four transformative marketing concepts reflect this marketing discipline trend. However, the most recent transformative concept- transformative branding - is very distinct from the other three. This transformative concept proposes a novel trajectory toward establishing a sustainable and fair market and societal system. Spry et al. (2021b), who introduced this concept, described it as a dynamic capability and delineated how the transformative branding process enables the brands to fully attend to social responsibilities by balancing the firm-centric goals (e.g., profit maximisation) and societal goals (e.g., eradicating hyperconsumption) to facilitate the transformation from within the market system. In this way, this prosocial process underscores the coexistence of two entirely different sets of logics: market logics (driven by firm-centric goals, e.g., increasing market share) and social logics (emphasises achieving prosocial objectives, e.g., improving the wellbeing of society). Spry et al. (2021b) conceived the relationship between these two logics as hybrid (Johansen & Waldorff, 2017) and established transformative branding as a mechanism to integrate hybrid logic to co-create brand meanings with a wider stakeholder network to collectively drive market-shaping to produce opportunities for transforming economic (e.g., challenging existing exchange structures), regulatory (e.g., advance environmental justice), socio-cultural (e.g., eradicating hyperconsumption), and political (e.g., involvement in socio-political issues) landscape. In turn, transformative branding challenges the DSP from within the market systems. Although transformative branding shares certain focuses and values with the other three transformative concepts, it differs in its theorisation and the application of the branding process. As this is a new concept, research to date lacks a clear comparative understanding of the conceptual distinctiveness of transformative branding from the other transformative concepts.

The idea behind transformative branding involves organisations facilitating collaboration among a wider stakeholder network to shape the market and create opportunities for transforming the economic, socio-cultural, and political system. This concept is highly complex and dynamic and demands a high degree of authenticity from market actors. Many research and non-academic sources suggest that brands may make insincere claims about social obligations and misguide marketplace participants (Irving, 2021; Shawn & Arild, 2016; Vredenburg et al., 2020). For instance, Patagonia, the American clothing company, has built a vision to move customers away from the current hyperconsumption culture and enact it through its demarketing campaign. They also share their resources and expertise to foster repair and reuse practices among the wider community, thus acting sustainably through extending the lifecycle of the product and, ultimately, time to disposal (Chouinard & Stanely, 2013). Similarly, Tony's

Chocolonely, the Dutch confectionery company, pledged to make 100% slave-free chocolates. However, this company was later exposed for partnering with firms exploiting slave labour (Irving, 2021). In this case, their transformative vision was called into question as not authentically aligned with the brand's strategic dimensions. Hence, this research suggests that the brand's misleading and unsubstantiated claims, such as woke washing, greenwashing, bluewashing, and similar practices, will be a critical ethical issue that prevents enacting transformative branding in its true form, as outlined by Spry et al. (2021b). However, the impact of such practices on the transformative branding process has not been studied from an academic standpoint. Therefore, CSR washing contexts such as woke washing, greenwashing, bluewashing and similar practices are prioritized as an area in need of scholarly inquiry in line with transformative branding. In so doing, the theory on the dark side of transformative branding can be extended while empowering and inspiring key market actors to authentically align their dynamic capabilities with the social cause.

### **1.3 Research Objectives and Questions**

The objective of this research is twofold. The first objective is to explore the literature to understand the conceptual distinctiveness of transformative branding from other transformative concepts. Secondly, this research will investigate how brands that claim to be transformative are (mis)using transformative branding as a higher-order dynamic capability to propel market and social changes via leadership and collaborative coupling (Spry et al., 2021).

To be precise, this research aims to fill the gaps in the literature mentioned above by answering the following two questions;

- RQ: 1 How does the transformative branding concept differ from the existing concepts of transformation, namely transformative green marketing, transformative social marketing, and transformative marketing?
- RQ: 2 Are the firms claiming to be transformative genuinely employing transformative branding as a higher-order dynamic capability to propel market and social changes via leadership and collaborative coupling?

Besides improving our understanding of how transformative branding works to bring about the desired changes, the outcomes of this study will create awareness about and aid in comprehending the discrepancies between the firms' prosocial corporate discourse and the application of dynamic capabilities. As a result, brands will be obliged to value and prioritise outcomes that are not fully grounded in economic interests, and gradually the DSP will be challenged from within the marketing system. In other words, brands will become more conscious and considerate of the ethical implications of their inauthentic practices. Furthermore, the proposed study will also advance our understanding of the ethical implications of transformative branding and illuminate how transformative branding is distinct from brand activism.

## **1.4 Dissertation Outline**

This dissertation proceeds in three parts; first, it will discuss the literature on four transformative concepts in marketing. Then a comparison will be provided to demonstrate the conceptual distinctiveness of transformative branding from the other transformative concepts. Second, a short review of the literature on market-shaping will be provided to summarise the market-shaping activities and practices of diverse market actors. The last part of the literature review will draw upon the literature related to brand activism and corporate social responsibility (CSR) activities, such as Cause Promotion and Cause-Related Marketing, Corporate Social Marketing, and Advocacy Advertising, to develop the lens to be used to analyse the data/case to measure the real-world brand's transformative capacity. Presentation of the case analysis method and the data/case analysis findings will be follow. This paper ends with some concluding remarks highlighting the implications, limitations, and avenues for future research.

## Chapter 2: Literature Review

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This study follows the work of Spry et al. (2021b) and seeks to identify how the transformative concepts in marketing have and continue to transform marketplace practices. In this research, the definition of the term transformative is adopted from the work of Lefebvre (2012b), who proposed it to signify a break from past thought and practices and a focus on changes in the market and social systems. Marketing academics' and practitioners' interest in exploring how the potential of marketing can be capitalised on to facilitate institutional changes according to the relevant societal trends (e.g. climate change) has resulted in the development of transformative concepts in marketing. The transformative concepts that gave the marketing discipline a novel direction by bringing the pertinent areas of marketing to the fore to achieve social good are transformative green marketing (Polonsky, 2011), transformative social marketing (Lefebvre, 2012b), transformative marketing (Kumar, 2018) and the most recent transformative branding (Spry et al., 2021b). The following section will discuss each of these concepts in detail to understand how the transformative branding concept differs from the existing transformative concepts in marketing.

### 2.1 Transformative Concepts in Marketing

#### 2.1.1 Transformative Green Marketing

Marketing communities' growing concerns about how marketing activities impact the environment and how environmental variables can be integrated into marketing thinking culminated in the emergence of green marketing (Chamorro et al., 2009; Peattie, 2001; Polonsky, 2011). The evolution of green marketing can perhaps be traced back to the early 1970s (Chamorro et al., 2009; Peattie, 2001). During this period, while some marketing academics, such as Fisk (1974), blamed marketing for environmental ills, other scholars, such as Sheth and Sisodia (2006), suggested marketing as a means to address environmental and social problems. Most of the early works in this perspective focused on recycling as consumer behaviour and the characteristics of green consumerism. Since then, many research works have sprung up integrating marketing with an environmental perspective (Fisk, 1974; Henion & Kinnear, 1976; Peattie, 1995). As the environmental concerns intensified, many researchers examined the interface between a range of marketing contexts and the environment, i.e. consumer behaviour (Diamantopoulos et al., 2003), market strategy (Menon & Menon, 1997), and public policy (Press & Arnould, 2009). Marketing academics give this new line of research numerous labels such as ecological marketing, green marketing, greener marketing, environmental marketing, enviropreneurial marketing, responsible marketing, and sustainable marketing (Dangelico & Vocalelli, 2017; Peattie, 2001; Polonsky, 2011). Although researchers used different labels, these terms are often used interchangeably in the literature to refer to essentially the same field of study (Chamorro et al., 2009; Fuller, 1999; Polonsky, 2011).

The conceptualisation of all these terms had a common focus on the exchange process (Polonsky, 2011). Initially, these terms were used to describe all the marketing activities that endeavour to mitigate the social and environmental harm of existing products and production systems (Peattie, 2001; Polonsky, 2011). As the marketing academics' and practitioners' understanding of the interaction between humans and the natural environment advanced, green marketing principles and practices evolved significantly. According to Peattie (2001), this evolution can be classified into three distinct phases - ecological green marketing, environmental marketing and sustainable marketing - as each phase of this evolution had different implications for the marketing discipline.

The concept of green marketing was coined by Henion and Kinnear (1976). They labelled it as ecological marketing and defined it as “*concerned with all marketing activities that have served to help cause environmental problems, and that may serve to provide a remedy for environmental problems*” (Henion and Kinnear, 1976, p.1). According to Peattie (2001), this definition reflects the characteristics of the early phase of the green marketing evolution as it only addressed specific environmental problems such as air pollution and depletion of oil reserves and other energy sources. Therefore, it is only concerned with changing the behaviour of those companies and consumers directly associated with the manufacturing and consumption of products causing such environmental harm. Hence, he considered this definition limiting the potential of green marketing and viewed it only as a subset of traditional marketing. Over time, the ecological marketing concept was advanced and developed into green marketing and sustainability marketing (Kumar et al., 2013; Wymer & Polonsky, 2015).

With the growing awareness of global issues and the interconnection of the natural environment, society and economy, the marketing discipline began focusing on achieving sustainability rather than trying to reduce environmental harm (Dangelico & Vocalelli, 2017; Peattie & Crane, 2005). Green marketing definitions, principles, and practices have also evolved as sustainability concerns broadened. Peattie (1995, p. 28) defined environmental marketing as “*the holistic management process responsible for identifying, anticipating and satisfying the requirements of customers and society, in a profitable and sustainable way*”. Clean technology, the use of recycled packaging materials, the introduction of new markets and products etc., were some of the characteristics of this period of green marketing (Dangelico & Vocalelli, 2017; Peattie, 2001). Fuller (1999, p. 4) upgraded the definition of green marketing by adding a further condition to it, defining green marketing as “*the process of planning, implementing, and controlling the development, pricing, promotion, and distribution of products in a manner that satisfies the following three criteria: (1) customer needs are met, (2) organisational goals are attained, and (3) the process is compatible with eco-systems*”. To be consistent with the broader construct of sustainable development, Fuller (1999) labelled it sustainable marketing.

In the early 2000s, green marketing academics suggested a new direction for marketing to achieve further greening. Peattie (2001) indicated that to achieve a sustainable economy, green marketers should find ways to meet the total environmental cost of production and consumption, asserting that radical changes should occur in the way people live, consume, produce and market to achieve eventual

sustainability. However, some marketing scholars in the recent past doubted if the existing conceptualisations of green marketing seek to enhance people's quality of life or improve the environment (Polonsky, 2011; Wymer & Polonsky, 2015). Polonsky (2011) argued that an effective definition of green marketing must be able to integrate transformative changes to generate substantial value for the global population as a whole and the environment. He contended that the lack of macro-focus on consumers, firms and governments' micro-behaviour is the fundamental green marketing dilemma and proposed transformative green marketing to remedy it. Green marketing principles and practices view the environment as an interconnected system and humankind as a small part of it. It requires the organisations to (1) develop a new costing mechanism to integrate environmental values/issues into the definitions of consumer and corporate values, (2) change the discourse regarding the human and environment interdependency, and (3) redefine consumption to value sustainable want satisfaction rather than the acquisition of goods. This conceptualisation of green marketing is distinct from the other green marketing perspectives as it focuses on integrating the environmental costs of production and consumption into the decision-making of the three main stakeholders (firms, consumers, and government) and encourages innovation to deal with the full range of environmental issues. In this way, it focuses on making transformative changes within the current exchange system.

A comparison of the main conceptualisations (Dangelico & Vocalelli, 2017) related to the green marketing perspectives are presented in Table 1 to identify its key focuses and the various concepts associated with it.

<b>Author &amp; Year</b>	<b>Definition</b>	<b>Key focuses</b>	<b>Relative emphasis on logics</b>	<b>Concepts</b>
Henion & Kinnear (1976)	Ecological marketing can be defined as “ <i>concerned with all marketing activities that have served to help cause environmental problems and that may serve to provide a remedy for environmental problems</i> ”.	Focus on specific environmental issues such as air pollution and depletion of non-renewable energy sources. Concerned about changing the behaviour of specific firms and consumers (e.g., motivating people to recycle) directly involved in producing and consuming such products.	Market logics are applied to solve environmental issues. Ecological marketers employ the concepts and techniques of marketing (market logics) and apply these to influence the behaviours of specific firms and consumers.	Social/behavioural influence; social good; traditional marketing tools, and techniques were applied
Lampe and Gazda (1995, p. 9)	Green marketing is defined as “ <i>the marketing response to the environmental effects of the design, production, packaging, labelling, use, and disposal of goods or services</i> ”.	Primary focuses were on the product and promotional strategies and considerably less emphasis on pricing and distribution. Assess the environmental impact of the product throughout its product life cycle to reduce the negative impacts, identify green market segments to promote green products, obtain recognised green product certifications & eco-labels, circulate non-commercial information on the benefits of green products through mediums such as universities and newspaper to build consumer confidence etc.,	Market logics are applied to solve environmental issues. Green marketers employ the concepts and techniques of marketing (market logics) and apply these to influence consumers’ behaviours to enhance the benefit from green market segments and to protect the environment (social logics).	Social/behavioural influence; social good; green products; eco-labels; green market segments; traditional marketing tools and techniques were applied

		were the main strategies suggested by Lampe and Gazda (1995) to protect the environment and to benefit from the environmentally conscious consumers.		
Peattie (1995, p. 28)	Environmental marketing is defined as “ <i>the holistic management process responsible for identifying, anticipating and satisfying the requirements of customers and society, in a profitable and sustainable way</i> ”.	This conceptualisation is based on three key principles, namely social responsibility, the pursuit of sustainability and a holistic approach (Peattie, 1995). He suggested that the business should be perceived and managed as a total system instead of as a collection of functions. This definition emphasises adopting a broader socio-environmental approach to balance the techno-economic market perspective. Besides, it also focuses on global ecological concerns and requires firms to integrate corporate eco-performance into the firm’s products and activities to achieve sustainability.	Market logics are applied to solve environmental and social issues. Environmental marketers apply traditional marketing tools and techniques to make the business socially, environmentally (social logics), economically and technologically (market logics) viable.	Social/behavioural influence; social good; social welfare, sustainability; corporate eco-performance; demarketing.
Fuller (1999, p. 4)	Sustainable marketing is “ <i>the process of planning, implementing, and controlling the development, pricing, promotion, and distribution of products in a manner that</i>	The key focus was achieving customer satisfaction and organisational goals by adopting a circular, zero-waste, and zero-discharge approach. The crucial strategic goal is to reduce the eco-cost; therefore, it emphasises making the	Market logics are applied to solve environmental issues. According to Fuller (1999), the sustainable marketing process should give equal emphasis to achieving the	Social good; social welfare, sustainable; eco-performance; pollution prevention and resource recovery; product system life cycle

	<i>satisfies the following three criteria: (1) customer needs are met, (2) organisational goals are attained, and (3) the process is compatible with ecosystems”.</i>	entire organisational processes compatible with the ecosystems.	organisational goals (Market logics) and environmental compatibility(social logics)	
Prakash (2002, p. 285)	<i>Green Marketing refers to “strategies to promote products by employing environmental claims either about their attributes or about the systems, policies and processes of the firms that manufacture or sell them”</i>	To tackle green marketing-related problems, the firms should decide whether to green the systems, processes, or products; provide consumers with adequate and variable information about greenness; take initiatives to implement policies and regulations to encourage environmentally conscious behaviour among individuals and institutions, reassure the consumers that their micro-behaviour have clear impacts at macro-level etc.	Market logics are applied to solve the green marketing-related issues.  Green marketers manipulate the traditional 4ps of marketing to leverage the environmental values to better target new segments of consumers.  They also employ the concepts and techniques of marketing (market logics) to reassure and educate the consumers about the consequences of their consumption decisions at	Social/behavioural influence; social good; manipulation of 4ps; greening products; greening firms

			the macro level (social logics).	
Belz (2006, p. 139)	Sustainability marketing is defined “as the building and maintaining sustainable relationships with customers, the social environment and the natural environment.”	Sustainability innovation is the key tenet in sustainability marketing. Sustainability marketing employs 4Cs ( <i>customer solution, customer cost, convenience, and communication</i> ) instead of traditional 4ps. Similarly, it emphasises fostering a consumption practice which integrates environmental considerations into the purchase decisions, use and disposal of the product. The sustainability marketing framework includes 6 components: Socio-environmental issues, consumer behaviour, sustainability marketing mission & objectives, sustainability marketing strategies, sustainability marketing mix, and sustainability marketing transformation.	Market logics are applied to solve environmental issues. The sustainability marketing approach requires the organisations to identify and transform the prominent socio-environmental issues (social logics) in the marketplace into a new marketing opportunity (market logics) through sustainability innovation.	Social/behavioural influence; social good; social welfare; sustainability; ecological product qualities; sustainability innovations; sustainability marketing mix
(Polonsky, 2011)	Transformative green marketing requires the organisations to (1) develop a new system to calculate and communicate values that integrate all environmental issues/values into the	The key focus of this green marketing conceptualisation is enhancing the quality of life of people and restoring & improving the environment by assigning the environmental costs to all parties involved in the supply chain, i.e., consumers and producers. It also highlights the need to implement a broader regulatory	Green marketers employ market logics with an awareness of social logics to facilitate green marketing to be transformational. Transformative green marketers work within the	Social/behavioural influence; social good; social welfare; customer wellbeing; environmental sustainability; environmental pricing mechanism; Shifting away

	<p>definitions of consumer and corporate values, (2) change the discourse regarding the human and environment interdependency, and (3) redefine consumption to value sustainable want satisfaction rather than the acquisition of goods.</p>	<p>mechanism to cover the full range of environmental ills such as salinity and biodiversity and independent trans-national organisations such as ISO (organisation for standardisation) to enforce the same environmental regulations and standard globally. Besides, it emphasises educating consumers about the implications of consumption on the environment and motivating them to move away from acquiring goods.</p>	<p>existing structures and thinking (market logics) but integrate environmental value as a central element of how the market and marketing work to create improved social good (social logic)</p>	<p>from being anthropocentric focused; want satisfaction without owning the products</p>
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*Table 1 Main definitions related to Transformative Green Marketing.*

### 2.1.2 Transformative Social Marketing

Current societies' multifaced and highly complex issues, what have been termed wicked problems such as obesity, racial injustice, or gun violence, are challenging to define and solve as the population has different perspectives about their causes and potential solutions (Gordon et al., 2016; Head, 2008; Kennedy, 2017). These wicked problems have been perpetuated in societies around the world by the institutionalised behavioural norms that reflect societal values and belief systems (Gordon et al., 2016; Kennedy, 2017), but finding effective solutions to eradicate these wicked issues has been less successful to date despite numerous efforts (Gordon et al., 2016; Head, 2008). It could be because the wicked problems are systematic and socially complex (Timo et al., 2022); therefore, it requires a change in the social norms and practices to improve the social good and foster wellbeing (Gordon et al., 2016; Kennedy, 2017). According to many researchers, social marketing is an effective intervention to enable social change and facilitate social good (Andreasen, 2003; Kennedy, 2017; Kotler & L. Roberto, 1989). The idea of using marketing tools and techniques for greater social good and wellbeing is not new (Kotler & Levy, 1969; Simon, 1968). An attempt to conceptualise the idea of applying market logic to further the products, services or social objectives of non-business organisations was first made by Kotler and Zaltman in 1971 (Andreasen, 1994; Andreasen, 2003; Dibb & Carrigan, 2013; Hastings & Angus, 2011). These researchers suggested that this new field could be named 'social marketing' (Andreasen, 2003; Hastings, 2007; Kotler & Zaltman, 1971). During the initial period, this new field remained very true to its parent discipline of marketing and primarily employed conventional marketing tools and techniques to bring about the desired behavioural changes (Andreasen, 2003; Timo et al., 2022). Besides, the marketing thinking and conceptualisation efforts of this period caused this new field to confuse with three other distinct areas: non-profit marketing, societal marketing, and socially responsible marketing (Andreasen, 2003; Gordon, 2011; Rangan & Karim, 1991).

Kotler and Zaltman (1971, p. 5) stated that social marketing is a broader concept and can't be compared to social advertising or communication, and they defined it "*as the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research*". The researchers offered a framework which emphasised the explicit use of marketing skills and 4ps in the social marketing process to market social change. However, some researchers pointed out that the name chosen for this field of study is problematic and causes marketing practitioners and academics to confuse it with societal marketing (Andreasen, 1994; Rangan & Karim, 1991). Besides, Andreasen (1993) asserted that early conceptualisations of social marketing have been incorrect in much of the literature and criticised the social marketing conceptualisation by Kotler and Zaltman (1971) as a restrictive definition. He argued that the bottom line of social marketing conceptualisation should be enabling behavioural change and proposed a new definition "*Social marketing is the adaptation of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs*

*designed to influence the behaviour of target audiences in order to improve their physical and mental wellbeing and/or that of the society of which they are a part*” (Andreasen, 1993, p. 1). He stated that in social marketing contexts, consumption couldn’t be associated with things; instead, what is consumed is the benefit attained through behavioural change. Besides, he also points out that in conventional transactions, the marketer has a crucial role in controlling the cost, benefits, quality of products or services and so on. But in social marketing contexts, the consumer experiences are controlled by the consumers; for example, campaigns promoting health and nutrition to athletes can only be successful if the athlete is convinced that the recommended behaviour works for them.

The social marketing domain continued to advance over time, and many scholarly works published in the literature provided guidance in planning and designing social marketing programs. The first research study discussing social marketing principles and its role in program development was completed by Lefebvre and Flora in 1988 (Timo et al., 2022). Lefebvre and Flora (1988) argued that a brief social marketing campaign might not be effective in facilitating significant behaviour changes and asserted that social marketing process should involve the following eight critical aspects to make the intervention programs cost-effective and successful in influencing the broader target audience; (1) use of consumer orientation to design the intervention program technique to achieve organisational goals, (2) emphasis on exchange theory to facilitate a voluntary exchange of resources between providers and audience, (3) use of audience analysis and segmentation strategies to effectively target the audience, (4) perform formative research to pre-test the product or message design to ensure the proper execution, (5) an analysis of distribution or communication channels, (6) using the characteristics of 4Ps to make the program appealing to the target group, (7) implementing process tracking to track and control all the ongoing activities of the program, and (8) apply marketing management principles in problem analysis, planning, implementation and feedback systems of the intervention program” (Lefebvre & Flora, 1988, p. 301). However, this work was considered to have only limited application and did not gain much acceptance (Timo et al., 2022).

Later Andreasen (1994) proposed six critical social marketing principles, namely behaviour change, audience research, segmentation, exchange, marketing mix, and competition and these principles became broadly accepted as a benchmark for social marketing approach among the social marketing community (French & Russell-Bennett, 2015; Timo et al., 2022). With social marketing gaining acceptance and attention as an effective tool for solving wicked social, health and environmental issues, much literature emerged around the process, principles and benchmarks for designing social marketing programs (Andreasen, 2002; French & Russell-Bennett, 2015; Hastings, 2007; Kotler & Lee, 2008).

The important paradigm shift in the social marketing field occurred when environmental influencers became the key focus of social marketing programs (Andreasen, 2006; Gordon, 2013; Timo et al., 2022). During this period, the strong focus on the techniques of individual behavioural change became outdated and environmental influencers such as policymakers and implementors, regulators, decision-makers, and educators became the prime focus of social marketing programs (Gordon, 2013; Timo et

al., 2022). The social marketing scholars posited that focusing on the fundamental structural conditions of the society upstream can be effective in engendering pro-social outcomes. Social marketing critiques argued that the downstream approaches of social marketing were largely unfair to the individuals involved in or likely to be involved in the problem social behaviours and generally not very cost-effective to society compared to the upstream approach (Andreasen, 2005; Gordon, 2013). Downstream refers to the social marketing approach focusing on voluntary behavioural change at the individual level (Goldberg, 1995; Gordon, 2013). Goldberg (1995, p. 347) contended that social marketing has a crucial role in tackling “the negative or constraining social structural influences on individual behaviour, particularly those that originate as a function of marketing activities” and called for greater concentration on the broader structural environment to deliver substantive social change (Andreasen, 1997; Gordon, 2011, 2013).

Later, the intervention programs began adopting a population approach to focus on the broader environment where these social issues are framed rather than only targeting individuals to encourage behavioural change. Subsequently, Andreasen (2005) proposed two more layers to social marketing besides the traditional downstream approach: midstream and upstream. Upstream refers to interventions focused on the broader structural environment, such as economic conditions, policies, and law (Dibb & Carrigan, 2013; Gordon, 2013), whereas midstream refers to the interventions directed at the immediate social environment, such as community, friends, schools etc. (Dibb & Carrigan, 2013; Gordon, 2013; Luca et al., 2016). Like traditional downstream interventions, upstream and midstream interventions focus on behaviour and involve employing similar marketing tools and techniques to influence the broader structural environmental elements (Dibb & Carrigan, 2013; Gordon, 2013).

Even though the central tenets of the social marketing paradigm, such as customer orientation, segmentation, formative research, and marketing mix, haven't changed much (Lefebvre, 2012b; Timo et al., 2022), the social marketing domain integrated knowledge and adopted fresh ideas from several other disciplines such as design thinking and service design (Brown, 2009), service-dominant logics (SDL) and value co-creation (Vargo & Lusch, 2004; Zainuddin et al., 2013), and social & mobile technologies and social change (Lefebvre, 2009) to be people-focused and socially oriented. This broadened scope of social marketing has also been reflected in its conceptualisations. Lefebvre (2012b) argued that social marketing is more than a behavioural change mechanism and proposed a new definition to demonstrate the more expansive social marketing approach, “*Social marketing develops and applies marketing concepts and techniques to create value for individuals and society. This is done through the integration of research, evidence-based practice and the use of social-behavioural theory together with the insights from individuals, influencers and stakeholders. These inputs and perspectives are used to design more effective, efficient, sustainable, and equitable approaches to enhance social well-being. The approach is one that encompasses all the processes and outcomes that influence and are associated with change among: individuals, organizations, social networks and social norms, communities, businesses, markets, and public policy*” (Lefebvre, 2012b, p. 120). For transitioning away

from the original idea of individual behavioural change, he termed this new conceptualisation transformative social marketing. He stated that being transformative implies that social marketers should move away from the past and focus on the changes in the social and market space. According to this concept, social marketers should co-create social marketing programs with consumers, participants, partners, and stakeholders. Social marketing practitioners should establish conversations and build relationships within and across networks to influence communities and shape the marketplace. Likewise, social marketing program development should be anchored in the concept of design thinking and service design, and social marketers should seek to understand how the consumers can use their offerings to add value to their living conditions and create a sense of wellbeing. Furthermore, the program development should be guided by four values: dignity, hope, love, and trust. Similar trends of adopting concepts from other disciplines and integrating active stakeholder participation in driving prosocial behavioural changes are now gaining momentum in the social marketing literature (Anker et al., 2021; Domegan et al., 2016; Wymer, 2011; Zainuddin et al., 2013). Perhaps, it is time for social marketers to move away from its self-enforced borders of a narrowly constructed field to a multidisciplinary field to maximise the efficacy of the social marketing solutions. A comparison of the social marketing conceptualisations reviewed in this study are presented in Table 2.

<b>Author &amp; Year</b>	<b>Definition</b>	<b>Key focuses</b>	<b>Relative emphasis on logics</b>	<b>Concepts</b>
Kotler and Zaltman (1971, p. 5)	Social marketing “ <i>is the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research</i> ”.	The authors stated that specific social causes such as pollution control, mass transit and drug abuse could be improved through social marketing (Kotler & Zaltman, 1971). Unlike business marketing, social marketing typically deals with markets’ core values and beliefs rather than superficial preferences and opinions to bring about social changes.	Market logics are applied to market the social objectives. Social marketers use the conventional marketing concepts and principles (market logics) to enable behaviour change to solve social issues (social logics)	Social change; behavioural influence and change; Environmental scanning; social good; social objectives; institutional goals
Lazer and Kelley (1973, p. ix)	Social marketing is “ <i>concerned with the application of marketing knowledge, concepts, and techniques to enhance social as well as economic ends. It is also concerned with the analysis of the social consequences of marketing policies, decisions, and activities</i> ”	Lazer and Kelley (1973) stated that social marketing should not only be concerned with applying marketing techniques and tools to create social good but also be concerned with evaluating the impacts of commercial marketing practices on society. The social audit was considered the key function of social marketing.	Market logics are applied to engender social good. Marketing principles and practices (market logics) and social audit (social logics) are utilised to generate social good and address the negative consequences of commercial marketing (social logics).	Social welfare; social audit; social consequences of commercial marketing; critical dimensions of social marketing
Lefebvre and Flora	The essential components of social marketing process are; “ <i>(1) a consumer orientation to achieve organisational</i>	Lefebvre and Flora (1988) emphasised satisfying the customer needs (tailoring the health intervention plan and proposing	Market logics are applied to solve social problems.	Social change; customer orientation;

<p>(1988, p. 301)</p>	<p><i>objectives, (2) an emphasis on voluntary exchange of goods and services between providers and consumers, (3) research in audience analysis and segmentation strategies, (4) the use of formative research in product or message design and the pretesting of these materials, (5) an analysis of distribution or communication channels, (6) use of marketing mix – the use of 4ps characteristics in intervention planning and implementation, (7) process tracking system with integrative and control functions, and (8) a management process that involves problem analysis, planning, implementation and feedback functions</i></p>	<p>behavioural changes specific to the needs of the target group who require such programs) and enhancing the organisation's ability to reach and influence large segments of the population.</p>	<p>Application of social marketing techniques and principles (market logics) to design health intervention plans to promote healthy lifestyles or change the targeted risky behaviours (social logics)</p>	<p>audience analysis and segmentation; formative research; channel analysis; process tracking; behavioural change; social good and wellbeing</p>
<p>Andreasen (1993, p. 1)</p>	<p><i>Social marketing “is the adaptation of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the behaviour of target audiences in order to improve their physical and mental wellbeing and/or</i></p>	<p>Social marketing is not about promoting social ideas, education or attitude change; its ultimate goal should be changing behaviour (Andreasen, 1993). The key focus of this definition is influencing individual behaviour using commercial marketing principles and techniques. The</p>	<p>Market logics are applied to achieve social good. Marketing techniques (market logics) were incorporated into social programs to enable behaviour change to achieve social good (social logics)</p>	<p>Social change; behavioural influence and change; starting a behaviour; stopping a behaviour; switching a</p>

	<i>that of the society of which they are a part</i> ".	author suggested that consumers generate their own benefits in the consumption process; therefore, social marketers need to learn to make consumers better creators of their own experiences (Andreasen, 1993). Furthermore, social marketing mainly aims to benefit individuals, families or societies, not the marketing firm (Andreasen, 1994). Social marketers try to enhance the customers' benefits and reduce the cost related to the proposed change.		behaviour; staged approaches to behaviour change; basic readiness, category-specific readiness; situation-specific readiness; segmentation; audience research; social good
(Kotler & Lee, 2008, p. 8)	Kotler and Lee (2008) defined social marketing as " <i>systematic planning and applies traditional marketing principles and techniques, and that its intent is to deliver a positive benefit for society</i> ".	The bottom line of the social marketing process is selling behaviours, and the social marketers want their target audience to (1) practice a new behaviour (no drunk-driving), (2) avoid a detrimental new behaviour (start smoking), (3) alter an existing behaviour (include more veggies in diet), or (4) stop an existing undesirable behaviour (using mobile phones while driving). Besides, they also focus on promoting a socially desirable one-time behaviour such as buying energy-efficient	Market logics are applied to achieve social good. Social marketers used traditional 4ps (Market logics) to influence the target audience and promote desirable behaviour changes for social good and improved wellbeing (social logics)	Voluntary behavioural change; social good; rewarding good behaviours rather than punishing undesirable ones; customer orientation; exchange theory

		equipment or encouraging the audience to practice a particular habit such as shower under five minutes.		
Lefebvre (2012b, p. 120)	<i>Social marketing develops and applies marketing concepts and techniques to create value for individuals and society. This is done through the integration of research, evidence-based practice, and the use of social-behavioural theory together with the insights from individuals, influencers, and stakeholders. These inputs and perspectives are used to design more effective, efficient, sustainable, and equitable approaches to enhance social well-being. The approach encompasses all the processes and outcomes that influence and are associated with change among individuals, organizations, social networks and social norms, communities, businesses, markets, and public policy.</i>	Per this approach, social marketing is not limited to mere behaviour change but is broad enough to offer innovative solutions to complex social, environmental and health problems. This approach emphasises adopting design thinking and service design perspective in designing programs and collaborating with wider stakeholder networks to create and expand value propositions.	Social marketing place social goals/logics at the core to solve the wicked problems of the societies. Social marketers apply the marketing principles (Market logics) to co-create value propositions with the wider stakeholder network to better serve them and enhance their sense of overall wellbeing (social logics)	Co-creation; establishing conversations; market-shaping; design thinking; SD-logic; improved living conditions; enhancing the sense of wellbeing

*Table 2 Main definitions related to Transformative Social Marketing*

### 2.1.3 Transformative Marketing

It is evident in the marketing literature that marketing thoughts and practices influence and are influenced by the immediate business environment (Achrol & Kotler, 2012; Kumar, 2018). It is also self-evident that firms are now operating in a demographically diverse marketplace, the needs and expectations of the current consumers are turning out to be more niche, and the ethnic consumers' requirements are beginning to be more distinct than ever before. Over the years, the marketing field has gone through critical changes with regard to its dominant focus, thoughts, and practices (Kotler & Levy, 1969; Kumar, 2015; Vargo & Lusch, 2004) and the firms have adapted accordingly to cater to the evolving needs of their consumers, for example, Lego's efforts to substitute plastic with sugarcane in their toy manufacturing (Barrett, 2018) and Tesla's new car dealership model to improve customer's buying experiences (Balazs, 2021).

During the early age of the marketing discipline, marketing was seen as a function that was relevant only to business firms (Brunswick, 2014; Kotler & Levy, 1969). One of the reasons could be that the term marketing was defined very narrowly in much of the early literature. Marketing is primarily defined in the early era as a business activity involving a group of complex functions assisting in distributing goods from the manufacturer to consumers (Bartels, 1974; Brunswick, 2014; Enis, 1973). According to Clark (1922, p. 1), "*Marketing consists of those efforts which effect transfers in the ownership of goods and care for their physical distribution*". However, conceptual (introduction of new ideas) and perceptual (identifying new realms where marketing concepts and techniques can be applied) influences radically broadened marketing's scope over time (Bartels, 1974; Kotler & Levy, 1969; Lazer, 1969). Kotler and Levy (1969, p. 10) argued that "*marketing is a persuasive activity that goes considerably beyond the selling of toothpaste, soap and steel*". They suggested that marketing concepts should be applied to all activities if they are useful in enhancing the knowledge and understanding of a phenomenon or a context in an improved manner. These researchers asserted that marketing offered valuable concepts and techniques to manage and guide all types of organisations, whether business or non-business. In their work, the researchers pointed out many real-life examples, such as Oklahoma public school using television ads to exaggerate their work to attract donations and a US city police department running a campaign to improve its community relations to illustrate that all organisations carry out marketing function whether or not they are acknowledged as such (Kotler & Levy, 1969). However, the rationale behind the radical broadening attempt invited many contrary opinions too (Enis, 1973; Luck, 1969; Tucker, 1974).

Luck (1969) refuted Kotler and Levy's perspective and argued that they violated the fundamental premise of the marketing discipline. Congruent with Luck (1969)'s perspective, Tucker (1974, p. 32) purported that "*marketing is heavily concerned with economic rationality in terms of store location, advertising effectiveness, merchandise assortments, pricing policies, inventory management, sales territories and the like. Relatively prompt and specific consumer satisfaction characterizes the great*

*majority of transactions*". A few years after the broadening attempt, another work by Kotler and Zaltman (1971) further demonstrated that marketing techniques could be applied to market social change to achieve prosocial outcomes. Furthermore, Kotler (1972) explicated that exchange is fundamental to the marketing process and proposed a "generic marketing concept". He stated, "*Marketing is specifically concerned with how transactions are created, stimulated, facilitated, and valued*" (Kotler, 1972, p. 49). This generic concept of marketing gained overwhelming acceptance among marketing academics and became the dominant paradigm in the marketing domain (Nickels, 1974). The survey conducted by Nickels (1974) reported that over 90% of the professors who participated in the survey agreed with and supported Kotler's proposition.

The traditional classification of marketing activities is also significantly impacted by the advancements in the marketing concept. Traditionally marketing practitioners used target-market and product classification to distinguish the type of marketing or marketing activities (Kotler, 1972). But with the broadening of the marketing concept, those two classifications became inadequate in describing the full range of marketing applications. Therefore, Kotler (1972) proposed comprehensive empirical classification criteria to explain the complete range of marketing applications, namely, target-market typology, product typology and marketer typology. Likewise, Hunt (1976) categorised all marketing activities into three distinct taxonomies; profit vs non-profit, positive vs normative and micro vs macro. But later, Sheth et al. (1988) introduced an alternative classification to Hunt (1976): services vs products, consumer goods vs industrial goods, and domestic vs international markets. However, in the recent decade, marketing academics emphasis on the necessity of replacing the service vs product classification with a service-centric perspective (Hultman & ek, 2011; José Miguel, 2019).

The marketing concept has been debated and reassessed constantly over the years as each generation tries to capture what marketing means to them in their context. During the past few decades, the radical advancements in the technological landscape presented a plethora of opportunities to revisit the marketing concept. In the present era, technological innovations and other environmental factors influenced marketing principles and practices, in turn affecting how marketing academics define marketing. However, Kumar (2018) argued that the current market space and needs and expectations of consumers are evolving at a frenetic pace, and marketing functions need to undergo a transformative phase to remain consumer-oriented and responsive to the changes in the world. Building on the marketing definition offered by the American Marketing Association, he proposed a new conceptualisation for marketing and termed it Transformative marketing, "*transformative marketing is the confluence of a firm's marketing activities, concepts, metrics, strategies, and programs that are in response to marketplace changes and future trends to leapfrog customers with superior value offerings over the competition in exchange for profits for the firm and benefits to all stakeholders*" (Kumar, 2018, p. 2). He claimed that transformative marketing is principally designed to enable organisations to offer their target markets a compelling and superior value proposition that outperforms their competitors. He demonstrated that transformative marketing aids organisations in transforming themselves through

marketing, thereby delivering superior benefits to the organisations and stakeholders. He delineated that when the environmental forces/changes challenge the organisation's status quo, transformative marketing occurs as organisations respond to such forces, resulting in improving the firm's efficiency and effectiveness throughout the whole process. He identified state of tension, context independence, and time-specific constraints are the critical triggers of transformative marketing.

A brief analysis of a few marketing definitions analysed in this study to understand the key emphasis and scope is presented in Table 3.

Author & Year	Definition	Key focuses	Relative emphasis on logics	Concepts
Clark (1922, p. 1)	Marketing consists of “ <i>those efforts which effect transfers in the ownership of goods and care for their physical distribution</i> ”.	It indicates that the marketing function has two essential aspects. The first concerns about selling and assembly (buying), and the next is about the physical transfer of the goods from the manufacturer to the customers. According to Clark (1922), the selling part involves finding a market to sell the seller’s product at a profit, and the assembly is about procuring for the consumer the goods at a satisfactory price, variety, quality and quantity and making them available at the right time and at the time place.	Market logics are applied here to achieve market goals. Marketing principles and practices (market logics) are employed to carry out the <i>Function of Exchange</i> (demand creation and assembly), <i>Functions of Physical Supply</i> (transportation and storage), and <i>Facilitating Functions</i> (finance, risk-taking and standardization) to make the product available to the consumers at the right time and the right place (Clark, 1922).	Profit; merchandise distribution; demand creation; risk; standardization
Tucker (1974, p. 32)	Marketing is “ <i>heavily concerned with economic rationality in terms of store location, advertising effectiveness,</i>	Customer’s product or service acceptance improves if it offers them convenience, happiness,	Market logics are applied here to achieve market goals.	Customer satisfaction; 4Ps; economic rationality;

	<i>merchandise assortments, pricing policies, inventory management, sales territories, and the like. Relatively prompt and specific consumer satisfaction characterizes the great majority of transactions”.</i>	competitive price, improved fashion, enhanced utility etc.	Marketers employ marketing principles and practices (market logics) to improve the customer acceptance of their products to improve sales.	consumer income; consumer insights; market research
Schoell and Ivy (1982, p. 12)	<i>Marketing is the process of managing effort in a dynamic environment in a socially responsible manner to facilitate exchange relationships which match an organizations capabilities and resources with the wants of selected market targets - present and potential customers”.</i>	The marketing process involves satisfying the target market’s needs in a socially responsible manner to build long-lasting customer relationships.	Market logics with an awareness of social logics are employed to achieve the goals of the organisations while building strong relationships with present and potential customers.	Social responsibilities; relationship orientation; Customer retention; economic rationality; impacts of marketing activities
Walters and Dana (2007, p. 4)	<i>“Marketing is the process of satisfying market demand better than the competition and at a profit”</i>	The marketing process involves identifying, anticipating, and satisfying the consumers’ needs in a profitable manner while being accountable for the competitive dynamics. Firms need to outperform the competition to prosper in the marketplace.	High emphasis on marketing logic.	Form utility; place and time utility; information utility; possession utility; customer satisfaction; profit

The American Marketing Association (2017)	Marketing “as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large”.	Marketing operates at multilevel, and the key components of the marketing process are creating, communicating, delivering, and exchanging offerings that have value for all key stakeholders, including the wider society.	Market logics are employed to achieve market goals and to contribute to socio-economic issues.	Offering value to customers and community; managing stakeholder relationships; contributing to improving socio-economic issues;
Kotler et al. (2018, p. 29)	Marketing can be defined “as the process by which companies engage customers, build strong customer relationships, and create customer value in order to capture value from customers in return”.	The marketing process involves four crucial steps to create value propositions and build relationships with customers; (1) understand the marketplace and customer needs and wants, (2) design a customer value-driven marketing strategy, (3) construct an integrated marketing program that delivers superior value, and (4) engage customers, build profitable relationships, and create customer delight (Kotler et al., 2018, p. 30).	Market logics are employed to achieve market goals. Marketers employ marketing principles and techniques (market logics) to create value for and from customers.	Customer-perceived value; customer relationship management; customer loyalty and equity; profits
Kumar (2018, p. 2)	“Transformative marketing is the confluence of a firm’s marketing activities, concepts, metrics,	The following four key principles are critical for practising transformative marketing; (1)	Market logics are applied here to achieve market goals.	Competitive value proposition; data-rich and innovation-driven

	<p><i>strategies, and programs that are in response to marketplace changes and future trends to leapfrog customers with superior value offerings over competition in exchange for profits for the firm and benefits to all stakeholders”</i></p>	<p>customer orientation, (2) creating value for all stakeholders, (3) flexible organisation process to gather, analyse and use data and other information, and (4) coordination among all organisational process to generate competitive value proposition.</p>	<p>Marketing activities, concepts, strategies, metrics and programs (market logics) are applied to produce superior value offering to consumers to maximise profit.</p>	<p>organisation culture; profit for firms</p>
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*Table 3 Main definitions related to Transformative Marketing*

#### 2.1.4 Transformative Branding

Brands are one of the vital ideological foci of marketing (Conejo & Wooliscroft, 2015; Levy & Luedicke, 2013) and endeavours to explore the potential of brands to tackle the pressing socio-political issues of contemporary society are increasing among macromarketing researchers (Conejo & Wooliscroft, 2015; Spry et al., 2021b). Currently, brands have gained much in terms of meaning and conceiving today's brands as simply labels for recognizing products, symbols, or features is archaic. Brand's conceptualisation has grown from their traditional perspective, where their role was labelling the products and communicating features (Low & Fullerton, 1994) to sophisticated networks of information, association and feeling, which aids customers in constructing customer-brand relationship and experiences (Berthon et al., 2003); complex multidimensional connotative symbols that integrate brand meanings across all business functions (Oswald, 2012); and semiotic marketing systems which generate value for the broader socio-environmental landscape (Conejo & Wooliscroft, 2015).

Many works in the recent decade have elevated the brand's capabilities and influence in contributing to marketing and the wider community, such as influencing and reflecting the values of society (Berthon & Pitt, 2018), tackling the common cultural anxieties and value contradictions that people experience in their daily life (Holt, 2004; Kadirov & Varey, 2011), addressing socio-political issues (Bhagwat et al., 2020; Moorman, 2020; Vredenburg et al., 2020), green brand positioning strategies to reduce environmental harm (Hartmann et al., 2005), and integrative branding perspective to co-create brand meanings with the stakeholders (Brodie et al., 2017). But these concepts are primarily driven by market logics and mainly focus on improving marketing outcomes such as sustainable competitive advantage. Spry et al. (2021b) identified this gap in the macromarketing literature and introduced a novel transformative concept in marketing to harness the potential of brands to simultaneously integrate both market logics and social logics to improve both market and societal outcomes. They coined the transformative branding concept and defined it as a dynamic capability that firms can deploy to enable stakeholder network engagement in co-creating diverse brand meanings that draw on hybrid logics towards shaping the market and challenging DSP from within the market system. Dynamic capability is *the capacity of an organisation to purposefully create, extend or modify its resource base* (Helfat, 2007, p. 4). Conceptualising transformative branding as a dynamic capability articulates how branding can be operationalised beyond the traditional firm-centric dyadic perspective to create change within the market and society. Spry and colleagues (2021) envisioned that dynamic capability in transformative branding emphasise on two important characteristics: (1) facilitating collaborations among wider stakeholder network beyond the traditional firm-customer dyadic view to co-create brand meanings, and (2) brand meanings are aligned to hybrid market and social logics.

Transformative branding operates at three levels through two main market-shaping capabilities, namely leadership and collaborative coupling, to drive macro-level changes (Spry et al., 2021b). The authors perceive transformative branding as a higher-order capability that determines how leadership and

collaborative coupling - the lower-order market-shaping activities can be applied to drive the desired changes in the market and societal system. Leadership in this prosocial process reimagines the role of branding beyond making money and encompasses hybrid logics and stakeholder collaboration to harness the potential of brands to create value for society and the market. Transformative branding leaders adopt and articulate a broader strategic-thinking process that is more flexible and broad-ranging than the traditional branding perspective and focuses on a longer time horizon to stay attentive to the societal megatrends to develop a vision for the market and societal system transformation. Since the leadership embraces a diverse branding perspective, they operate beyond the firm-centric dyadic traditional mindset and allow wider stakeholder engagement in co-creating value for the society and market at large. Besides, the broader strategic-thinking process enables flexible and wide-ranging thinking in leadership, which ultimately allows the leaders to reimagine and refocus on what their brands could achieve far beyond their traditional purpose. Additionally, the focus on the longer-than-usual time horizon necessitates the leaders to adopt an outward-facing orientation which in turn aids them in being attentive and responsive to the changes in the socio-political landscape. In this way, they identify and exploit opportunities for transforming the economic, political, regulatory, and socio-cultural landscape to contribute to social outcomes in addition to market outcomes.

Collaborative coupling entails enacting transformative branding by implementing the transformation vision developed by the leadership across various strategic dimensions of the brand by mobilising the engagement of key stakeholders (e.g., employees, community, competitors etc.). Thus, this is a bottom-up approach where brand meanings are negotiated and co-created between the focal firm and stakeholders rather than managed and controlled by the focal firm. According to the authors, collaborative coupling shapes the market in three ways: demonstrating commitment, expertise and resource sharing, and establishing legitimacy. Demonstrating commitment involve the focal firm consciously and deliberately embedding the social and market goals deeply into the various strategic dimensions of the brand. Furthermore, collaborative coupling share and distribute the resources related to transformative branding across different functional areas and broader stakeholder networks to establish a shared focus to collectively drive the market-shaping activities. Finally, the brand becomes a legitimate partner when they are perceived as knowledgeable and trustworthy by its constituents. In this way, transformative branding works as a mechanism to transform the market and societal system through the market actors' agentic and conscious efforts.

Moreover, since the markets have political, socio-cultural, technological, and institutional influences (Mittelstaedt et al., 2006), Spry and colleagues (2021) further argue that market-shaping activities in the transformative branding context can challenge DSP from within the market system. The notion of challenging DSP is not new in the marketing literature. It has been challenged through alternate market arrangements that operate counter to (Kozinets & Handelman, 2004; Williams, 2005), parallel to (Ozdamar Ertekin & Atik, 2015; Tencati & Zsolnai, 2012), or complementary to (Gollnhofer & Schouten, 2017) the prevailing structures of DSP. But quite differently, transformative branding

challenges the DSP in four ways mainly: economic transformation, socio-cultural transformation, regulatory transformation, and political transformation.

Transformative branding facilitates economic transformation by establishing a new basis for market exchange that acknowledges value outcomes beyond profit maximisation or self-serving interests, and it necessitates stakeholders to prioritise prosocial outcomes such as ethical or epistemic values. It also reorients consumers from hyperconsumption towards sustainable consumption practices to trigger socio-cultural transformation. The third way transformative branding challenges the DSP is by modifying the governance mechanisms to facilitate the regulatory transformation to improve social and environmental justice. For example, brands influence government agencies to implement improved industrial norms or standards. The last way transformative branding challenges the DSP is by facilitating political transformation. The focal brand achieves this transformation by engaging in brand activism and inspiring the stakeholders to join in activism movements. Brand activism can be described as a strategy driven by brand purpose and value where the brand takes a stand on relevant socio-political issues intending to create desired prosocial changes and marketing success (Vredenburg et al., 2020). According to the traditional perspective, branding is aligned with the market-dominant logic (Bastos & Levy, 2012; Keller, 1993). Therefore, it generally functions within the DSP. But transformative branding enables organisations to integrate market and social goals and empowers the firm to move away from the firm-centric dyadic perspective. This enables the firm to collaborate with the stakeholder network and inspire them to jointly drive the market-shaping activities to create meaningful avenues for transforming the marketing and societal landscape and eventually challenging DSP.

Based on the discussions presented in chapter 2, it is evident that transformative branding shares certain values and focuses of the other three transformative concepts. While transformative green marketing focuses on improving the quality of people's lives and the environment, transformative social marketing employs marketing principles to generate superior value for people and society. Similarly, while transformative marketing focuses on transforming marketing activities per the changes in the marketing environment to produce superior value for consumers while maximising the organisation's profit, transformative branding pursues prosocial transformation by employing the brand as an effective catalyst. The next section will discuss how transformative branding differs from the other three transformative concepts in marketing.

### **2.1.5 Conceptual Distinctiveness of Transformative Branding**

Transformative branding integrates dynamic capabilities and market-shaping competencies with branding and proposes a process where branding can be conceptualised and implemented beyond the firm level. Even though this novel macromarketing concept shares certain key focuses with the other three transformative concepts discussed in the previous chapters, such as viewing society and the environment as key stakeholders and value co-creation, it differs in its theorisation and application of the branding process.

As discussed earlier, all four transformative concepts emphasise the power and capabilities of marketing in facilitating transformative social change. But they differ significantly in terms of their conceptualisation, operation, and scope. Transformative green marketing, transformative social marketing, and transformative marketing work within the present exchange system of consumers, businesses, and institutions. But transformative branding is quite different in this aspect. Per its conceptualisation, branding can be conceptualised and operationalised beyond the firm level. This view is quite different from the traditional branding mindset, where brand meanings and identity are solely created, managed, and controlled by the focal firm. Therefore, transformative branding is not a firm-centric dyadic process. Instead, it adopts a diverse, flexible, and wide-ranging branding perspective and enables collaboration with the broader stakeholder networks to create brand meanings that draw on the hybrid market and social logics. Thereby, the consumers and the other stakeholders are not passive receivers of marketing messages or activities. However, the other three transformative concepts operate according to traditional marketing principles and practices. Transformative green marketing works within the existing structures and applies marketing tools and techniques but works to change the system to better incorporate ecological issues into the manufacturing and consumption decisions. Similarly, social marketers also employ marketing concepts and techniques and integrate research and evidence-based practices to develop social marketing campaigns or programs to create value for people and society. Finally, transformative marketing applies marketing principles and techniques to aid companies in reaching their intended audience more precisely with a compelling offering that is superior to their competitors.

Thus, transformative branding has a much wider focus than the other three concepts. Transformative branding is aimed at achieving prosocial changes within the market and societal system. The transformative branding process operates at three levels through leadership and collaborative coupling to shape the market and societal system and subsequently create opportunities for transforming the economic, socio-cultural, political, and regulatory landscapes. In this way, this macromarketing concept challenges the DSP from within the market system. However, when compared with the goal of transformative branding, the focuses or the primary goals of the other three transformative concepts are narrow. While transformative green marketing focuses on ecological issues, transformative social marketing attempts to solve the wicked problems of contemporary society. Again, a bit differently from

the other three concepts, transformative marketing focuses on aiding firms to achieve a superior market position while enhancing the stakeholders' benefits.

The most significant element differentiating transformative branding from the other three transformative concepts is the logic they place at the core of their operations or marketing thinking. Transformative branding adopts hybrid market and social logics and aims to attain outcomes aligned with both market and social goals. The coexistence of both market and social logics allow brands to balance their market and social goals to create value for stakeholder, the market and the broader society. Therefore, transformative brands can contribute to social outcomes in addition to established market outcomes. The logics that guide the operations of the other three transformative concepts differ significantly from transformative branding. Transformative green marketing applies market logics and operates within the existing structures and thinking to ensure that environmental issues are the central components of the marketing practices and operations. Transformative marketing is also adopting market logics to help firms evolve by revising their strategic process as per the societal megatrends to produce superior benefits to consumers, the firm and other stakeholders. But when it comes to social marketing, social logics become the core component of how the market and marketing operate. Transformative social marketers maintain a strong focus on enhancing the wellbeing of people and the social good.

The notion of employing marketing principles and practices to create positive macro-level changes in the economic, social, cultural, or political landscape is not new. All four transformative concepts discussed in this research are practical in terms of their specific focuses and logics; however, they need to evolve as per the changing ideologies and the pertinent social trends to be relevant as well as to reaffirm their position in offering new perspectives, knowledge, and technique to create meaningful impacts in the society and market. Table 4 presents a comparison of all four transformative concepts in marketing to crystalise how transformative branding differs from the other three.

<b>Transformative Concepts in Marketing</b>				
	<b>Transformative green marketing</b>	<b>Transformative social marketing</b>	<b>Transformative marketing</b>	<b>Transformative branding</b>
<b>Definition</b>	<p>Transformative green marketing requires the organisations to (1) develop a new system to calculate and communicate values that integrate all environmental issues/values into the definitions of consumer and corporate values, (2) change the discourse regarding the human and environment interdependency, and (3) redefine consumption to value sustainable want satisfaction rather than the acquisition of goods. (Polonsky, 2011)</p>	<p><i>“Transformative social marketing develops and applies marketing concepts and techniques to create value for individuals and society. This is done through the integration of research, evidence-based practice, and the use of social-behavioural theory together with the insights from individuals, influencers and stakeholders. These inputs and perspectives are used to design more effective, efficient, sustainable, and equitable approaches to enhance social well-being.</i></p>	<p><i>“Transformative marketing is the confluence of a firm’s marketing activities, concepts, metrics, strategies, and programs that are in response to marketplace changes and future trends to leapfrog customers with superior value offerings over competition in exchange for profits for the firm and benefits to all stakeholders”</i> (Kumar, 2018, p. 2)</p>	<p><i>“A dynamic capability deployed by firms as a prosocial process to facilitate collaboration amongst stakeholders to co-create brand meanings that draw on hybrid market and social logics”</i> (Spry et al., 2021b, p. 2).</p>

		<i>The approach is one that encompasses all the processes and outcomes that influence and are associated with change among: individuals, organizations, social networks and social norms, communities, businesses, markets, and public policy” (Lefebvre, 2012b, p. 120)</i>		
<b>Key logics employed</b>	<p>Green marketers employ market logics with an awareness of social logics to facilitate green marketing to be transformational.</p> <p>Transformative green marketers work within the existing structures and thinking (market logics) but integrate environmental value as a central element of how the market and</p>	<p>Transformative social marketing place social goals/logics at the core to solve the wicked problems of societies.</p> <p>Social marketers apply the marketing principles (Market logics) to co-create value propositions with the wider stakeholder network to better serve them and enhance their</p>	<p>Market logics are applied here to achieve market goals. Marketing activities, concepts, strategies, metrics and programs (Market logics) are applied to produce superior value to consumers and to maximise profit.</p>	<p>Hybrid social and market logics are applied to build a vision for the market and societal transformation.</p> <p>The branding perspective is much broader, and branding is implemented beyond the firm-level to enable stakeholder engagement to generate societal outcomes besides marketing management outcomes.</p>

	marketing work to create improved social good (social logic)	sense of overall wellbeing (social logics)		
<b>Primary goals/focus</b>	<ul style="list-style-type: none"> <li>• To create substantial value for the global population and enhance the quality of life</li> <li>• To improve environment</li> </ul>	<ul style="list-style-type: none"> <li>• To offer innovative solutions to solve complex social problems to enhance social wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>• To produce superior value propositions for consumers that far exceed the competitors' offerings.</li> <li>• Maximise the firm's profits and benefit all the stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• To achieve market and social goals as envisioned by the leadership.</li> <li>• To challenge DSP from within the market system by transforming the economic, socio-cultural, political, and regulatory landscape.</li> </ul>
<b>Main concepts</b>	Social/behavioural influence; social good; social welfare; customer wellbeing; environmental sustainability; environmental pricing mechanism; Shifting away from being anthropocentric focused; want satisfaction without owning the products; marketing management outcomes	Co-creation; establishing conversations; market-shaping; design thinking; SD-logic; improved living conditions; enhancing the sense of wellbeing; marketing management outcomes	Competitive value proposition; data-rich and innovation-driven organisation culture; profit for firms	Hybrid social and market logics/ balancing social and market goals; DSP; collaborative coupling; diverse, flexible, and wide-ranging branding perspective; economic transformation; socio-cultural transformation; regulatory transformation; political transformation

<p><b>Role of brands/firms</b></p>	<p>Firms should introduce alternative costing mechanisms to present environmental value and cost associated with the production and consumption; brands also need to raise awareness about the environmental issues and create urgency among the public, including authorities, to address such issues; brands should also reorientate consumers to engage in want satisfaction without acquiring goods.</p>	<p>Brands are used as a mechanism for social/behavioural influence. Social marketing firms should collaborate with consumers, community, and other stakeholders to design campaigns and programs. Firms should also focus on work within the communities, establish conversations and build relationships to change the marketplace and achieve social good.</p>	<p>Brands/firms should evolve by revising the overall strategic process involving fundamental concepts, metrics, and strategies according to the changing marketplace trends to achieve the ability to personalise marketing content and offerings as well as to enhance efficiency and effectiveness.</p>	<p>Brands should balance the social and market goals and act as an effective catalysts to facilitate market and societal transformation. Brands should also enable stakeholder engagement to co-create brand meanings that draw on hybrid logics to drive market-shaping and eventually challenge DSP.</p>
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*Table 4 Conceptual Distinctiveness of Transformative concepts*

Thus, having fully explained the transformative branding process and distinguished it from the other three transformative concepts, this study will proceed to critically analyse the real-world brands' transformative capacity. But what factors make a brand's efforts in facilitating transformation in the market and societal system an authentic act? Predominantly, how do real-world brands enact transformative branding to co-create brand meanings that draw on the hybrid market and social logics with the wider stakeholder network to shape the market and challenge the DSP from within the market system? How do these brands stay attentive and responsive to the trends and changes in the socio-political landscape? Therefore, before evaluating the transformative capabilities of real-world brands, this research will provide a brief review of the literature on brand activism and corporate social responsibility and market-shaping to lay the groundwork for writing up the data analysis findings.

## **2.2 Brand Activism and Corporate Social Responsibility**

Brands in recent years are increasingly getting involved in critical issues of modern society and started taking a stand on controversial socio-political issues such as racial injustices, gender inequalities and refugee issues to bring about prosocial changes in the societal system. However, still, brand activism is a double-edged sword because, on the one hand, consumers want the brands to be activists in the socio-political environment (Hoppner & Vadakkepatt, 2019), but on the other hand, they often dismiss the brand's activism as a mere marketing ploy (Alhouti et al., 2016; Du et al., 2010). Authentic brand activism can be defined as *a purpose- and values-driven strategy in which a brand adopts a nonneutral stance on institutionally contested sociopolitical issues, to create social change and marketing success* (Vredenburg et al., 2020, p. 446). Thus, to consider brand activism authentic, the brand's activist messaging and practices should match its values and purpose. For example, a brand's activism is perceived as compromised or inauthentic if its activist messaging is misaligned with the other three factors. According to the literature, the activist brands exhibit a clear attitude (Eilert & Nappier Cherup, 2020), signal information about the brand's priorities and role in the societal and market system to its stakeholders (Bhagwat et al., 2020; Chatterji & Toffel, 2019), aim to facilitate or prevent a change in the society (Sarkar & Kotler, 2018), attempts to influence the market actors' attitudes and behaviours (Eilert & Nappier Cherup, 2020), and is not primarily guided by economic interests (Vredenburg et al., 2020). Furthermore, the study by Vredenburg and colleagues has introduced four key characteristics central to authentic brand activism conceptualisation: (1) brand purpose and value are at the core of authentic brand activism; (2) brands attempt to address controversial socio-political issues; (3) supports both progressive or conservative social issues; and (4) engage in brand activism by messaging and brand practices.

Even though the term brand activism is rather novel, the notion behind this concept could be linked to the concept of advocacy advertising by Sethi (1979). Sethi (1979, p. 70) defined advocacy advertising as *"the propagation of ideas and the elucidation of controversial social issues of public importance"*. However, activism, by the term, indicates action and is the core element of just about all definitions of

brand activism. For example, Sarkar and Kotler (2018, p. 34) stated brand activism “*consist of business efforts to promote, impede, or direct social, political, economic, and/or environmental reform or stasis with the desire to promote or impede improvements in society*”. Likewise, as quoted early in this section, Vredenburg and colleagues (2020) conceptualised authentic brand activism as a purpose- and value-driven market strategy. Nevertheless, brand activism shares many elements of corporate social responsibility (CSR) marketing activities, such as influencing consumer perceptions. But brand activism is distinct from CSR activities.

Kotler and Lee (2005, p. 3) delineated that “*CSR is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources*”. The core aspect of this definition is *discretionary business practices* which imply that the organisation demonstrate a voluntary commitment to engage in social initiatives that are meant to improve the overall wellbeing of society and the environment. Therefore, the activities that are mandated by law or expected per the morale or ethics of business won't be counted as CSR because those are involuntary in nature. In literature, different forms of CSR activities can be found, such as cause promotion and cause-related marketing, corporate social marketing, advocacy advertising, and corporate philanthropy (Anirban & Ankur, 2019; Kotler & Lee, 2005). Cause promotion mainly establishes marketing communications with the target audience to increase their awareness of a social cause, for example, global warming or gun violence, but it stops short of enabling behavioural change (Kotler & Lee, 2008; Varadarajan & Menon, 1988). At the same time, cause-related marketing is described as “*a commercial link between a business and a charity for mutual benefit*” (Adkins, 1999, p. 9). Advocacy advertising is regarded as a marketing communication tool employed by organisations to influence the target audience's viewpoint and behaviour on controversial social issues (Salmon et al., 1985; Sethi, 1979). As the definitions indicate, these CSR activities are mainly marketing-driven, and the prominent engagement method is messaging or marketing communication. This is one of the key differences between CSR activities and brand activism. Besides, CSR activities are usually perceived positively by most consumers (Mohr et al., 2001), but that is not always true in the case of brand activism (Vredenburg et al., 2020), although brand activism does more than messaging. In the case of authentic brand activism, a clear alignment between brands' purpose, value, messaging and practices can be observed (Vredenburg et al., 2020). Activist brands focus on bringing social and environmental good (Bocken et al., 2014) beyond their immediate financial motives (Sarkar & Kotler, 2018; Wettstein & Baur, 2016).

### **2.3 Capabilities Needed for Market-Shaping**

Marketing literature construes the market as malleable and complex adaptive systems (Cova et al., 2021; Kjellberg et al., 2012), and a growing body of research suggests the notion that market-shaping can be achieved through micro-level agentic and conscious activities by market actors (Kindström et al., 2018; Nenonen et al., 2021). In this perspective, the market is viewed as a socially constructed phenomenon (Martyn et al., 2017; Storbacka & Nenonen, 2011) that is constantly shaped by the intentional and non-

intentional activities and practices of various market actors (Hawa et al., 2020; Kjellberg et al., 2015). Market-shaping is a purposive action by market actors to influence their business landscape or market characteristics (Kindström et al., 2018; Nenonen et al., 2019). Extant literature shows that market-shaping occurs when firms find better ways to produce value for their consumers, such as superior value propositions (Carrillat et al., 2004), altering the market structure (Kindström et al., 2018; Storbacka & Nenonen, 2011), or through institutional work (Baker et al., 2019). Besides, the perspective adopted in the recent research demonstrates that market-shaping activities aimed at improving resource density (Nenonen et al., 2019; Storbacka, 2019) because access to relevant resources is crucial for creating value in the market. Resource density is described as having access to the appropriate resources (Lusch & Nambisan, 2015). However, it is unlikely that a single actor has all the resources required to achieve the desired value outcomes (Akaka et al., 2012). Hence firms engaging in market-shaping have to collaborate with other market actors to attain the desired value propositions or goals (Vargo & Lusch, 2017). Furthermore, a single market actor can't facilitate and control the transformation of the market and societal systems (Nenonen et al., 2019).

However, interestingly, the existing research links the firm's ability to influence its environment with its dynamic capabilities (Nenonen et al., 2019; Teece, 2016). As stated earlier, dynamic capabilities allow firms to modify their resources (Helfat, 2007) or aid in creating new resource linkages for firms to respond to the changes in the market (Eisenhardt & Martin, 2000). Studies conducted by (Teece, 2007; Teece, 2016) showed that dynamic capabilities empower firms to address as well as shape the swiftly shifting business environment. Another study to refer to in the context of market-shaping is the qualitative research conducted by Nenonen et al. (2019). Their work offered a broad category of dynamic capabilities required for market shaping and developed a conceptual framework to describe the market-shaping processes and their possible results. Nenonen et al. (2019, p. 2) established that *market shaping firms engage in a process to (1) discover the value potential of linking intra- and inter-stakeholder resources in novel ways (2) trigger changes in various market characteristics to enable the formation of new resources linkage, and (3) mobilises relevant stakeholders to free up extant resources for new uses*. They categorised the dynamic capabilities required for market-shaping into two distinct groups: triggering and facilitating. Triggering capabilities can be regarded as those capabilities that a firm can deploy to trigger changes in different market-level characteristics directly. This set includes three capabilities: *capabilities related to re-designing exchange, re-configuring the network, and reforming institutions* (Nenonen et al., 2019, pp. 7-10). Facilitating capabilities implies the creative skills of the firms to decide which triggering capability is appropriate for a context and how it should be applied. This set includes two capabilities: *discovering value potential and mobilising resources* (Nenonen et al., 2019, pp. 11-12).

Besides, it is evident in extant literature that firms can enable market-shaping through means not dependent on technological innovation (Humphreys & Carpenter, 2018; Nenonen et al., 2019). Humphreys and Carpenter (2018) identified that firms could shape the market through social influence

(using '*status*' to influence customer preferences and thereby changing the market behaviour) and by pursuing a vision that can influence the stakeholders beyond the firm's value chain system. And in line with market-shaping literature, the possible outcomes of market actors' market-shaping practices are market maintenance (Beninger & Francis, 2021; Yngfalk, 2019), market creation (Baker et al., 2019; Humphreys, 2010), market widening (Burr, 2014), or market innovation (Kjellberg et al., 2015; Sprong et al., 2021). Overall, it can be inferred that transformative branding conceptualisation exhibits several characteristics that are necessary for enacting market-shaping.

## Chapter 3: Case Analysis Methodology

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This study adopts an interpretivism (social constructivism) approach to construct the meaning of specific marketing activities or market interactions of selected brands. Thus, case study research will be used as a research method for this study. Case study research is a qualitative method which allows the researcher to investigate a real-life, contemporary case or cases over time by analysing multiple sources of data/information (Creswell, 2018; Yin, 2009). Therefore, employing the case study research method will benefit this research in terms of procedure and outcome. This research method allows the researcher to select multiple brands/cases (Creswell, 2018; Yin, 2009), set specific parameters to guide the case selection (Creswell, 2018), and gather and integrate several forms of qualitative data (Creswell, 2018; Yin, 2009). Besides, it enables the researcher to investigate the selected cases within their real-life contexts while retaining their holistic and meaningful characteristics and forming an in-depth understanding of each case (Creswell, 2018; Yin, 2009). Therefore, detailed and relevant data can be obtained on how these selected cases/brands collaborate with a wider stakeholder network to co-create brands that can drive positive changes in the market and social system. Thus, the researcher can carry out a detailed analysis of each brand and gather evidence to determine whether or not the selected brands exhibit transformative branding capabilities, per the transformative branding conceptualisation by Spry et al. (2021b). In brief, the case study method is suitable for this research as it provides the ability to examine relevant cases in detail and compare and contrast them on relevant criteria (Yin, 2014). The samples/cases of this study will be selected using purposeful sampling. Applying this strategy for case selection yield multiple benefits - it focuses on identifying and selecting information-rich cases to study, yields in-depth insights about the cases and makes the sample size manageable within the available resources and time (*Encyclopedia of case study research*, 2010; Patton, 2015). In this way, the researcher will be able to present a more in-depth description of each brand and effectively answer how these brands employ leadership and collaborative coupling to drive institutional changes in the market system.

Four real-world brands will be chosen for the case analysis of this study, and their publicly available data, such as marketing communication, social media engagements, website content, and information from other online sources for the period of January 2018 through October 2022, will be critically analysed to answer the research question. The literature shows that brands have increasingly become interested in positioning themselves as a force for good to improve socio-political problems in recent years (Korschun et al., 2019; Moorman, 2020). Likewise, customers have also increasingly started expecting brands to leverage their influence to promote societal transformation in recent years (Hoppner & Vadakkepatt, 2019), with some of the early examples of this practice emerging around 2018, such as Gillett's viral video campaign against toxic masculinity (Guardian News, 2019). Therefore, analysing data from 2018 through 2022 will be adequate to meet the requirements of this research.

The case selection criteria for this study are derived from the transformative branding conceptualisation by Spry et al. (2021b). Per their conceptualisation, transformative branding is a higher-order dynamic capability that shapes and transforms the market and societal systems through two lower-order market-shaping capabilities: leadership and collaborative coupling. Therefore, the brands for this study will be selected based on meeting the following two main criteria;

- i. Brands exhibit leadership that involves building a vision for the market and social transformation, and
- ii. Brands balance market and social goals to implement the vision of transformation across the different dimensions of the brand by mobilising the engagement of key stakeholders.

However, Spry et al. (2021b) have attributed specific qualities and characteristics to these two market-shaping capabilities. Therefore, to be consistent during the data analysis, a checklist is presented in Table 5 to demonstrate the aspects or evidence this study will look for in each of the selected brands to assess its transformative branding dynamic capabilities.

### **3.1 Data Sample**

Four real-world brands were chosen for case analysis in this study that closely fit the above two main criteria. A brief introduction to those brands is provided below, and specific examples of their leadership qualities and collaborative coupling are presented in Table 6. Prima facie, the selected brands can be perceived as authentic transformative brands because these brands have evidently recognised the potential of branding beyond making money and appear to be shouldering the responsibility to facilitate market and societal transformation through visionary leadership and enabling stakeholder engagement to co-create brand meanings based on hybrid logic. They have created an identity that proposes a novel trajectory towards establishing a sustainable and fair market and societal system.

A brief introduction to the brands selected for the study is provided below;

#### **3.1.1 Patagonia**

Patagonia is a renowned outdoor clothing and gear manufacturing company that established itself as a prominent player in the outdoor clothing and equipment industry with its sustainable and ethical business practices and brand activism. Its core values evolved from its owner Yvon Chouinard's belief that business can be a force for facilitating prosocial changes in the world (Patagonia, n.d.-c). Patagonia stands apart from all the other players in the industry through its commitment to finding superior solutions to current ecological issues. Besides taking a proactive stance on environmental advocacy, the brand amplifies its impacts on other areas, such as animal welfare and human working conditions.

#### **3.1.2 TOMS**

TOMS came into existence in 2006 (TOMS, n.d.-d) with a unique business model, One for One - giving away one pair of shoes for every pair sold to found and fund a remarkable global movement to create an equitable tomorrow for everyone. TOMS donate one-third of its profit to grassroots organisations to

drive sustainable changes in mainly three areas: mental health, access to opportunity and ending gun violence (TOMS, n.d.-c). Over the years, TOMS has expanded its business to eyewear, coffee, and new bag collection to amplify its social impacts.

### **3.1.3 Tony's Chocolonely**

Tony's Chocolonely was founded by three Dutch journalists in the year 2005 with a mission to make 100% slave free the norm in the chocolate manufacturing industry (Tony's Chocolonely, n.d.-c). Tony's envisioned a fair and transparent cocoa supply chain and introduced many ground-breaking initiatives to raise awareness about the exploitation and injustice that exist in the chocolate industry. This Dutch chocolate manufacturer led by example and inspired many other chocolate manufacturers to join its mission to drive structural changes in the cocoa supply chain to end modern slavery and illegal child labour. Tony's demonstrated that chocolate manufacturers do not have to be unethical to be profitable.

### **3.1.4 Whole Foods Market**

Whole Foods identify itself as a purpose-driven company with a mission to nourish people and the planet (Whole Foods Markets, n.d.-b). Whole Foods is known for its environmental stewardship, and it has implemented many rigorous and specific quality standards to ensure ethical business practices across its supply chain and improve the outcomes of its environmental programs. Besides, Whole Foods founded and supported non-profit organisations such as Whole Planet Foundation and Whole Kids Foundation to make greater meaningful impacts in the communities.

## **3.2 Procedure**

This study aims to investigate the transformative branding practices of real-world brands to understand if they are making positive transformations in the market and social system. Thus, the process followed in this study consists of five phases. The first phase is the study's overall design, which also includes identifying the need for this study and its potential contributions. Research questions and objectives are formed and refined during this phase.

During the second phase, a review of the literature on market-shaping, brand activism and corporate social responsibility is carried out to develop a lens for analysing the data and establish the foundation for writing the findings. Relevant articles are selected from different databases such as Emerald Insights, SpringerLink and JSTOR using keywords. Examples of keywords used to identify articles include market-shaping, dynamic capabilities, purpose-driven organisations, authentic brand activism, political advocacy, cause-related marketing, and cause promotion. Journal grade and the citation score of articles were the other important criteria used for selecting articles. This research mainly focused on Journals with A grade (per the ABDC list published by Australian Business Deans Council (ABDC) in 2019); however, other databases are also used as necessary to include relevant seminal works published in other journals.

During the third phase, four real-world brands were chosen for the case analysis of this study and collected these brands' publicly available data. The brands/samples are selected using purposeful

<b>Data Analysis Checklist</b>		
<b>Leadership: <i>Building a vision for transformation</i></b>		<b>Collaborative coupling: Implementing transformation vision with stakeholders</b>
Broader strategic thinking process grounded in hybrid logics and stakeholder collaboration	Focused on a longer-than-usual time horizon	
<ul style="list-style-type: none"> <li>• The leaders in this context adopt and articulate a <i>diverse mindset</i> that is <i>more flexible</i> and <i>wide-ranging</i> than the traditional perspective.</li> <li>• The firm focuses on <i>transforming</i> the societal and market system to a <i>mutually sustainable</i> and more valuable one than the current one.</li> <li>• The firm integrates <i>hybrid market and social logics</i> and aims to achieve prosocial goals <i>beyond making money</i>.</li> <li>• The firm is open to employing branding beyond the firm-centric dyadic view to establish a <i>shared focus</i> among diverse stakeholders to jointly implement the transformation vision in the market and societal system.</li> </ul>	<ul style="list-style-type: none"> <li>• Transformative branding leaders adopt and maintain an <i>outward-facing orientation</i> to stay attuned to the <i>changes</i> in the socio-political landscape to drive meaningful changes in the market.</li> <li>• Leaders focus on a <i>longer-than-usual time horizon</i> in their decision-making to influence their environment positively.</li> </ul>	<ul style="list-style-type: none"> <li>• The firm demonstrates a <i>widespread commitment to market and social objectives</i> by consciously and deliberately embedding them deeply into the various strategic dimensions of its brand.</li> <li>• The focal firm <i>shares and distributes the resources and expertise</i> related to transformative branding across different functional areas and broader stakeholder networks to establish a shared focus to collaboratively drive change in the business landscape in line with transformative branding.</li> <li>• The focal brand is perceived as a <i>trustworthy, knowledgeable, and legitimate partner</i> by its stakeholders.</li> </ul>

*Table 5 Data Analysis Checklist*

<b>Brands selected for analysis</b>		
<b>Transformative Brands</b>	<b>Leadership: Building a vision for transformation (criteria 1)</b>	<b>Collaborative coupling: Implementing transformation vision with stakeholders (criteria 2)</b>
Patagonia (outdoor apparel)	<p style="text-align: center;"><i>✓HL and stakeholder collaboration</i></p> <p>Patagonia positioned itself as a solution to the environmental issues and founded <i>One Percent for the Planet</i>, a non-profit corporation to encourage other market actors, including organisations and individuals, to donate 1% of their sales/income to resolve the social and environmental issues (Patagonia, n.d.-a).</p>	<p style="text-align: center;"><i>✓HL and stakeholder collaboration</i></p> <p>Patagonia developed a <i>Supplier Workplace Code of Conduct</i> based on International Labour Organization (ILO) core labour standards to promote and sustain fair labour practices, safe working conditions and environmental responsibility in their partner factories to facilitate continuous improvement across the industry (Patagonia, n.d.-g)</p>
TOMS (footwear, eyewear, and coffee)	<p style="text-align: center;"><i>✓HL and stakeholder collaboration</i></p> <p>Tom shoes integrated social good with entrepreneurship and pioneered a One for One®<sup>12</sup> business model to support community wellbeing programs. Currently, Toms donates 1/3rd of its profit annually to grassroots organisations intending to create a more equitable future for everybody (TOMS, n.d.-g).</p>	<p style="text-align: center;"><i>✓HL and stakeholder collaboration</i></p> <p>Toms created an <i>Impact Team</i> consisting of non-profit management, public health, and international development professionals to drive their vision, an equitable future for everybody, from the ground up. This dedicated team works closely with Toms' grassroots partners and community leaders to engage in stakeholder mobilisation to address the problems within the society and lay the groundwork for creating equity in communities (TOMS, n.d.-d)</p>
Tony's Chokolonly (food manufacturing)	<p style="text-align: center;"><i>✓HL and stakeholder collaboration</i></p> <p>Tony's built a mission to make the chocolate manufacturing industry a 100% slave-free industry by implementing a cocoa sourcing principle, which ensures a</p>	<p style="text-align: center;"><i>✓HL and stakeholder collaboration</i></p> <p>The Chokolonly Foundation was formed as an independent organisation by donating 1% of Tony's annual revenue before profit to support Tony's mission of making 100% slave free the norm in the chocolate industry.</p>

	<p>living income for cocoa farmers, traceability of cocoa beans, strengthening the cocoa farmers' cooperative network, long-term contracts and investments in professional farming technology and knowledge (Tony's Chocolonely, n.d.-c).</p>	<p>The foundation collaborates with Tony's in building strong cocoa communities, creating awareness about modern slavery, and inspiring the government, other players in the industry and NGOs to enact fairness and address human rights abuses in the production and supply chain of the chocolate manufacturing industry (Tony's Chocolonely, n.d.-d).</p>
<p>Whole Foods (Supermarket and Grocery stores)</p>	<p style="text-align: center;"><b>✓ <i>HL and stakeholder collaboration</i></b></p> <p>Whole Foods founded <i>Whole Planet Foundation</i>, a non-profit organisation to alleviate poverty by providing people in need with microcredit to start their small-scale entrepreneurial venture. Currently, the foundation is active in 80 countries, has 128 Microfinance Partners, and offers 247 projects to support people in need in the most marginalised and remote communities around the globe (W. P. Foundation, n.d.).</p>	<p style="text-align: center;"><b>✓ <i>HL and stakeholder collaboration</i></b></p> <p>Whole Foods demonstrate widespread commitment to its environmental and social goals by working with farmers, ranchers, scientists, researchers, and experts in the food industry to support the <i>Regenerative Agricultural Program</i>. Besides, Whole Foods introduced a <i>New Produce Rating System</i> and <i>GMO labelling</i> to provide customers with transparency to enable them to make informed consumption decisions and inspire growers to adopt more sustainable practices in agriculture (Whole Foods Super Markets, 2021).</p>

*Table 6 Brands selected for analysis*

sampling based on the criteria derived from the transformative branding conceptualisation by Spry et al. (2021b). The data collected for analysis include marketing communications of the chosen brands, their social media engagements, website content, and information from other online sources related to these brands, such as newspaper or magazine articles. As stated earlier, the data was collected for a period of January 2018 through October 2022, as the trend of brands taking a stand on socio-political issues caught the broader attention around 2018 (Hoppner & Vadakkepatt, 2019; Korschun et al., 2019; Moorman, 2020). Since this study only used various forms of secondary data, ethical approval was not required.

The fourth phase is the critical analysis of the data collected. The interpretation of the data collected was made using the interpretivism (social constructivism) approach. Each case is examined based on the transformative branding conceptualisation by Spry et al. (2021b). Mainly two crucial activities - leadership and collaborative coupling - of these brands were critically examined to understand if they deploy transformative branding as a dynamic capability to mobilise the engagement of stakeholder networks to co-create brand meanings based on hybrid logics to facilitate prosocial transformations in the market system. However, per Spry et al. (2021b), leadership and collaborative coupling should possess certain qualities and traits, such as leadership in the transformative branding context should integrate a broader strategic thinking process. Hence, to be consistent and thorough in the analysis of all four cases, a checklist (presented in table 5) emphasising all the critical elements to be examined in each case is also developed. Besides, this study also identified how transformative branding practices of these brands flow onto challenging DSP from within the market system.

The final phase is summarising the case analysis findings and arriving at conclusions. Tables are used to express the findings of each case clearly. Later these findings are discussed in detail and precisely concluded whether these brands have deployed transformative branding processes as delineated by Spry et al. (2021b). Apart from that, this study also clearly identified and explained how these brands' transformative branding practices addressed the various problems created by DSP.

## Chapter 4: Findings - Transformative Capabilities of Brands

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This section presents the findings of the case analysis. As stated earlier, the real-world brands' transformative capacities are analysed based on the transformative branding conceptualisation by Spry et al. (2021). Hence, this research first recognises the dynamic capabilities of the chosen brands, then critically analyses how these brands operationalised the transformative branding process through leadership and collaborative coupling and eventually challenges DSP from within the market system.

### 4.1 Patagonia

Patagonia is an American outdoor clothing and gear company founded by Yvon Chouinard in the United States. The company is famous for its reputation as a stalwart defender of ecological issues. Patagonia has long been at the forefront of environmental activism, and for over 40 years, it supported many grassroots environmental activist groups that were working toward finding solutions to ecological issues (Patagonia, n.d.-i). Yvon Chouinard positioned Patagonia as a solution to the critical ecological crisis and, in late 2018, changed its mission statement to "*We are in this business to save our home planet*" (Patagonia, n.d.-c). It has always demonstrated deep-rooted commitment to its mission statement by spreading and intensifying its activism, from supporting the youth activists fighting against oil drilling (Patagonia, n.d.-i) to suing the former American president for attempting to shrink national monuments in Utah (Andrews, 2017; Chang, 2021). Its website states, "*We aim to use the resources we have – our voice, our business, and our community- to do something about our climate crisis*" (Patagonia, n.d.-g). In a YouTube video published by Patagonia, founder Yvon Chouinard, an avid rock climber, stated that "*Patagonia's reason for existence is to force government and corporations to take action and solve the current environmental problems*" (Patagonia, 2018, 0:20).

Patagonia's leadership is deeply concerned about the ecological crisis, so they integrated sustainability into the firm's DNA and engaged in market-shaping activities to achieve the envisioned market and societal transformation goals. Patagonia's core values involve manufacturing the best product, causing no unnecessary harm, using business to protect nature, and adopting unconventional methods (Patagonia, n.d.-c). Their criteria for the best product are based on three fundamental principles: function, repairability and durability. They believe these principles are critical for reducing their environmental footprints as it significantly expands the product life cycle. Patagonia has seemingly placed environmental activism at the heart of its operations, reframed its priorities around its responsibilities toward the ecosystem and engaged in activities that bring about prosocial transformations in the market and societal system. Besides, it reimagined the purpose of its existence in the market and envisioned institutional transformations beyond the traditional firm-level perspective. A summary of the case analysis findings, to understand how Patagonia is employing transformative branding as a higher-order dynamic capability to propel market and social changes via leadership and collaborative coupling, is presented in table 7.

<b>Findings of Patagonia’s Case Analysis</b>		
<b>Leadership: <i>Building a vision for transformation</i></b>		<b>Collaborative coupling: <i>Implementing transformation vision with stakeholders</i></b>
<b>Broader strategic thinking process grounded in hybrid logics and stakeholder collaboration</b>	<b>Focused on a longer-than-usual time horizon</b>	
Adopted diverse branding perspective beyond firm-centric branding view to co-create brand meaning with stakeholders (Beer, 2018; Patagonia, n.d.-i)	Worked to a longer time horizon and adopted an outward-facing orientation to stay attuned to the evolving ecological and social issues to undertake activities collaboratively with stakeholders to enact positive <i>macro-level changes</i> (Long, 2021; Patagonia, n.d.-g).	Employed online (e.g., <i>Patagonia Action Works and Patagonia Podcasts</i> ) and offline resources ( <i>Pop-up activist café</i> ) to mobilise stakeholders to facilitate transformative changes across the market and societal systems (May, 2019; Patagonia, 2018, n.d.-a).
Launched <i>1% for Planet</i> to support environmental activist groups (Patagonia, n.d.-a).	Created and improved people’s awareness about divisive issues through <b>blogs, Patagonia stories and films</b> (Patagonia, 2022, n.d.-b).	Used various social media platforms to create awareness about pressing socio-political issues and a sense of urgency among people to find solutions to them (Gallucci, 2018; Patagonia, 2021c). <ul style="list-style-type: none"> <li>• Key examples of Patagonia’s social media posts contents – Human rights protection, restoring voting rights, gender equality; indigenous-led conservation practices to show people a new way of living; impacts of climate change, women empowerment; Black lives matter;</li> </ul>

		<p>biodiversity; soil erosion; racism, battling the environmental policies of the Trump administration, Covid-19 etc. (Patagonia, n.d.-e, n.d.-n).</p> <ul style="list-style-type: none"> <li>• Key examples of informational videos published on YouTube - <i>The monster in our closet</i> (plastic pollution); <i>Treeline</i> (showcasing human dependence on forests); <i>Artifishal</i> (fight for the future of wild fish); etc. (Patagonia, n.d.-o).</li> </ul>
Introduced a framework to guide material policies and choices to stop using virgin polyester entirely by 2025 (Bastone, 2022; Patagonia, n.d.-g, n.d.-k)	Committed to reducing virgin petroleum-based material usage <i>over time</i> – 49% used in 2018; 48% in 2019; 20% in 2020; 18% in 2021(Patagonia, 2021b).	Used social media platforms to <i>inspire</i> and pressure other organisations to take action to resolve divisive socio-political issues. (E.g., Patagonia’s CEO Ryan Gellert’s open letter in connection with the voting right law – he pressured other CEOs to stop the ‘lip service’ and act to resolve it (Perry, 2021; E. Smith, 2021).
<i>Regenerative organic certification</i> to reduce green gas emissions, improve soil health and support biodiversity (Melnik, 2022; Patagonia, n.d.-l)	<i>Widened Worn Wear repair network</i> to 72 global product repair centres and 98 repair technicians by April 2021(Patagonia, 2021b).	Promoted <i>Patagonia Action Work</i> as a recruitment tool and social network platform to enable stakeholders and other external organisations (e.g. Los Padres Forest Watch) to leverage Patagonia’s base and resources to intensify their activism (Beer, 2018).

Started <i>Patagonia Provisions</i> to solve specific environmental problems by transforming agricultural practices (Patagonia Provisions, n.d. ; Shimizu, 2022).	Conduct worn-wear tours and events <i>every year</i> to train people to repair their gear and clothes to extend the product and gear life cycle (Patagonia, 2019, 2021b).	Launched <i>Pop-up activist café</i> in the UK to connect with local communities to intensify its battle against climate issues (May, 2019; Spring wise, 2019).
Launched <i>Tin Shed Ventures</i> to seed fund socially and environmentally conscious start-ups (Ionita, 2022; Tin Shed Ventures, n.d.)	Conduct conferences and community events <i>yearly</i> worldwide to spread awareness about socio-political issues and inspire people to get involved (Ayako, 2020; Patagonia, 2019, 2021b).	Patagonia's pop-up activist café provided activist training courses; designed and published <i>Action Postcard</i> featuring 24 types of actions (and the time needed for each act) that people can take to fight environmental crises; published <i>Skill Cards</i> to mobilise skilled volunteers for NGOs; ran activists stalls etc. to educate, encourage and galvanise support for tackling the climate crisis (Douglas, 2019; May, 2019).
Introduced <i>Worn Wear Program</i> to drive consumers towards repair and reuse behaviour and reorient them away from hyperconsumption (Lewis, 2022; Worn Wear, n.d.) Also, employed it as a recommerce platform to sell used clothes and offered people store credit in exchange for their used Patagonia garments (Beer, 2018).	Implemented <i>Organic cotton farming</i> to control the use of synthetic fertilisers and soil additives to protect the ecosystem and biodiversity (Patagonia, 2021b, n.d.-f)	Widened <i>One Percent for Planet</i> network to 4815 organisations from 60 countries and 1245 individuals from 50 countries (1% for the Planet, 2021).
Hosts the <i>Patagonia Case Competition</i> to improve the participation of younger generations in	<i>Boycotted Facebook</i> paid ads and inspired others to do the same to lobby Facebook to put stricter policies in place to prevent hateful, racist and	Expanded <i>regenerative organic certification program network</i> to 800 farmers by 2021 (Patagonia, 2021b)

resolving socio-environmental issues (Berkeley Haas, n.d. ; Patagonia, 2021b).	violent content as well as misinformation about the climate crisis circulating on the platform (BBC, 2022; Gellert, 2021).	
Introduced natural rubber called ‘Yulex’ and increased the use of recycled polyester and recycled spandex to reduce its dependence on virgin petroleum sources (Bastone, 2022; Patagonia, n.d.-g).	Became a signatory in the <b>Responsible Recruitment Program</b> to stop the exploitation of migrant workers (Patagonia, n.d.-h; Wongsamuth, 2020b).	Collaborated with Taiwan Ministry of Labour to change migrant employment policies (Patagonia, n.d.-h).
Employed <b>Supply Chain Environment Responsibility Program</b> to minimise and eliminate environmental harm, ensure best workplace practices across the supply chain, and cooperatively work with external parties towards creating a sustainable supply chain (Patagonia, n.d.-m)	Defended the <b>Voting Right Restrictive Law</b> signed by Georgia Governor Brian Kemp on 25 March 2021 to protect human rights (Chang, 2021; Patagonia, 2021a) and donated 1 million US dollars to support the activist groups fighting to defend it (Perry, 2021).	Started brand collaboration with other apparel and outdoor brands to implement <b>responsible recruitment</b> across the industry (Patagonia, n.d.-h).
Built a broader global activist network by launching an innovative <b>Patagonia Action Works</b> platform (Patagonia, n.d.-i; The Beam, 2019).	Shares its material practices and choices with all the stakeholders, including competitors, to <b>inspire</b> them to become collaborative partners in creating effective solutions to the current ecological crisis (Patagonia, 2021b, n.d.-g).	
Commenced <b>Patagonia stories and films</b> to offer its stakeholders an opportunity to hear, learn, and		

teach about divisive issues from a wide array of perspectives (Patagonia, 2020a, n.d.-j).		
Implemented <b><i>Migrant Worker Employment Standards</i></b> to ensure ethical recruitment and employment practices concerning migrant workers at its supply chain partners (Patagonia, 2020b; Wongsamuth, 2020a)		
<b><i>Transferred the ownership</i></b> of Patagonia to two non-profit entities, Patagonia Purpose Trust and Holdfast Collective, to direct more money into tackling the ecological crisis (Auld & Grabs, 2022; Patagonia, n.d.-d; Trafecante, 2022)		

*Table 7 Patagonia's Case analysis findings*

It is evident from the case analysis that Patagonia's leader has revolutionised Patagonia's role in the market and set high standards for a firm's environmental and social responsibility. They positioned their business as a solution to environmental degradation and inspired the consumers and various market actors to raise their voices and take action to combat the climate crisis, lessen carbon emissions, defend ecological policies that protect wildlife and wild places, and form a new energy economy grounded on investments in renewable energy programs. They also exhibit a high degree of social responsibility and instigate various programs and practices to enact micro-level changes in the market and societal systems. Apart from that, Patagonia's market-shaping activities fit well into Nenonen et al. (2019)' firm's triggering capabilities classification because they directly triggered changes in a broad range of market-level characteristics, such as positively influencing the behaviour of the various market actors and setting an example of the best practice for competitors. This research concludes that overall, Patagonia's market-shaping activities are aimed at creating value for all the stakeholders, the market system, and society at large.

## **4.2 TOMS**

TOMS, short for *Tomorrow's Shoes*, a B Corp-certified organisation, was founded by Blake Mycoskie as a for-profit organisation in 2006 with the intention to donate one pair of shoes to a child in need for every pair it sells (TOMS, n.d.-d). Blake Mycoskie reimaged the role of his business in the community and brought purpose and profit together by pioneering the revolutionary one-for-one business model (i.e., donate one pair of shoes for every pair it sells), a broader strategic approach that is underscored by hybrid market and social logics. TOMS activism is originally mainly around three key areas: physical safety, mental health, and equality of opportunity (TOMS, n.d.-d). Its mission statement is 'to use business to improve lives', and it envisions a more equitable tomorrow for everyone (TOMS, n.d.-i). TOMS's leadership approach is grounded in strong philanthropic values and aims to support larger health, education and community developments through various strategic collaborations and partnerships (TOMS, n.d.-d). According to TOMS' website, since its launch, it has positively influenced over one hundred million lives through its giving model. The website also states that TOMS believes collaborating with external stakeholders is vital in driving positive changes around the global community. Therefore, the following sections will critically discuss how (or how not) TOMS's one-for-one business model is operating in the market to accomplish the prosocial transformations it envisioned. A summary of TOMS' case analysis findings is presented in table 8.

<b>Findings of TOMS's Case Analysis</b>		
<b>Leadership: <i>Building a vision for transformation</i></b>		<b>Collaborative coupling: <i>Implementing transformation vision with stakeholders</i></b>
<b>Broader strategic thinking process grounded in hybrid logics and stakeholder collaboration</b>	<b>Focused on a longer-than-usual time horizon</b>	
Pioneered a revolutionary <i>one-for-one business model</i> and brought purpose and profit together (Our Good Brands, 2021; TOMS, n.d.-d).	Expanded the one-for-one business model to eyewear (TOMS Eyewear - <i>provide eye care and eye surgeries to people in need</i> ) (Eyecare, 2019), the coffee industry (TOMS Roasting Co – <i>to find solutions to water shortage</i> ) (Clayton, 2014) and <b>New Bag collections</b> ( <i>to improve outcomes in safe birth and bullying prevention</i> ) (Miller, 2015) to amplify their social impacts (Eyecare, 2019; TOMS, n.d.-d).	Introduced <b>Tomorrows Project</b> to improve the grassroots activism of its employees and allow them to select the grassroots organisation to award a \$10,000 grant every month (TOMS, 2019; United Friends of the Children, 2017).
Initiated a <b>Giving Trip program</b> to offer TOMS employees an opportunity to travel to a national or international location to get involved in the grassroots movements of its external activist partners (Save the Children, n.d.; TOMS, 2020).	Launched the ' <b>Social Entrepreneurship Fund</b> ' to support innovative and socially conscious organisations working towards facilitating prosocial changes in society (Furlong, 2015; TOMS, n.d.-a).	Used various social media platforms to <b>spread awareness</b> about various issues and the types of support available to people suffering from such issues. Key examples of TOMS's social media posts are: Mental health matters; Black lives matter, equitable tomorrow; LGBTQ; Water pollution; women's rights; Homelessness; civil

		rights; Youth empowerment; racism, ending gun violence; Covid-19 etc. (TOMS, n.d.-b, n.d.-j).
Launched <b>TOMS impact grant</b> to enhance the support to the grassroots organisations to improve outcomes in three key areas; violence prevention, women empowerment and mental health (Garner, 2022; TOMS, n.d.-d).	TOMS launched a <b>new bag collection</b> to fund bullying prevention training programs and crisis counselling programs to stop bullying incidents in the community (Sonya, 2015; Stych, 2019; TOMS, 2019).	Established a non-profit subsidiary, <b>Friends of TOMS</b> , to mobilize, connect and enable individuals interested in taking part in TOMS one-for-one activism movements through volunteering activities (Candid, n.d.; Sivakumar, 2020).
Formed <b>TOMS Giving Team</b> with members who are experts in areas like international development, local community development, health and charity business models to identify the most pressing issues in society to be the most helpful in addressing them (Mau, 2019; TOMS, n.d.-d).	TOMS collaborated with Vote.org and launched <b>Vote Like You Mean It</b> campaign to educate people about the importance of exercising voting rights and help them navigate the chaotic election process effortlessly (Bui, n.d. ; TOMS, 2020).	Actively encouraged a wide range of stakeholders to <b>participate</b> in TOMS activism movements to make the communities safer, prosperous, and healthier (TOMS, n.d.-g). Examples include, <ul style="list-style-type: none"> <li>• End Gun Violence Together campaign – launched a nationwide campaign and lobbied the government through community mobilisation (Hall, 2018; TOMS, 2019). Intensified the campaign’s impact by engaging with <b>The Tonight TV Show team</b> (The Tonight Show, 2018).</li> <li>• Produced <b>informational videos</b> and films about mental health to create positive changes in this area (TOMS, n.d.-c).</li> </ul>

<p>Created a Diversity, Equity, Inclusion, and Anti-Racist (DEIA) <i>Advisory Council</i> to guide TOMS's decision-making process (TOMS, n.d.-e).</p>	<p>Established collaborations with best-in-class organisations to improve TOMS' <b>standards for ethical and environmental responsibility</b>; for example, Leather Working Group (LWG) and Canopy certifications guide TOMS's raw material sourcing policies and practices (Leather Working Group, n.d.; TOMS, 2020, n.d.-f).</p>	<p><b>Partnered</b> with many NGOs to create positive changes in various areas of the global community. Examples include;</p> <ul style="list-style-type: none"> <li>• Partnered with <i>Centre Point</i> to support the youth experiencing homelessness. Conducted training programs and workshops to equip them to build a bright future (ModusBPCM, 2018; TOMS, 2020).</li> <li>• Partnered with <i>The Advocacy Academy</i> to train and equip young activists to make positive changes in their community (S. Smith, 2021; The Industry fashion, 2021).</li> <li>• Partnered with <i>Helen Bamber Foundation</i> to support the survivors of human trafficking, torture and extreme human cruelty to regain their individuality and autonomy and rebuild a healthier future (Helen Bamber Foundation, n.d.; TOMS, 2019).</li> </ul>
<p>Founded '<i>TOMS Roasting Co</i>' by partnering with 'Water For People' to offer stable water supplies to communities that lacked access to safe water (Homestead, n.d.; TOMS, n.d.-d).</p>	<p>Started "<i>Giving Tuesdays at TOMS</i>" (a program that allows the employees to volunteer during their working hours at local community organisations that share TOMS' values) and</p>	<p>TOMS constantly widens the <i>Giving Partners</i> networks to expand its giving impacts.</p> <ul style="list-style-type: none"> <li>• <b>Sight Giving Partners</b> to 16 partners from 14 countries and helped establish vision</li> </ul>

	<p>closed the shops one day every year to allow its employees to volunteer in their community (Denis, 2021; TOMS, 2019).</p>	<p>restoration centres in India, Nepal and Bangladesh by 2019 (S. foundation, n.d.; TOMS, 2019).</p> <ul style="list-style-type: none"> <li>• <b>Shoe Giving Partners</b> to 167 partners from 82 countries and donated 95 million shoes by 2019 (International, n.d.; TOMS, 2019).</li> <li>• <b>Safe Water Giving Partners</b> to 3 and donated 722,000 weeks of safe water (TOMS, 2019; Water, n.d.).</li> </ul>
<p>Formed <b>TOMS Covid – 19 Global Giving Fund</b> to carry out covid-19 relief programs (Shop Eat Surf, 2020; TOMS, 2020).</p>	<p>TOMS integrates various social causes into its purpose and values and take action to create positive outcomes in these areas, such as diversity, equity, inclusion and Anti-racism, as per the evolving socio-political expectations of the <b>communities in which it operates</b> (Bienaime, 2020; TOMS, 2020).</p>	<p>TOMS started the <b>One day without shoe</b> campaign to bring a wide range of stakeholders together to raise awareness about child’s education and health to co-create value for the community and brand (Hughes, 2016; TOMS Shoes, n.d.).</p>
<p>Identified <b>six key commitments</b>: expand earthwise™, increase B Corp score, expand the use of sustainable cotton, use greener packaging, measure carbon footprint, and report progress to make long-term improvements to TOMS’s products and practices (TOMS, n.d.-f).</p>	<p>TOMS implemented <b>Supplier Code</b> and <b>compliance checklist</b> and conducted <b>annual global compliance training</b> for the employees and management team of its partner factories to eradicate modern slavery and human trafficking entirely from its supply chain (TOMS, n.d.-h).</p>	<p>TOMS started <b>Stand for Tomorrow</b> to support grassroots organisations’ efforts towards resolving the most pressing social issues by mobilising consumers. This program enables the consumers to pick a social cause they would like to support through their purchase (Engage for Good, 2019; Lucas, 2019).</p>

<p>Evolved the one-for-one business model to donating <b>1/3<sup>rd</sup> of profits to social impact</b> campaigns (Aziz, 2021; TOMS, 2020).</p>	<p>Engage DEIA consultants to provide <b><i>anti-racism training</i></b> to TOMS' leadership teams and employees and evaluate hiring practices to eliminate racism and become an anti-racist organisation (TOMS, n.d.-e).</p>	
<p>Appointed <b><i>Internal Corporate Social Responsibility Audit team</i></b> and Third-party Monitoring Audit team to audit TOMS's tier 1 and 2 factories to ensure they adhere to TOMS' rigorous environmental and social standards (TOMS, n.d.-i).</p>	<p>Host <b>Anti-Racism Day of Learning</b> annually for TOMS's employees (TOMS, n.d.-e).</p>	

*Table 8 TOMS's Case analysis findings*

TOMS's case analysis reveals that, even though TOMS is a very young company with only 16 years of history, TOMS has become synonymous with charitable giving and social engagement. TOMS is committed to social causes and stays attuned to the pressing problems of society and the role it has to play in identifying solutions. TOMS always attempts to remain relevant per the socio-political trends by evolving its product line and mission. Besides, it is evident that TOMS' market-shaping activities discovered new resource linkages and enhanced its triggering capabilities impacts by mobilising internal and external stakeholders. For example, TOMS's one-for-one business model has influenced many entrepreneurs. As a result, many new ventures with similar charitable giving, such as Bombas, Bixee and Roma Boots, have been established, leading to global communities benefiting from the cumulative potential. Furthermore, TOMS's grassroots movements have evidently improved value creation for the brand itself and society at large.

### **4.3 Tony's Choclonely**

Three Dutch TV journalists founded Tony's Choclonely after discovering that the World's leading chocolate manufacturers were procuring Cocoa from plantations that use illegal child labour and modern slavery (Tony's Choclonely, n.d.-e). Tony's founders decided to lead by example and pledged to make the chocolate industry 100% slave free. Tony's mission is: together we make 100% slave-free the norm in chocolate (Tony's Choclonely, n.d.-c). Tony's core values are entrepreneurial spirit, outspoken attitude, willful spirit and makes you smile. Per Tony's, the root cause of modern slavery and child labour in the chocolate industry is that the cocoa farmers do not earn a fair share of the money made within the cocoa value chain. Therefore, Tony's decided to raise awareness about the inequalities that exist in the chocolate industry and collaboratively drive structural changes in the business model in the cocoa industry. To accomplish these goals, Tony's implemented "Tony's Open Chain", grounded in direct and equal business relationships across the entire chocolate supply chain and channelled its efforts to inspire all the other players in the chocolate industry to join Tony's open chain to make 100% slavery-free and child labour free the new norm in the chocolate industry (Tony's Choclonely, n.d.-h). A summary of the critical analysis of Tony's, and whether it is driving the changes in the business and social landscape in line with transformative branding is presented in table 9.

<b>Findings of Tony's's Case Analysis</b>		
<b>Leadership:</b> <i>Building a vision for transformation</i>		<b>Collaborative coupling:</b> <i>Implementing transformation vision with stakeholders</i>
<b>Broader strategic thinking process grounded in hybrid logics and stakeholder collaboration</b>	<b>Focused on a longer-than-usual time horizon</b>	
Founded <i>Chocolonely foundation</i> and donated 1% of Tony's annual turnover to create a slave-free chocolate industry (Chocolonely Foundation, n.d.-b; Smith, 2022; Tony's Chocolonely, n.d.-d).	Launched a project, ' <i>Tony's in Africa</i> ,' with financial backing from <i>Oxfam Novib</i> to investigate the cocoa supply chain to learn ways to improve the fair trade certifications (International Cocoa Initiative, n.d.; Tony's Chocolonely, n.d.-d).	Collaborated with <i>Cocoa Farmer Professional Co-operatives</i> in West Africa to ensure that the cocoa is produced and sourced responsibly and cocoa farmers get a living income to stop the modern slavery and child labour in the cocoa supply chain (Liu & Schoenmakers, 2021; Tony's Chocolonely, n.d.-f).
Implemented an industry-led initiative, <i>Tony's Open chain with 5 sourcing principles: traceable beans, pay higher cocoa prices, strengthen farmer networks, engage in long-term relationships, and improve cocoa productivity and quality</i> to help all chocolate manufacturers worldwide to drive structural change towards a sustainable and fair cocoa supply chain (Myers, 2021; Tony's Chocolonely, n.d.-h).	Implemented <i>a road map</i> with three key pillars: <i>raise awareness, lead by example, and inspires to act</i> to make 100% slave free the norm in the worldwide chocolate industry (Tony's Chocolonely, n.d.-c; We Who Do, 2020).	Introduced <b>Tony's Toolbox</b> to raise awareness about the problems and inequalities that exist in the cocoa industry (Tony's Chocolonely, 2019a, 2019b).

<p>Deployed tools: <b>Tony's Beantracker</b> (Bar Talks, n.d.; Tony's Choclonely, n.d.-h), <b>Child Labour Monitoring and Remediation System (CLMRS)</b> (Tony's Choclonely, n.d.-h) and <b>GPS mapping</b> (Liu &amp; Schoenmakers, 2021; Tony's Choclonely, n.d.-h) to ensure bean traceability, ending child labour and the prevention of deforestation.</p>	<p>Joined <b>Goodshipping Biofuel project</b> to make all of Tony's's shipments run on biofuel and set an example for other players to follow (Biofuels International, 2021; Tony's Choclonely, 2021a).</p>	<p>Actively collaborated with external stakeholders to reach one step closer to its mission. Examples include;</p> <ul style="list-style-type: none"> <li>• Collaborated with the <b>Cocoa Coalition</b> of major confectionery brands such as Nestle, Ferrero and Hershey to lobby the government to amend deforestation legislation (Confectionary Production, 2021)</li> <li>• Collaborated with <b>Sudwind Institute, Germany</b>, to gather research insights to decide an appropriate course of action to collaboratively drive positive changes in the cocoa industry with government and other players (Tony's Choclonely, 2019a)</li> <li>• Ran a campaign with Tony's consumers (Petition by Tony's Choclonely and 66,099 Choco fans) to put pressure on EU Justice Commissioner to introduce <b>Due Diligence Legislation</b> to make companies responsible for human rights abuses in their supply chain (Confectionary Production, 2021; Tony's Choclonely, 2021a).</li> </ul>
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<p>Tony's pays Cocoa farmers <b>25% more as Tony's premium</b> in addition to fair trade premium to ensure a living income for cocoa farmers (Confectionery Production, 2022b; Tony's Chokolonely, n.d.-d).</p>	<p>Initiated programs and workshops to strengthen the cocoa communities in Ghana and the Ivory Coast. Examples include;</p> <ul style="list-style-type: none"> <li>• Implemented a <b>100 weeks Training Project</b> to empower women. This project includes an unconditional weekly cash transfer of €8 for 100 weeks to selected women, financial literacy training and small business management workshops to equip women to be financially independent (Chokolonely Foundation, n.d.-a; Tony's Chokolonely, 2019a, 2021a)</li> <li>• Collaborated with <b>TRECC</b> (Transforming education in cocoa communities) and launched <b>Teaching at the right level</b> programs to improve literacy and numeracy skill of primary school students (Communities, 2018; Tony's Chokolonely, 2019a).</li> <li>• Collaborated with <b>National Museum</b> van Wereldculturen to organise exhibitions and develop educational packages to raise awareness about modern slavery (Tony's Chokolonely, 2019a; Volkenkunde, n.d.).</li> </ul>	<p>Tony's widened its cocoa partner <b>cooperatives network</b> to 9 cooperatives from 2 countries covering 12000 farmers (Tony's Chokolonely, n.d.-j).</p>
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<p>Incorporated 6 goals from the United Nations 17 <b>Sustainable Development Goals (SDGs)</b> that are aligned with Tony’s mission into its business strategy:</p> <ul style="list-style-type: none"> <li>• Zero poverty</li> <li>• End hunger</li> <li>• Promote sustainable economic growth productive employment and decent work for all <ul style="list-style-type: none"> <li>○ Eliminate modern slavery, human trafficking and child labour</li> </ul> </li> <li>• Reduce inequalities in all its forms globally</li> <li>• Promoting sustainable production and consumption practices</li> <li>• Climate action (Impacts well, 2022; Tony's Chokolonely, 2020)</li> </ul>	<p>Tony’s <b>strengthens the cocoa farmers</b> cooperatives by investing money and time to find international market for cocoa, arrange transport and promote mutual buying of agricultural resources (Liu &amp; Schoenmakers, 2021; Tony's Chokolonely, n.d.-h).</p>	<p>Partnered with <i>Headcount</i>, a non-profit, non-partisan organisation, and implemented <i>Voter Registration Campaign</i> to raise awareness about the importance of exercising voting rights and help people register in electoral roll (Amick, 2020; Liu &amp; Schoenmakers, 2021; Tony's Chokolonely, n.d.-d).</p>
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<p>Launched a global campaign, <i>Sweet solutions</i>, to raise awareness about modern slavery and child abuse in the cocoa industry and introduced <i>Sweet solution assortment bars</i> resembling the colours of chocolate bars manufactured by key chocolate manufacturers into their product line to call out them on their unfair sourcing practices (Candy Industry, 2021; Tony's Chocolonely, n.d.-d).</p>	<p>Tony's signed a <b>memorandum of understanding</b> with its cocoa partner cooperatives to engage in 5 year commitments with the cooperatives to ensure stable living income for its cocoa farmers (Liu &amp; Schoenmakers, 2021; Tony's Chocolonely, n.d.-h).</p>	<p>Established <i>external collaborations</i> to address the environmental and social impacts. Examples includes;</p> <ul style="list-style-type: none"> <li>• Justdiggitt (addressing carbon emissions)</li> <li>• Fairtrade (Strengthening cocoa farmer networks)</li> <li>• ICI (Addressing the illegal child labour in supply chain)</li> <li>• Soil &amp; more (improving soil quality)</li> <li>• TruePrice (Determining the actual social cost of Tony's chocolate bars)</li> <li>• SCOPEinsight (analyses the organisational performance) (Tony's Chocolonely, 2019a)</li> </ul>
	<p>Tony's invests in agricultural productivity, crop diversification, farmer coaching and quality programs to improve its partner cooperatives' cocoa productivity and quality (Tony's Chocolonely, n.d.-h).</p>	<p>Used social media platforms to <i>spread awareness</i> about various issues they aim to eliminate from the system and inspire a wide range of stakeholders to join Tony's in its fight. Critical examples of Tony's social media post content include: Modern slavery; illegal child labour; equality; fairness; structural poverty; sugar tax; Living income; human rights; cost of living crisis; social justice; deforestation; carbon emissions; Black lives matter; Systemic oppression; racism; white</p>

		<p>supremacy; LGBTQ; etc (Chocolonely, n.d.; Tony's Chocolonely, 2021b, n.d.-b).</p> <p>Besides, Tony's uses YouTube to share the compelling life stories of the victims of extreme exploitation in the cocoa supply chain (Tony's Chocolonely, 2017, 2019c).</p>
		<p>Constantly inspiring other major players in the confectionery industry to <b>adopt Tony's Open Chain</b> to facilitate slave-free as the new norm in the chocolate industry. Examples of brands currently joined Tony's Open chain include The Flower Farm, Ben &amp; Jerry's, ALDI, Jokolade and Albert Heijn (Confectionery Production, 2022a; Tony's Chocolonely, n.d.-h).</p>
		<p>Launched many campaigns to inspire the public to join Tony's activism movements to achieve its purpose in the market. Examples include;</p> <ul style="list-style-type: none"> <li>• <b>A sweet solution to the chocolate's bitter truth</b> – a campaign calling out the major chocolate manufactures for using illegal labour in their supply chain, provided the consumers with a digital kit to sign a petition to implement a law to stop the labour abuses in the chocolate supply</li> </ul>

		<p>chain. The digital kit also enables the customers to ignite a talk about the campaign on social media platforms to make it reach the wider public (Candy Industry, 2021; Tony's Chocolonely, n.d.-g).</p> <ul style="list-style-type: none"> <li>• Launched a video campaign, <b>Tony's Chocolloquium</b>, a series of short, multi-language, conversational lectures by activists from diverse sectors to inspire people to make positive societal changes (Tony's Chocolonely, 2021c, n.d.-i).</li> <li>• <b>Sugar Tax Tony's Chocolonely</b> – a campaign to inspire people to make healthy consumption choices and make them aware of the dangers of consuming products loaded with sugar. This campaign pushed for the implementation of a sugar tax (Tony's Chocolonely, n.d.-a; Trend Watching, 2022).</li> </ul>
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*Table 9 Tony's's Case analysis findings*

It is evident from the case analysis that this anti-slavery chocolate brand has undertaken many initiatives to make 100% slave-free the norm in the worldwide chocolate industry. Tony's implemented a road map to slave-free chocolate with three pillars to inspire a broad range of stakeholders, especially other main chocolate brands, to join its open chain to transform the global cocoa supply chain. The data analysis reveals that it has inspired a few major confectionary brands, such as Ben & Jerry's and Albert Heijn, to integrate Tony's open chain and work towards changing the norm in the cocoa industry. Tony's market operations illustrate that commercial success and corporate accountability can go hand in hand. It leads by example and demonstrates that chocolate can be made without modern slavery and illegal child labour. Tony's pays a higher price to farmers for their cocoa and invests in professionalising their agricultural knowledge and practices. In order to improve value creation in the market and social system, Tony's considered a larger system of relevant stakeholders, recognised the institutional arrangements that govern their roles and behaviours and fostered new resource linkages such as Tony's open chain to augment the impact of its market-shaping activities. It focused on re-configuring the cocoa supply network to end modern slavery and illegal child labour by enabling market-shaping through mobilising relevant intra- and inter-stakeholders. It collaborated with many NGOs, government organisations, certification authorities such as Fairtrade and third parties to take large and small steps towards achieving its mission. Interestingly, in 2021, Tony's was removed from the ethical chocolate manufacturer list due to its ties with Barry Callebaut, a major cocoa processor and chocolate manufacturer sued for child labour abuse (Jackson, 2021; Southey, 2021). But Tony's responded that the idea behind Barry Callebaut collaboration was to educate and encourage them to implement ethical and sustainable practices in their supply chain (Snoeck, 2021; Spry et al., 2021a). However, the findings of Tony's case analysis reveal that Tony's employs its market-shaping capabilities to eradicate the unequal value distribution in the cocoa supply chain.

#### **4.4 Whole Foods Market**

Whole Foods Market, an impact organisation with a stated purpose to nourish people and the planet, was founded in 1980 in the United States (Whole Foods Markets, n.d.-b). This purpose-driven organisation holds six core values as the backbone of its culture and operations: sell high-quality natural and organic food; satisfy and delight customers; promote a happy and empowering work environment for employees; establish a win-win partnership with suppliers; create profit and prosperity; and ensure community and environment welfare (Whole Foods Markets, n.d.-c). Whole Foods implemented rigorous and specific quality standards: seafood department standards, meat department standards, food ingredient standards, animal welfare standards for eggs, beauty & body care standards, and supplement standards for different products it sells to ensure a superior quality (Whole Foods Markets, n.d.-d). Besides, to promote environmental stewardship, it has implemented several eco-friendly programs and integrated technologies to improve the outcomes of its environmental programs (Whole Foods Markets, n.d.-a). Moreover, it has established the Whole Planet Foundation and Whole Kids foundation to assist

in addressing the existing and emerging problems, such as poverty, in global communities. Therefore, this study will critically examine how Whole Foods work towards achieving its mission to understand if its dynamic market-shaping capabilities exhibit characteristics pertinent to the transformative branding conceptualisation.

### Findings of Whole Foods Market Case Analysis

<b>Leadership: <i>Building a vision for transformation</i></b>		<b>Collaborative coupling: <i>Implementing transformation vision with stakeholders</i></b>
<b>Broader strategic thinking process grounded in hybrid logics and stakeholder collaboration</b>	<b>Focused on a longer-than-usual time horizon</b>	
Established <i>Whole Planet Foundation</i> , a private, non-profit organisation, missioned to empower the poorest communities across the world with microcredit to alleviate poverty (Tea Mind Today, n.d.; Whole Planet Foundation, n.d.-c).	Invested in <i>Food waste management and food redistribution programs</i> and implemented strategies per <i>EPA’s Food Recovery Hierarchy</i> to prevent and divert food wastes from entering landfill and improve recycling rates (Rischar, 2021; Whole Foods Markets, n.d.-a).	Initiated <i>Sourced for Good program</i> , an exclusive third-party certification, to promote responsible sourcing by positively influencing the farmers’ and farm workers’ communities (Alarcón, 2021; Whole Foods Markets, 2021).
Established <i>Whole Kids Foundation</i> , a non-profit organisation, to improve children’s nutrition and wellness (3BL Media, 2022; Whole Kids Foundation, n.d.).	Launched <i>Whole Trade Guarantee</i> , a buying program that is underscored by a set of strict criteria. Namely; <ul style="list-style-type: none"> <li>• The exceptional quality of products</li> <li>• Producers to receive a premium price for their goods</li> <li>• Workers receive healthy working conditions and better wages</li> <li>• Sound environmental practices to follow in the farms to ensure soil health and biodiversity</li> </ul>	Launched the <i>Local and Emerging Accelerator program</i> , a mentorship and education initiative for local suppliers, to improve local sourcing opportunities by strengthening the local supplier network and boosting supplier diversity (Bigora, 2022; Moran, 2022).

	<ul style="list-style-type: none"> <li>Alleviate poverty by donating 1% of product sales to the Whole Planet Foundation (Whole Foods Market, 2007).</li> </ul>	
Established <i>Whole Cities Foundation</i> , a non-profit organisation, missioned to work alongside local community-based organisations to improve underserved communities' access to nutritious fresh food and nutrition education programs (3 BL CSR Wire, 2022; Whole Cities Foundation, n.d.-a).	Launched <i>Whole Foods Local Producer Loan Program (LPLP)</i> to provide farmers and artisanal food producers an opportunity to avail of a US\$ 100,000 loan for further expansion and capital expenditure programs (Ambrook, n.d.; Whole Foods Markets, 2021).	Collaborated with <i>Non-GMO Project</i> , a non-profit alliance of manufacturers, processors, retailers, farmers, consumers, seed-breeders and distributors, to use the <i>product verification program</i> of Non-GMO project for verifying Whole Foods' private label products. This initiative improves GMO transparency and aids consumers in making informed consumption decisions, thereby inspiring them to demand non-GMO foods (The Organic and Non-GMO, n.d.; Whole Foods Markets, n.d.-d)
Implemented a <i>Supplier Code of Conduct</i> derived from the UN Guiding Principles on Business and Human Rights, the UN Universal Declaration of Human Rights, the Core Conventions of the ILO, and the ILO Declaration on Fundamental Principles and Rights at Work, to provide healthy working conditions and prevent human right abuses in its supply chain (Whole Foods Market, n.d.-f).	Implemented <i>regenerative claim label review</i> for products and <i>five soil health principles</i> for suppliers to promote regenerative agricultural practices. Also, organised resources and arranged events in connection with <i>regenerative agricultural practices</i> to educate and connect suppliers to this sustainable agricultural practice (Climarew Collaborative, 2021; Whole Foods Market, n.d.-d).	Used social media platforms to <i>raise awareness</i> about a wide range of key topics to improve social good, environmental outcomes, and community wellbeing. The topics include: Soil health; regenerative agricultural practices; women's empowerment; Black lives matter; certified sustainable products; Covid 19; good food & healthy generation; nutritional science; food

		quality standard; food trends etc. (Whole Foods Market, 2019a, n.d.-b, n.d.-e).
<p>Integrated <i>stakeholder orientation</i> to the core of its operations and implemented <i>leadership principles</i>, such as purpose-driven, customer obsession, operational excellence, and long-term thinking, to be aligned with the values and needs of a broad range of stakeholders in its everyday operations (Whole Foods Markets, n.d.-c).</p>	<p>Undertook many initiatives to reduce food waste and improve underserved communities' access to healthy food. Examples include;</p> <ul style="list-style-type: none"> <li>Partnered with <i>Food Donation Connections</i> to deliver food donations to food banks, food rescue agencies and hunger relief agencies across London (Rischar, 2021; Whole Foods Markets, n.d.-b).</li> <li>Launched <i>Nourishing Our Neighbourhoods</i>, a food redistribution program aimed at improving the capacity and capabilities of local community-level hunger relief agencies. Also donated 19 refrigerated vans and two refrigerated catering vans to assist food transportation (Browne, 2022; The Produce News, 2020).</li> </ul>	<p>Working closely with <i>Climate Collaborative, Marin Carbon Projects, and Straus Dairy</i> to study the carbon farming plan and practices to mitigate climate change (Climate Collaborative, n.d.; Whole Foods Markets, n.d.-e).</p>
<p>Implemented many campaigns to raise funds and awareness to work towards accomplishing its mission. Some examples include,</p> <ul style="list-style-type: none"> <li>Hosts <i>Community Cares Donation Events</i> to support its community food donation program</li> </ul>	<p>Launched <i>Microcredit loans</i> through Whole Planet foundation to financially support (through loans usually less than \$200) financially poor communities to start or expand small-scale</p>	<p>Collaborates with nearly 500 NGOs each quarter through its community-giving team to accomplish the environmental and social missions of Whole</p>

<p>(3BL Media, 2020; Progressive Grocer, 2022; Whole Planet Foundation, n.d.-d).</p> <ul style="list-style-type: none"> <li>• Runs <b><i>Annual Prosperity Campaign</i></b> in-store and online annually to offer a chance to its suppliers, customers, employees, and corporate partners to get involved in its alleviate poverty movement (Whole Foods Market, 2019b; Whole Planet Foundation, n.d.-b).</li> </ul>	<p>businesses (Whole Foods Market, n.d.-a; Whole Planet Foundation, n.d.-d).</p>	<p>Foods Market (Whole Foods Markets, 2021). Examples include,</p> <ul style="list-style-type: none"> <li>• <b><i>The microfinance partner network</i></b> includes partners from 77 countries; they work together with Whole Planet Foundation to provide microcredits to the world’s poorest entrepreneurs (The Borgen Project, n.d.; Whole Planet Foundation, 2020).</li> <li>• Established <b><i>partnerships</i></b> with corporates, such as <b><i>FedEx, BBI Logistics and SCG Retail, Customers and individuals</i></b> to raise funds to support the community giving projects (Whole Planet Foundation, n.d.-a).</li> <li>• <b><i>Team member giving network</i></b> –an initiative designed to improve the staff participation in community giving initiatives; per this program, its staff donate a \$1 per pay cheque to support Whole Planet Foundations’ projects (Whole Planet Foundation, n.d.-d).</li> </ul>
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		<ul style="list-style-type: none"> <li>• More than <b>250 Community Partners</b> work closely with Whole City Foundation to offer grants to develop community gardens, urban farms, healthy cooking classes, pop-up markets, mobile markets, farmers markets etc., to improve poor communities' access to healthy foods and nutrition education (News Direct, 2022; Whole Cities Foundation, n.d.-b).</li> </ul>
Integrated <b>Better Building challenge</b> and implemented a range of energy efficiency measures to improve its energy use intensity and to reduce carbon emissions (Better Buildings, 2022; Whole Foods Market, n.d.-c).	Launched a <b>comprehensive new in-store rating system for produces and flowers (Responsibly grown label)</b> to promote sustainable production and consumption practices (Buczynski, 2018; Greenhouse Management, 2014).	

*Table 10 Whole Food Markets' Case analysis findings*

It can be seen from the case analysis findings that Whole Foods Market has undertaken many initiatives to nourish people and the planet per its mission. Whole Foods Market established multiple non-profit foundations and covered all the operating costs of these foundations to effectively work towards achieving its mission (3BL Media, 2020; Whole Planet Foundation, n.d.-d). This chain grocery store has created a strong brand identity and positioned itself as a market leader in the organic and non-GMO food segment. It has specific and rigorous quality standards and sells only products that match its quality standards. Besides, it has implemented several in-store rating systems to ensure full transparency in purchasing and aid customers in making informed consumption decisions. To achieve its social and environmental goals, it has implemented numerous ongoing projects, such as nourishing our neighbourhood and microcredit loans and established collaborations with various external partners, including government, NGOs, and community-based organisations, to execute those projects successfully. Overall, the case analysis shows that Whole Foods Market has engaged in several market-shaping activities to achieve the mission envisioned by its founders.

## Chapter 5: Discussion and Conclusion

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This section will interpret the findings of the case analysis carried out in the previous chapter and arrive at conclusions regarding the transformative abilities of each brand. After that, a short discussion will be provided on how these brands' market-shaping activities flow onto challenging DSP.

### 5.1 Discussions

#### 5.1.1 Patagonia

Patagonia portrayed itself as an activist company and undoubtedly spent a substantial amount of time and money to identify an effective path to stand up for what they believe in while producing and selling its products responsibly. Patagonia's advocacy was initially predominantly centred on environmental issues, but later it widened its scope with an ambition to create a better world for everyone and everything (Patagonia, n.d.-c). It is evident from the case analysis that Patagonia's leaders adopt a flexible, wide-ranging, and diverse mindset and articulate a broader strategic-thinking approach that emphasises hybrid logic and stakeholder collaboration. As shown in Table 7, 1% for planet fund, regenerative organic certification, Patagonia Action Works, Supply chain environment responsibility program, Worn Wear program etc. are some of the best examples illustrating how Patagonia has revolutionised its role in the market and co-created its activist brand identity with its stakeholders. Similarly, Patagonia's initiatives, like Tin Shed Ventures, Living Wage programs, Migrant Worker employment standards, etc., show that Patagonia operates on a hybrid market and social logic and has achieved a balance between its marketing management goals and social goals. Besides, its efforts in reducing the dependence on virgin petroleum-based material utilisation in production, developing an entirely new organic cotton supply chain and conducting annual Worn Wear tours can be quoted to demonstrate Patagonia's leaders' focus on longer-than-usual time horizon and outward orientation. Overall, Patagonia's case analysis confirms that the leadership style adopted by Patagonia illustrates the qualities and characteristics specified for leadership under transformative branding.

It can also be concluded from the case analysis that Patagonia demonstrates deep-rooted commitments to its market and social goals, and these goals are 'coupled' or aligned with its key strategic dimensions. The transformation vision developed by Patagonia's leadership team is subsumed into its practices and policies, all functional areas, marketing mix, supply chain, organisational structures, and values – this makes Patagonia a legitimate champion with the ability and knowledge in triggering desirable changes in the market. Moreover, to lessen the harmful environmental impacts of firms in the apparel industry, Patagonia shares its proprietary information and best practices with all the market actors, including its direct competitors. Patagonia's blogs, Patagonia films and stories provide a vast collection of information or knowledge about various ecological issues and their solutions to its audience. These actions and initiatives align well with collaborative coupling' resource and expertise-sharing aspects. In light of all these efforts and initiatives, Patagonia can undoubtedly be considered a trustworthy,

knowledgeable and legitimate partner capable of acting as an authoritative source to guide stakeholder behaviours and drive institutional changes in the marketplace.

The data analysis reveals that Patagonia's dynamic capabilities can be grouped under triggering or facilitating capabilities, as distinguished by Nenonen and colleagues (2019). Furthermore, as explained before, these capabilities exhibit numerous characteristics that are pertinent to the transformative branding conceptualisation by Spry et al. (2021b). Likewise, a high degree of congruency is also identified among Patagonia's purpose, value, activist messaging and corporate practices, which is aligned with the authentic brand activism conceptualisation by Vredenburg and colleagues (2020). Data analysis also confirms that Patagonia's market-shaping activities are aimed at creating value for all the stakeholders, the market system, and society at large. It can be concluded that Patagonia has undoubtedly adopted a branding perspective that is far beyond the traditional firm-centric dyadic perspective. It acknowledged that radical transformations in the current market and societal systems require collaboration from a wide range of market actors. More so, it is also evident that Patagonia's market-shaping activities challenge the DSP by creating meaningful avenues for transforming the economic, political, socio-cultural, and regulatory landscape. Therefore, in a nutshell, it can be concluded that Patagonia enacts transformative branding through its radical leadership approach and collaborative coupling activities and facilitate positive transformations in the social and market system.

### **5.1.2 TOMS**

Since its launch, TOMS has demonstrated widespread commitment to its purpose and values. TOMS' leadership team has adopted a broader strategic thinking approach and focused on longer-than-usual time horizons to develop transformation plans per evolving societal megatrends. Many initiatives, such as the evolution of its business model to 1/3<sup>rd</sup> of profits to charity, COVID – 19 Global giving funds, and entering into the political landscape by launching the End Gun Violence Together campaign, are some exemplary acts that demonstrate the above-mentioned qualities of its leadership approach. TOMS's original business model, one-for-one, is an excellent example that articulates the diverse and unconventional mindset of TOMS' founder. Furthermore, it manifests that TOMS's business goals are not just focused on making money. Combining this business model with TOMS' mission and business positioning, it is also conspicuous that it envisions a mutually sustainable and more valuable social system for all. Moreover, TOMS' giving trip program could also be regarded as one of the outcomes of TOMS's broader strategic thinking process as it could help TOMS intensify its activism impacts and strengthen the employees' commitment towards its mission and purpose. It can be noted from the 2019 Impact report that over 60% of TOMS's employees had gone on at least one national or international giving trip (TOMS, 2019). These are undoubtedly unconventional practices for a for-profit organisation. However, through this program, TOMS has successfully enlisted its key internal stakeholders' engagement in its market-shaping activities.

Giving Tuesdays, Anti-Racism Day of Learning and the Social Entrepreneurship fund launch are a few of the good examples of initiatives demonstrating the outward orientation of TOMS' leadership. Through the Giving Tuesday program, TOMS strengthens its employees' commitment towards various social causes and, eventually, positively conditions their attitudes towards social responsibilities. Moreover, Giving Tuesdays help mobilise a variety of skill-based volunteers to support various charitable organisations working within their communities. In this way, through this initiative, TOMS discover the value potential of a new resource linkage. Hence, this market-shaping activity of TOMS falls under the facilitating dynamic capabilities categorisation developed by Nenonen et al. (2019). Likewise, its annual Anti-Racism Day of Learning program will help it accomplish its goal of becoming an anti-racist organisation in the future. Similarly, the Social Entrepreneurship Fund launch also demonstrates TOMS's commitment to an extended time frame.

It can also be seen from the data analysis outcome that TOMS enact collaborative coupling to shape the market and societal systems. TOMS have undertaken many initiatives to mobilise the engagement of key stakeholders. Tomorrow's project is the best example to quote in this context. This program empowers its employees to act as advocates for the issues they care about. It allows the selected employees an opportunity to support an activist group by awarding a \$10,000 grant. Therefore, TOMS ensures that its employees take part in solving the pervasive problems of their communities. TOMS' Friends of TOMS (not-for-profit subsidiary), Stand for tomorrow, and One day without shoe are a few other examples of its collaborative coupling activities. Stand for tomorrow explicitly aims to facilitate its consumers' engagement in specific grassroots movements. Besides, it can also be seen from the data analysis that TOMS always stays attuned to the changes in the business landscape, evolve its activism areas per that and mobilises the engagement of stakeholder groups to fight such issues. The launch of the TOMS Roasting co. and TOMS eyewear are the best examples of this. It published informational content to spread awareness about various issues, collaborated with a broader range of stakeholders through external partners and financially supported NGOs to implement its transformation vision. Currently, TOMS engages with over 165 NGOs from more than 80 countries to facilitate the changes they envisioned in the social system. Overall, it can be concluded that TOMS drives prosocial changes in the business landscape in line with transformative branding.

The case analysis also points out that TOMS' market-shaping activities have employed triggering capabilities, such as modifying TOMS's own supply chain network and affecting consumers' value perceptions and facilitating capabilities, such as improving the customers' and other stakeholders' engagement in the marketplace. Besides, per the authentic brand activism conceptualisation by Vredenburg et al. (2020), TOMS's branding activism engagements can be regarded as authentic. Furthermore, TOMS' market-shaping activities have also created a few opportunities for challenging the DSP from within the market system. In essence, it can be concluded that TOMS enacted transformative branding as outlined by (Spry et al., 2021b). TOMS' market-shaping activities

undoubtedly redefined the role of business organisations in the community and reimagined a world founded on shared humanity and kindness.

### **5.1.3 Tony's Chocolonely**

Tony's positioned itself as a sustainability frontrunner in the chocolate industry to end modern slavery and illegal child labour in the cocoa supply chain. It undertook many initiatives, including Tony's Road map and Open chain, to eliminate slave labour from the supply chain of the chocolate manufacturing industry. The data analysis reveals that Tony's enacts transformative branding through leadership and collaborative coupling. Tony's employs a diverse and more flexible branding perspective; initiatives such as Five sourcing Principles and Chocolonely foundation demonstrate the unconventional mindset of Tony's Chocolonely's leadership team. Besides, Tony's Premium payment to cocoa farmers is one of the best examples from Tony's case analysis, revealing that hybrid logics and stakeholder collaboration are integrated into its leadership. Because of Tony's premium, Tony's ensures the farmers a living income, and thus, farmers will be able to stop illegal child labour in their plantations and work together to form strong cooperatives. Furthermore, case analysis provides evidence to substantiate Tony's attempts to create a shared focus among a broad range of stakeholders through its Open chain. Per Tony's Road map, the attainment of its mission depended on its ability to create value for every stakeholder in the cocoa supply chain. Besides, this Open chain program also confirms that Tony's employs collaborative coupling activities to shape the cocoa supply chain.

Tony's works to a longer-than-usual time horizon in deciding the right strategy for achieving its mission. The memorandum of understanding agreement and Tony's initiatives in strengthening cocoa communities, such as 100 weeks and Teaching at the right level programs, demonstrate its commitment towards an extended period of time. Besides, they also maintain an outward-facing orientation to stay tuned to the changes in the market system to determine which triggering capabilities are to be applied to trigger the desired changes in the market system. Tony's Chocolonely's collaboration with the Goodshipping Biofuel Project and Tony's in Africa programs illustrate the outward-facing orientation of its leaders.

The reason for Tony's Chocolonely coming into existence is its founders' widespread commitment to creating a sustainable and fair cocoa supply chain. Tony's Chocolonely aims to transform the cocoa supply chain by ending modern slavery and illegal child labour. Tony's case analysis validates that its mission is coupled across the strategic dimensions of the brand. Tony's shares its open chain platform with other chocolate manufacturers to enable them to make positive changes in the supply chain of the chocolate industry. Currently, six brands joined Tony's open chain (Tony's Chocolonely, n.d.-h) and implemented all five sourcing principles to jointly drive system changes in the cocoa industry. Tony's monitors the impacts of its market practices and shares them with the stakeholder network to lead by example. In this way, Tony attains legitimacy in the market and positions itself as a knowledgeable and authoritative partner capable of inducing systemic changes in the business landscape. But, the

consumers' social media responses in connection with Tony being taken off the ethical chocolate producers list show a combination of positive and negative emotions (Quota, 2021; The Times and The Sunday Times, 2021) – this raises a question towards the brand's trustworthiness in the market. Although, it can be seen from the case analysis that various capabilities and strategies of Tony's exhibit several characteristics pertinent to the transformative branding conceptualisation.

Tony's case analysis also indicates that Tony's deploys triggering and facilitating capabilities, as distinguished by Nenonen et al. (2019), to implement the desired transformations in the cocoa supply chain. Tony's aims to re-configuring the supply chain network and reform the institutions by influencing the norms in the cocoa supply chain. Besides, it also amplifies the impact of its triggering capabilities by mobilising the relevant stakeholder resource integration. In this way, the brand has created a few opportunities to challenge the DSP through its market-shaping activities. Another vital piece of information from the case analysis points out that Tony's brand activism may not be considered authentic due to its ties with Barry Callebaut, a company that is being taken into court for using illegal child labour in its supply chain. Per Vredenburg et al. (2020), a brand's purpose, values, messaging and practices should be matched to consider it authentic brand activism. In the case of Tony's, its collaboration with Barry Callebaut shows that the above-mentioned values of the brand are not aligned with each other. However, the case analysis leads to the conclusion that Tony's has deployed transformative branding as defined by (Spry et al., 2021b). Tony's envisioned a more fair and sustainable cocoa supply chain and has undertaken many meaningful initiatives to implement this vision together with stakeholders.

#### **5.1.4 Whole Foods Market**

Whole Foods is a purpose-driven company that aims to set high standards of excellence for grocery retailers. It seeks to alleviate poverty, improve kids' nutrition and improve healthy food access and nutrition education. To achieve these goals, Whole Foods Market has evidently engaged in market-shaping activities through leadership and collaborative coupling. The numerous initiatives implemented by Whole Foods show that it has achieved an outstanding balance between market and social goals. As stated earlier, Whole Foods covers the total operating cost of its non-profit foundations so that the donations these foundations receive can go into the communities in need. Besides, Whole Foods run campaigns and other events in collaboration with various stakeholders to financially support the projects of its three foundations. Again, it can also be seen from the data analysis that it implemented numerous rigorous quality standards and in-store rating systems to connect suppliers, customers, and a variety of other stakeholders to sustainable farming and consumption practices. Whole Foods' non-GMO rating, organic certifications and Whole trade guarantee are a few examples demonstrating its effort in facilitating sustainable production and consumption practices.

Another important finding from the case analysis is that Whole Foods work towards a long time horizon in deciding the projects to be carried out to achieve its missions. Whole Foods has implemented various

initiatives to strengthen the local supplier communities and promote local sourcing. The best examples to reiterate here are its LPLP program, Local and Emerging Accelerator program and the efforts connecting the suppliers to the regenerative agricultural movement. Furthermore, to alleviate poverty in the long run, it offers microcredit to the poorest global citizens to equip them to be financially self-sufficient. Apart from these, it has invested time and money in exploring the opportunities for deploying carbon farming practices for its suppliers to combat the climate crisis – an example of its outward-facing orientation. Another thing to notice is that all these initiatives are implemented in the market and societal system through collaborative coupling. Whole Foods created a shared focus among relevant stakeholders and guided their behaviours to drive necessary changes in the market and societal systems. Through these unconventional brand management practices, Whole Foods amplifies the impacts of its market-shaping activities.

It is also evident from the case analysis that Whole Foods is a legitimate partner to collaborate with in driving positive changes in the system. This chain grocer has demonstrated widespread commitments to its mission and shared the relevant resources with relevant stakeholders to work towards achieving it. Whole Foods also aligned its social and market goals across the vital strategic dimensions of the brand. Its deliberate and conscious efforts in connecting the suppliers to the regenerative agricultural movement and promoting the Local and Emerging Accelerator program are also the best example of how Whole Foods influences the environment and induces positive changes in the market by fostering new resources. Besides, this strategic cooperation of Whole Foods has created opportunities to challenge the DSP by altering the socio-cultural landscape. Overall, the case analysis confirms that Whole Foods has employed transformative branding to implement the transformations as desired by its founders.

The dynamic capabilities deployed by Whole Foods to enact changes in the market system can be linked to the properties of either triggering or facilitating capabilities, as distinguished by (Nenonen et al., 2019). Whole Foods' market-shaping practices have clearly re-designed the exchange, re-configured the network and re-formed the institutions. Since the launch of its first store in Austin in 1980, Whole Foods has exhibited an unwavering commitment to promoting organic agriculture and organic foods. The firm has upheld the highest standards in its organic offering and became the first nationally certified organic grocer (New Hope Network, 2003). Besides, this grocer significantly improved its shoppers' overall consumption experiences by introducing a non-GMO product line. Whole Foods has also re-configured its supply chain network through various quality standards introduced by its Global Quality Standards Team from time to time. The best example is the 'responsibly grown label' introduced for the produce and flowers category. Besides, Whole Foods also exerted efforts to strengthen the local supplier network and boost their diversity. Furthermore, the organic and non-GMO certifications and product labels introduced by Whole Foods have coined a 'new language' in the retail sector and crystallised the changes it intended to make in the market system. It influenced the representations and norms related to specific quality standards, differentiated the new market system from the existing ones,

and consequently re-formed the institutions. Similarly, the capabilities utilised by Whole Foods to initiate resource mobilisation could be linked with its facilitating capabilities as well.

## **5.2 Impact of Transformative Branding Practices of the Brands on the Dominant Social Paradigm**

Patagonia's leadership team has evidently balanced their market and social goals and markedly harnessed the power and value of its brand to facilitate a prosocial transformation. Their market-shaping activities created worthwhile avenues for modifying economic, regulatory, socio-cultural, and political environments and eventually, this functions to challenge the DSP from within the market system. For example, introducing the Worn Wear program is one of Patagonia's critical steps towards challenging the DSP through transforming the socio-cultural landscape. Through the Worn Wear hubs, Patagonia advances the repair, reuse and recycling culture and enables consumers to embrace a more sustainable form of consumption. Besides, this initiative inspires other major brands to act differently and start their own recommerce platform for their apparel. In this way, Patagonia's practices transform the market and societal system by changing the practices that discourage the hyperconsumption culture. Likewise, Patagonia transforms the economic landscape by implementing best practices such as supply chain environmental responsibility programs and living wage programs across its supply chain. These practices challenge the DSP by enabling a shift from the market-dominant logic to hybrid logics that also focuses on prosocial objectives such as sustainability, wealth sharing and employee welfare beyond profit maximisation. Furthermore, Patagonia's efforts in facilitating positive transformations in the regulatory landscape flowed into challenging the DSP by acting upon the governance mechanisms. Patagonia worked with relevant industry associations, other brands, and governments to implement effective policies to stop migrant worker exploitation and improve their working conditions (Finnwatch, 2020; Patagonia, n.d.-g). Finally, Patagonia's activism in defending the Voting right restrictive law and Bears Ears and Grand Staircase - Escalante Lawsuit (Gellert, 2022) are some of the best examples of Patagonia's involvement in challenging the DSP through shaping the political landscape.

Like Patagonia's case, TOMS' market-shaping activities have also created ample opportunities to challenge DSP. TOMS' transformative branding allowed consumers to acknowledge societal and ethical value outcomes beyond the economic value outcomes. TOMS's one-for-one business model itself is an example of how its prosocial objectives facilitate economic transformation. Besides, TOMS allowed consumers to pick a stand and support a grassroots movement through its Stand for tomorrow program. Through this program, once again, TOMS supported a new basis for market exchange beyond economic values - another good example of its market-shaping activities flowing into challenging the economic landscape. Furthermore, TOMS have also used its brand power and influence to shape the governance mechanism that improves human rights and social justice. TOMS' End Gun Violence Together campaign is the best example to discuss in this context. TOMS launched a nationwide campaign to inspire American citizens to take action and lobby the government to implement universal

background checks for all firearms sales. TOMS created a tool on its website home page to enable people to send a physical postcard to authorities in congress urging them to pass a bill requiring universal background checks for all gun sales (Hall, 2018). To intensify the campaign's impact, they collaborated with *The Tonight Show* team to get a celebrity to send the first postcard (The Tonight Show, 2018). The campaign delivered 721,082 postcards to congress (TOMS, 2019). Taking a stand on the gun violence issue was an entirely different approach for TOMS, and this was the first time the brand took a political stance (Anzilotti, 2018; Weinman, 2018). Furthermore, TOMS' call to action and non-neutral stance on Black lives matter is a good example of how TOMS' activism movements challenge the DSP by engaging in brand activism. Finally, although TOMS has positively influenced consumer culture and ideologies, there is no clear link between TOMS' market-shaping activities and the socio-cultural transformation identified through data analysis.

As stated earlier, Tony's market-shaping activities also created opportunities to challenge the DSP from within the market system. Firstly, through Tony's premium, Tony's challenges the DSP by putting pressure on other chocolate manufacturers to pay a higher price for cocoa purchases. Tony's persuades consumers to demand slave-free chocolate from the chocolate brands and requires the brands to acknowledge societal value outcomes connected to the wellbeing of cocoa communities beyond the economic outcomes. Similarly, Tony's has advanced social justice by defending human rights through regulatory transformations. Tony's collaborated with other confectionary brands, NGOs, and consumers to lobby the EU justice commission to implement due diligence legislation to prevent human rights abuses in the cocoa supply chain. Moreover, Tony's also attempts to transform the socio-cultural landscape by encouraging responsible chocolate consumption. Tony's launched many campaigns to highlight the adverse health impact of overconsumption of chocolates and urge consumers to consume them responsibly. Also, through campaigns, it lobbies the government to implement a sugar tax to regulate consumption. Furthermore, despite being called out for its ties with Barry Callebaut, Tony's has evidently engaged in authentic brand activism to support societal interests in connection with several socio-political issues. Tony's took a non-neutral stance on several socio-political problems, such as human rights, illegal child labour and racism and enacted collaborative coupling to transform the societal system via activism initiatives.

Like the other brands analysed in this study, Whole Foods' market-shaping activities also created opportunities for challenging DSP in many ways. The most important ones to restate here is its practices concerning regenerative agriculture, organic product label, and investment in carbon farming plans. Through these programs, Whole Foods potentially promotes sustainable farming and consumption practices. In this way, besides contributing to its environmental goals, such as reducing carbon emissions, Whole Foods also brings in socio-cultural transformation by advancing the consumer culture of embracing sustainable forms of consumption. Besides, Whole Foods also works towards challenging the DSP by attempting to transform the economic landscape. In its Whole Trade Guarantee, Whole Foods prioritises environmental and social goals in addition to improving the value outcomes for itself

and the consumers. Likewise, Whole Foods also deploys its dynamic capabilities to implement positive changes in the political landscape. Its solidarity towards the Black lives matter movement is one good example that can be considered in this context.

### **5.3 Concluding Thoughts**

The business landscape in the current world is changing. Customers expect brands to be at the forefront of tackling environmental, economic, and social issues. The branding literature has introduced many strategies, such as green branding, to show how branding may shoulder such responsibilities. But those strategies adopt a micro view and traditional branding principles and mainly pursue sustainable competitive advantages. Therefore, traditional branding approaches will be inadequate in creating the desired outcomes in this context. A broader macrosocial view is inevitable to deploy branding to resolve such divisive issues.

This study had two research questions. The first research question was how the transformative branding concept differs from the existing concepts of transformation, namely transformative green marketing, transformative social marketing and transformative marketing. This study proves that transformative branding differs significantly from the other three concepts of transformation in its conceptualisation, operation and scope. This study shows that, unlike the other three transformative concepts, transformative branding has the potential to facilitate prosocial transformations in the market and social systems through leadership and collaborative coupling. Transformative branding operates at three levels: facilitate collaboration among a broad range of stakeholders, shape markets through leadership and collaborative coupling and challenge the DSP from within the market system. This concept, in this way, stands out from the other transformative concepts introduced in marketing. For example, transformative green marketing, transformative social marketing or transformative marketing operates within the existing structures and employs traditional marketing principles and techniques. Thus, unlike transformative branding, these concepts demonstrate a top-down implementation process where the brand proactively responds to the market. However, the key difference between transformative branding and the other three is that the other three operate according to market logic. In contrast, transformative branding integrates hybrid market and social logics. Similarly, the scope of transformative branding is much wider than the other three transformative concepts. Thus, transformative branding allows firms to adopt a diverse branding perspective beyond the firm-centric and marketing management approaches to facilitate prosocial transformations.

The second research question was - Are the firms claiming to be transformative genuinely employing transformative branding as a higher-order dynamic capability to propel market and social changes via leadership and collaborative coupling? The chosen brands' case analysis confirms that contemporary brands' branding practices are moving away from the traditional branding perspective. These brands have effectively integrated social goals into their marketing management outcomes. It is evident from the case analysis that these brands are enacting transformative branding as a prosocial process to propel

market and social changes via leadership and collaborative coupling. For example, Patagonia has advocated for environmental issues since its inception and has evidently implemented numerous unconventional practices to achieve its social and environmental goals. Likewise, Tony's Chocolonely deploys its market-shaping capabilities to transform the cocoa supply chain into a 100% slave-free one. TOMS and Whole Foods' market-shaping activities also achieve a greater good for the market and social systems. Overall, this research confirms that these four brands are employing transformative branding as a higher-order dynamic capability to propel market and social changes via leadership and collaborative coupling.

This research has made three contributions to the literature. First, it distinguished transformative branding from the other three transformative concepts in marketing. Next, it provided an understanding of how real-world brands enact transformative branding to engage in market-shaping activities to induce desired institutional changes. The outcomes of this study also aid in comprehending the discrepancies between the firms' prosocial corporate discourse and the application of dynamic capabilities. Finally, this study demonstrates that transformative branding and brand activism are two different concepts, and brand activism is a crucial component of transformative branding.

#### **5.4 Future Research Directions**

Transformative branding is a novel concept; therefore, it presents diverse avenues for future research. Firstly, the present research sought to identify the discrepancies between the brands' prosocial corporate discourse and their market practices to understand if they genuinely engage in market-shaping activities to facilitate positive transformations in the market and social system. As this study only analysed the brand's publicly available information, future research could access internal information for these brands to arrive at a more precise conclusion. The other limitation is that no primary data has been collected for this study. When conducting secondary research, including case studies, the researcher makes educated interpretations or assumptions about the results based on the available information rather than directly observing or obtaining them from the original source (Keeler & Curtis, 2022). Therefore, conducting a detailed personal interview with the leadership team of the chosen brands of this study would have yielded additional insights regarding their specific strategic thinking process and diverse mindset. Furthermore, identifying consumers' perspectives regarding the brand's market-shaping activities would have provided more valuable insights and potentially contributed to making this study more comprehensive and well-rounded.

Future research should also be conducted to identify the unwanted or negative consequences of market-shaping activities in the transformative branding process. Furthermore, future research can develop a comprehensive categorisation of possible market-shaping activities that real-world firms can implement to resolve the divisive issues of modern society. Another important area that needs detailed investigation in line with transformative branding is the impact of cumulative potential arising from the collective market-shaping efforts of brands on enabling transformational changes. Future research can also

identify strategies the firms can deploy to create strategic cooperation among themselves while pursuing a similar transformation vision.

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