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How Patagonia apply Triple Bottom Line in their marketing strategy.

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Assignment Cover Page

Module Title:	Applied Business Research Project
Module Code:	
Assignment Title:	Individual Research Project
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Assignment Due Date:	

Academic Year: Year 1 Year 2 Year 3

DECLARATION

I, the above named student, confirm that by submitting, or causing the attached assignment to be submitted, to CCT, I have not plagiarised any other person's work in this assignment and except where appropriately acknowledged, this assignment is my own work, has been expressed in my own words, and has not previously been submitted for assessment.

How Patagonia apply Triple Bottom Line in their marketing strategy.

Abstract

A sustainable business model generates competitive advantages through the incorporation of values and mission at social media platforms, especially in the clothing sector which is the second most polluted in the world, by changing business supply chain can impacted environmental positively to save the planet. This case study examines how Patagonia apply triple bottom line in its marketing strategy, by analysing how having an ethical awareness drives brand engagement and the evaluation of the most appropriate Patagonia social media platform (YouTube, Facebook and Instagram) from driving the sustainability. The findings of both questions will lead to building hypothesis regarding if sustainable drives engagement and the most suitable social media. The goal of this research is to develop awareness, which can be used to integrated non sustainable organisations into their business model, while generate profit.

Acknowledgements

I would like to thank my teachers, Tracy Gallagher and Stephen Chandler, for their efforts to bring topic such as sustainability and corporate social responsibility during their class. Those moments were the beginning of a more conscious life and this is why I chose Patagonia as a case study, for their passion with the environment and people. I would also like to thank my classmates Luis and Daniela; for their support from the conceptualization of my research, giving me advised and new approaches to encounter the case study.

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Chapters

Chapter 1:

Introduction

Today's economic landscape is being formed by two dominant forces technology and globalization. Lisa Rachel (2016) explains that technology has revolutionized society, the way companies communicate through marketing strategies and persuade buyers, not only selling a product but adding value, to their lives through the products, in other words, engage them emotionally and physically, (Mendes 2019). Globalization has increased enormously in the last century as a result of cultural exchanges and trades, is integration and connection of markets all around the world, through the internet.

According to Duffy (2019) globalization has played a key role in the fashion industry; the fast change in this industry is seemingly among the most critical impacts of globalization. As a result, the industry has opened up to a wide range of new styles, influences, and methods of production. Thusly, people around the world have more access as never before to so many trends and low prices (Ledezma 2017).

Srivastava (2005) describes that the use of mobile phones, the internet, and social media has changed the way people behave, communicate, live and work. Oxford college of marketing (2017) refers that today's society is induced by millions of brands, through the internet, billboards, celebrities, discounts, free samplings. Even though if consumers are not interested in one product, marketing strategies can influence a possible buyer to make a purchase, by analyzing the culture, social personal and psychological factor of the companies' target, as suggested by Thomes (2018).

Nowadays, consumers are savvier, IBM (2019) states that for instance they have higher demands than previous years, thus are taken the internet to educate themselves. Target audience has changed, new generation "Millennial" are enhancing their perspectives for brands, Landrum (2017) express that they are likely to spend more money on a product if it comes from a sustainable brand, that supports environmental responsibilities, practice corporate social responsibility, and use triple bottom line as the core of their business to create shared values leading to a strong brand loyalty (IBR 2011); as a result, companies are evaluating and rethinking their brand building.

Companies nowadays are to think beyond profit, using marketing as a tool to demonstrate the social and environmental impact of their products, a Turletti (2019) highlights that is the reason brands use stakeholders and sustainability programs in their marketing strategies, by incorporate sustainability into the business purposes and process it embed as the main key of a competitive advantages by applying triple bottom line in their marketing strategy.

Patagonia is the perfect example of a company that cares about the environment; an outdoor clothing company that is 100% Fair-Trade Certified, established in 1973 by Yvon Chouinard as a rock climbing supplier that sold Rugby shirt (Scholes 2019). His designs are simple than can be wear in any weather from fleece jackets to quick-drying shorts made of recycled nylon, polyester, and organic cotton. Today Patagonia (2019) has 199 stores around the world; that makes gears for skiing, surfing, and climbing, in addition; it sells its specialty lager; all while remaining the benchmark for eco-friendly clothing brands. According to Patagonia (2020) one of their stores is located in Dublin, where they supported grantees to the Irish Peatland Conservation Council in Rathangan, Ireland, VOICE Ireland community, the Irish Seed Saver Association CLG, Crann, Tress for Ireland among others.

Patagonia is additionally focused on the human effect of its supply chain; their main goal is to raise awareness within the society to combine with the products, beyond the engagement to the environment (Daniels Ethics 2011). Moreover, Wolfe (2017) states that they spend time analyzing the impacts of its products to fulfill customers' needs by using innovation to improve their products and process while reducing environmental impact. This case study will look at how Patagonia's business model who is known for overt consumerism, still applies unconventional marketing strategy in order to remain commitment to the planet and its customers, by selling its products align with the Triple Bottom Line framework, which is a sustainability framework that examines a company's environmental, social and economic impact as stated by Fernandes (2020).

The reason why I choose Patagonia as a case study is that in recent years I have become aware of the products I put on my skin, my hair, changing my toothbrush and razor for bamboo instead of plastic. As well, in college, I have been learning about ethical issues, corporate social responsibility. Patagonia is a genuine case of a sustainable and

environmentally brand that cares about the planet and people while making a profit, the brand has a clear mission which it is shared within its stakeholders, becoming a successful company. By choosing Patagonia as a case study allows me to investigate its sustainable approach, organizational culture and how stakeholders are aligned to the company's values in far more detailed and depth investigation than might be not possible with academic research.

Chapter 2:

Literature Review

Years ago, the buyer's journey was easier than now; people went to a couple of sites while searching for a product or service, by comparing and made a choice dependent on that data (Square 2 Marketing, 2019). However, nowadays information about a specific product can be found in almost interminable websites. Gallegos (2016) highlights that before, organizations had more capacity to persuade and dissuade clients to buy; their sales representatives were trusted, in the process of buying. Digital Marketing Institute (2019) points out that today, customers are savvier and able to research for a product on the internet in seconds, before going to the shop; in fact 98% of consumers do not make a purchase during the first visit to a brand site (Roesler 2018). This makes the selling process hard for organizations; hence, marketing to clients is more troublesome than it used to be.

Moravcikova (2018) suggest that technology and globalization have changed the way how a brand communicates to potential buyers, thousand of brand messages are delivered every day, which make difficult for a brand to stand apart among their rivals, which is the reason a considerable lot of them are starting to re-examine their current marketing methodologies. Furthermore, Simsek (2019) stays that one of the most effective ways brands can communicate with possible buyers, it is to have clear the organization's mission and vision and identify their target audience, (Heibutzki 2019) thus brand can create specific content to that audience, by using social media, billboards, TV and radio ads among others, the target audience reception will contribute to the reputation of brands that leads to driving sales.

However, Grani (2016) argues that traditional marketing can get lost in the clutter; instead, some organizations are adopting a triple bottom line apply in marketing that creates values that lead to strong brand loyalty. Triple Bottom Line was first introduced 26 years ago by Elkington (1999) a disruptive corporate tool that takes into account People, Planet and Profit. While a few organizations have incorporated the Triple Bottom Line into the centre of

their business, numerous others have failed to demonstrate their responsibility with the environment and people (Ginige 2016). In the wake of high unethical scandals such as Volkswagen Diesel dupe, General Motors safety cars and Takata bankruptcy for a faulty airbag, among others. Unilever stands out as a good example of the TBL and CSR failure approach (Quigley 2017).

Borelli (2017) points out that its CEO Polman stated that his personal mission with the brand is “to galvanize our company to be an effective force for good”. Contradictory with sexual harassment and environmental scandals, in 2016 nearly 600 Indian workers were exposed to mercury and in 2011 African labourers claim to be victims of sexual harassment by their managers. As a result the company suffered a decline in their sales expectations from 2.8% to 2.2%. On other findings contradictory to CSR scandals Prater (2019) puts forward that the outdoor apparel companies such as Patagonia, REI, YETI, Moosejaw and Outdoor Voices; they are a good example of CSR and TBL strategies while combining with disruptive marketing, as a business model that goes to the opposite direction to traditional marketing. In this case, disruptive marketing takes risks, it challenges conventional ways of think within a new or existing market, that provide unique content, this business model cares about customer’s needs by creating new products or process, as a result, the customer connects more to those brands who are applying it (Barber 2018).

Brown (2016) points out that since most fashion industry companies are focused on mass production and competitors offer similar products and services, brands must distinguish themselves to stand out of the crowd by adding value and listening to people's needs. Allchin (2013) highlights that Patagonia campaign for Black Friday “Don’t Buy This Jacket” is the perfect example of disruptive marketing, they encouraged its customers to consider the effect of consumerism on the environment and to buy only products that they need. Although this strategy seems to go against any marketing strategy on one of the busiest days of the year to shop in The United States, they rather gave all its money raise it on the day to charities align with environmental awareness (Cave 2016), they has built up a solid community of people who value the brand's mission which is “We are doing business to save the planet” and its products (Patagonia 2019).

The United Nations in 2007 talks about the increase of awareness in the climate change and corporate social responsibility throughout organizations has shaped the

requirement for organizations to increase their marketing strategies (UN Chronicle 2007). Additionally EPA (2017) claims that climate reports demonstrate constant increments in levels of barometrical ozone and carbon dioxide and greenhouse gases. Environmental change is as of now influencing where individuals live, how they live, and how firms direct business. More recently, The United Nations (2019) distributed 17 goals for sustainable advancement that look to protect the planet, end of poverty and improve lives. They include a scope of social needs such as responsible utilization and production, education, wellbeing, neediness, sexual orientation equality, social security, among others. Moreover, Hackenberg (2019) argues that companies that can commit to these goals have the potential to influence customer inclinations and decrease the carbon footprint of the supply chain while achieving a higher level on Corporate Social Responsible.

Considering these environmental issues and how climate change is giving us only 12 years to limit and repair damages to the planet, companies are urged to re-constructed their products and process that are harming the planet (Watts 2018). The fashion industry is the second most polluting industry in the world. In 2011 European fashion industries went from two collections to five per year (McFall-Johnsen 2019). However some brands offer significantly more, Zara produced 24 and H&M 12 every year (McFall-Johnsen 2019). Batelier (2018) claims that only the US produced 15 million tonnes of textile waste in the last 20 years and between 80 and 100 billion pieces of clothes are made every year. Thus, the entire planet is running out of time to save it, as Kateman (2019) states that nowadays there is an increase on ethical brands; even old brands are changing the materials they used.

H&M has attempted to be part of as a “sustainable” brand to offset the impact that apparel industry is having on the environment, Segran (2019) in fact, they launched a “conscious” collection in 2010, but the brand never explained to the consumers why that collection was labelled as a conscious. In their annual report of 2017, Hitti (2019) highlights that H&M explains that the conscious collection was made with sustainable materials such as organic cotton, tencel and recycled polyester. However, Whiting (2019) explains that often cotton is portrayed as eco-friendly material which is the world’s most commonly used in the production of clothes, even though is a natural fabric it is not sustainable enough, therefore, WWF (2019) points out that cotton needs 20,000 litres of water to grow 1 Kg of cotton, the same amount needs to create a t-shirt and one pair of jean. One event that creates awareness within society and the fashion industry as stated by Donaghey (2015) was the collapsed of the

garment factory Rana Plaza in Bangladesh where 1,138 people died, well known for poor working conditions and unfair wages, it was the housed of big brands such as Primark, Benetton, and Mango.

Fashion Revolution (2017) proves that since the disaster millions of people have joined The Fashion Revolution to demand fair wages, safety working conditions and more transparency, over 100,000 people used a hash tag to ask brands #whomademyclothes, as a response the supply chain of the fashion industry such as: farmers, factories and producers use #imadeyourclothes improving working conditions and more than 1300 factories have been inspected. Minimum wage in Cambodia and Bangladesh increase 77%, over 70 brands started to reduce toxic chemicals in their products (Fashion Revolution 2017).

It is clear that the fashion industry still one of the most polluting industries in the world, landfills are flooded with clothes, the garment industry is getting bigger and moving faster, people buy clothes than ever before and the life cycle of each piece last less (Dunbar 2016). Hence, the new era of sustainability is rising, consumers around the globe are making changes in their shopping habits they are motivated to be more ethical (CB Insights 2019). While as yet consumers are still struggling with cost and awareness alongside their need to better the world, they are searching for organizations to step up as partners in their mission to contribute to the environment (Nielsen 2018).

Organizations began, in the so distant past, to concede they have a job in the environment. In 1981, Freer Spreckley recommended that organizations ought to report on their monetary outcomes, but also the environmental impact. In 1997, John Elkington authored the expression Triple Bottom Line in his book, as the three dimensions of sustainable development such as: people, planet and profit, forced companies to broaden their circle of responsibility as described by Elkington (2004, cited in Miller et al., 2007). On the other hand, triple bottom line is measure sustainability by the organization's activities including: environmental and human capital, shareholders values and profitability as proposed by Savitz (2006, cited in Slaper and Hall 2011). And more recently, in 2018, Robert Sroufe incorporated in his book the integration of Triple Bottom Line as an exceptional management model that mixes every one of these ideas (Turletti 2019).

On the other hand, one activist company that has a clear understanding of the Triple Bottom Line approach is Patagonia. A well-known company that is 100% Fair-Trade Certified, established in 1973 by Yvon Chouinard as a rock climbing supplier that sold Rugby shirt (Scholes 2019). His designs are simple than can be wear in any weather from fleece jackets to quick-drying shorts made of recycled nylon, polyester, and organic cotton. Today Patagonia (2019) has 199 stores around the world; that makes gears for skiing, surfing, and climbing, in addition; it sells its specialty lager; all while remaining the benchmark for eco-friendly clothing brands.

Patagonia is additionally focused on the human effect of its supply chain; their main goal is to raise awareness within the society to combine with the products, beyond the engagement to the environment (Daniels Ethics 2011). Keeping in mind that a lot of brands teach shoppers about ecological and social issues, Patagonia has demonstrated for quite a long time that it can change its clients' behaviour (Lowitt 2011).

Chapter 3: Research Question(s), Goals and Objectives

Purpose

How Patagonia apply triple bottom line in their marketing strategy.

Research Questions:

1. An analysis of how Patagonia having an ethical awareness drives brand engagement.
2. An evaluation of Patagonia most appropriate social media platform (YouTube, Facebook and Instagram) from driving the sustainability.

Objectives:

- The researcher aim to achieve a deep understanding of different approach Patagonia use in their marketing strategy.
- The researcher considers Patagonia has more engagement on their Facebook page.
- Identify marketing techniques of sustainability and ethics to engagement with audience.
- Collect data from previous case studies to enable to create clear and accurate information.

Chapter 4: Research Design Methodology

This section aims to explain the methodology used to gather information, a case study that was developed by the researcher based on how Patagonia applies the triple bottom line in their marketing strategy. It analysed information based on secondary sources like Patagonia's website, social media platforms, and previous studies about the company, books, websites, and e-journals. An analysis of sustainable company drives to brand engagement. The case study used a qualitative research methodology.

Hollweck (2016) describes case study as a methodical tool that can utilize both qualitative and quantitative, the aim is to analyse information that can help clarify definitive results because the investigation procedure comprises matching empirically observed measures to hypothetically anticipated events. On the other hand, Yin (2014) states that case study is one the most challenging research of all science attempts, the objective is to gather, exhibit and break down information fairly by reading articles, reports, books among others.

A case study is an in-depth technique that generally gives detailed and more legitimate information about a person, company groups or particular situation studied. Meanwhile, surveys allow the researcher to collect data on numerous individuals or big population so as to comprehend different opinions about a specific topic, however, can lead to inaccurate information (Zololkis 2010). Moreover, Irvine (2018) describes that interviews are easier in the sense of the researcher can see people's reaction, thus, they feel more secure to answer questions verbally than written down, however, interviews takes more time than survey and cannot collect as many data as surveys.

In overall case studies offer the most accurate data when compared to interviews and surveys, in contrast to qualitative research that helps to understand the reality of the studies, if the objective is to create a hypothetical framework that present veracity rather than the researcher point of view, along these lines, it is conceivable to distinguish strategies that help the finding of theory data as proposed (Ochieng 2009). On the other hand, the case study is based on inductive research; according to Gabriel (2013), inductive approaches are mostly used in qualitative research. Furthermore, it involves the search for pattern from perception and the improvement of explanations theories for those patterns through the arrangement of

hypotheses. The aim is to generate meanings from the data collected in order to recognize relationships to develop a theory.

Chapter 5: Results (Research Findings)

1. An analysis of how Patagonia having an ethical awareness drives brand engagement.

According to Shaw (2018) for the last years marketing research has impacted of consumer interaction with brands, different researches have suggested that engaging customer with a brand is an essential method in building stronger relationships and improving brand performance as stated by (Khamitov et al., 2019). Brand engagement contributes to better organisational performance outcomes; Patro (2013) describes those outcomes as business development, sales growth, and brand referrals among others.

However (Hollebeek et al., 2014) suggests that this idea of brand engagement has gotten recently less consideration. While expressing that this concept is an interactive nature, have interpreted brand engagement as a consumer psychological responses; emotional and behavioural activity identified with customer and brand interactions. (Schmitt et al., 2009) adds that those behaviours aroused by brand-related that are part of the brand's design, communications and identity, by combining consumer and brand lead to the memorable and unique brand experience.

Conversely, NBRI (2020) suggests that brand engagement must be used externally and internally, building the brand from the inside organisations obtain a deeper engagement with their employees, helps the brand solidify and improve the brand for consumers. In addition, Sinek (2009, cited in TED.com) explains that the most successful brands think, act and communicate opposite to those less successful brands, the key is to answer the three questions of the golden circle Why, How and What. Weishaupt (2017) highlights that inspirational organisations think from the inside to the outside by answering why and how they do it and what it does.

Therefore, when a company communicate their values and beliefs rather than describe their products, they will attract more customer, they will feel more connected as well

increasing brand engagement. Consequently, some socially responsible brands are well known for using the golden circle, Willard (2018) believes that Toms shoes “why” is to provide free shoes to children in need, one day without shoes campaign creates awareness on global children education but at the same increase brand engagement, as consumer were sharing their Toms shoes’ experience by uploading pictures through social media (Naeini et al., 2015).

On the other hand, Rhodes (2020) explains that Patagonia’s “why” is clear they are in business to save the planet; one of the many ways they contribute is donating 1% of their profits to the environmental protection and wilderness conservation. However, companies pretending to be good in their marketing strategy and accused of green-washing are more likely to fail as discussed by Sinek (2009). Perhaps, the power of customer is stronger than before maybe in future they would have the ability to shift the core values, Triple Pundit (2011) states that meanwhile customer cannot constrain companies to think differently, they have been motivated to fulfil customer’ needs hence have the ability to contribute to a better world.

Moreover, one of the approaches Patagonia constantly engages with its audience through campaigns, where they not only focus on advertising its products but rather Patagonia promote its brand by providing consumers with content and products that will benefit their lives and interests as described by McLaughlin (2018). Yet they educate, motivate and assist people to recycle clothing and to have a more conscious lifestyle. In fact, (Salesforce 2016) highlights that many companies once the customer journey is over they stop the interaction brand-customer. However, Patagonia extends their customer experience interaction by providing their customer with additional materials; newsletters, events, social media, public engagement, blogs. Besides Nastu (2017) explains that Patagonia demonstrate its sustainable supply chain activities, including how they made its Fair Trade Certified garments, in the effort to impact in a positive way their factory workers, as well as to educate their customer where the materials come from.

Patagonia campaign “Don’t Wear This Jacket” is the perfect example of how ethical awareness drives brand engagement thus increases sales, Thangavelu (2020) points out that just nine months after the campaign was released Patagonia sales were up by \$543 million. Additionally, Dkaizer (2017) indicates that the interactive film experience devoted to

protecting bears ears was watched 112,852 views in two weeks; the brand emphasizes their loyalty to corporate social responsibility and their target audience. Therefore, brand content generates actions that contribute to brand engagement.

In addition, MacKinnon (2015) explains that the Worn Wear is a campaign to extend the life of Patagonia's products and to encourage discussions about harming the planet by a global economy that depends on consumerism. Instead the brand provides customers with the chance to have their Patagonia garments repaired or trade, in order to receive credit to buy a new or used garment. Alongside, Vogl (2015) explains that Patagonia constructed a sustainable truck to travel around America and repair clothes on the way; during the journey the truck served as a storyteller in a way that customer engaged even more with the brand by sharing their experiences. Collier (2018) states that the campaign congregates up to 11,075 attendants in total, making it a success for the company.

Nevertheless anti-consumerism marketing strategy encourage customer to think not to buy, Penhollow (2015) adds that as well helps Patagonia to build brand awareness outside and inside its community of followers; as a result the company sees double-digit annual growth. As a result of Worn Wear success campaign, Patagonia created a website where clients can buy thrifted Patagonia clothing as described by Patagonia (2020). At the same time, customer can shared their experiences on the website through the section "The Stories We Wear." Baillargeon (2016) states that this offers customers the chance to share memorable experiences and moments wearing the brand's garments, and how Worn Wear has given their garments another opportunity.

On the other hand, Patagonia every two years has held the "Tools Conferences" by throughout training an entire generation of activists. Patagonia (1997) highlights that; they gather leaders to share their experiences with advocates from grassroots environmental groups, which Patagonia has associated through their donations programs. Moreover, Patagonia (2017) states that the brand imparts their wisdom even on those who are not Patagonia's customer; any individual can request a representative from Patagonia to talk at events. This is a piece of Patagonia's strategic shows how passionate they are about what they have believed in.

Moreover, the brand is getting their message all around the world even for those who are not advocating saving the planet. McLaughlin (2018) affirms that the conference's goal is to motivate their audience and empower them to create ideas regarding how they can contribute to face the environmental crisis. Nevertheless, Patagonia is enthusiastic about connecting with each one of the individuals who visit their site and continually want feedback on how to be a better brand. Certainly, according to Clarke (2006) Patagonia applies Triple Bottom Line approach by keeping people, planet and profit at the core of what they do. This causes customer to be part of the procedures and for instance in makes them more engaged with the brand.

Furthermore, North Face is an outdoor brand that is very similar to Patagonia, although North Face share similar values regarding saving the wilderness, the brand is more engaged to drive advertising that increase annuals profit and consumer-based as explained by Timbrook (2020). On the contrary, Meltzer (2017) highlights that Patagonia is more focused on reducing their footprint applying strict environmental guidelines on material, recycling and encouraging consumers to take actions over the planet.

Patagonia's owner believes that the key of their business success is that purpose is not taken as a strategy, rather is the purpose of why the brand exists. Robertson (2019) explains that in the sense of Patagonia, their mission statement is clear they are in business to save the world. He stated that purpose impacts beliefs and values, which then impact directly to his employees' behaviour as well as his customers.

Patagonia's ant-consumerism strategy increase brand awareness, as their values are aligned with environmental and social causes and target market, creating a strong relationship between them. According to (Zhao et al., 2016) the more companies' values are aligned with environmental protection, the higher the consumer respond for their products, making long-term profits for the company. Hence, Patagonia efforts on corporate social responsibility and ripple bottom line approach are reflected as story of the brand' mission and values, which are clearly recognizable all through its business plan as a whole as discussed by Kelley (2015).

2. An evaluation of Patagonia most appropriate social media platform (YouTube, Facebook and Instagram) from driving the sustainability.

Over the most recent decade, sustainability and social media have been playing an increasingly significant job in the manner that organizations talk about themselves. Carpenter and Takahashi (2016) state that together social media and sustainability have opened a new path to push companies to reevaluate their role in society and how their business activities affect the planet. Thus, leading to new levels of transparency, higher commitment aligned between companies, people and communities as described by Cushman (2014).

According to Verde (2014), social media provides a large number of advantages including customer trust for companies involved in sustainability; they must be able to adequately convey their efforts. Thus, social media can benefit sustainable organisations to communicate effectively while increasing their brand reputation. However, Dossa (2020) suggest that engaging sustainability not only includes sharing information, perhaps the most significant part is to engage and listen to their stakeholders are essentials elements for efficient communication, which makes social a great tool to transmit such interactive dialogues.

Conversely, Mainwaring (2011) highlights that social media can be used as a strong weapon against those companies that are not committed to the environment and are harming the planet. For instance, people and sustainable organisation are using social media to force businesses adopting environmental practices by changing their corporate behaviour around the world, as well as putting pressure on governments to act on the environmental changes as described by (Ali et al., 2015).

Moreover, Genc (2017) suggest that organisations must then select proper channels to communicate their efforts on environmental and social causes, engaging with the right audience through the amount of advertisements that are distributed in all social media platforms, while competing for user's attention. According to Chaffey (2020) there are 3.80 billion monthly active users on social media; what makes sustainable growth stands out in a digitalized vast world rather than just presenting reports of sustainability. A company like H&M have raised the social media fails to successfully engage with their audience on their sustainable efforts.

According to Wood (2016) H&M has been applying a solid campaign on social media to raise awareness of the environmental issues, caused by the fast fashion industry using the hashtag #WorldRecycleWeek H&M urged consumers to recycle unwanted garments at their stores. Although many consumers have questioned their corporate behaviour, the brand is seen as green-washing. However, they used their social media to engage with the critics and respond openly through exposure and consciousness of their sustainability efforts as stated by Segran (2019).

On the other hand, Hughes (2016) says that Tom's shoes frequently use social media to raise social issues, once a year they promote the hashtag #withoutshoes. Toms' campaign One Day without Shoes bring awareness about children's health, in 2015 they gave over 27,000 shoes to children in need. According to Erskine (2020) the challenge is to understand how to successfully engage with their target audience on sustainable topics using appropriate social media platforms. For instance, sustainable brands have been much slower to adapt in the digitalised world, however, they are finding ways to drive engagement on critical issues, such as the use of social media as suggested by Osburg and Lohrmann (2017).

In the case of Patagonia, Drawbridge (2018) suggests that the brand purpose and storytelling plays a significant role in their non-conventional green marketing, to build brand loyalty with its consumers. According to Engagement Labs Patagonia (2016, cited in Briggs 2016) enlists user-generated content through images, videos, landscapes, stories, to promote and gain the most. Sonsev (2019) argues that rather than advertising its garments, the brand uses campaigns to educate their audience by sharing environmental and social issues, encouraging buyers to lower their carbon footprint and create awareness of consumerism, by continuously linking back to its core values and mission.

Furthermore, Boniface (2019) adds that Patagonia utilizes social platforms to share data on new developments in innovation. While numerous individuals are against seeing commercials on social media, supporters of the environment and many others would be less opposed to seeing data on ecological and social issues. Thangavelu (2020) suggests that this gives Patagonia an advantage in its capacity to market to clients without appearing to be repressive. Moreover, Beer (2018) explains that Patagonia utilizes different social media platforms such as Facebook, YouTube, Instagram, Twitter, and a Blog; they are not all

posting about very similar things, their marketing approach is to post different information between them. Their target audience are the generation X and millennials who have disposable income, the brand cares more about quality instead of quantity, and appreciate the value in spending more money for a piece of garment that will last longer as described by Klara (2016).

However, when it comes to events they use all the platforms to advertise. Influencer Marketing Hub (2020) explains that Patagonia knows how to match ads with its target audience on Facebook, where they have 1.7 million followers. Torossian (2011) adds that followers can discover blogs of adventurers, outdoorsman and environmentalists, post related to social and environmental groups and events pages. In fact, in 2016 the brand had the highest engagement score between among sports apparel brands on Facebook as highlighted by Briggs (2016).

Whereas on Instagram Patagonia have 4.4 million followers, they are more focus on posting charming photos mostly taken by their customer wearing the garments and outdoor adventures, a great strategy of connecting with Patagonia's loyal audience as explained by Berger (2016). According to Zhukova (2016), Patagonia's partnership help builds a strong engagement with their audiences, such as photographer and adventures like Mikey Schaefer and Austin Siadak. One of the most engaging posts in 2016 mentioned both of them, thus Instagram post is most engaging using user handle and geo-tagger as increase engagement by 79% as indicated by Hootsuite (2020).

On the other hand, Think Media Consult (2018) states that Patagonia's YouTube channel has more than 191k followers and 32 million views, their videos are related to outdoor adventures such as snowboarding, skiing, surfing, climbing and campaign like Worn Wear. Harper (2018) highlights that Patagonia makes sure their videos tell stories rather than just sell products, the brand story is essentially told through what they focus their cameras around on, and that excitement is influenced any video or production approach. The brand also post videos explaining the process of their garment. However, the audience shows more engagement on the outdoors sports videos.

Moreover, on Twitter the brand has 458K followers; Dailey (2018) states that this is the platform where they show more engagement directly to their social, political and

environmental views. Their strategy is to also retweet from accounts such as Natural Resources Defence Council, Ceres News and the Environmental Defence Fund. According to Gelles (2018), President Trump announced in 2017 the size reduction of two national monuments, Bears Ears and Grand Staircase Escalante National Monuments. Patagonia has been actively involved in the preservation of Bears Ears since 2012 of the preservation.

As a result, Gelles (2018) adds that Patagonia took twitter to show their disagreement “The President Stole Your Land”, and filed a lawsuit against the Ryan Zinke the secretary of agriculture, the chief of the Forest Service and the director of the Bureau of Land Management. Furthermore, a study was taken by (Adamovic et al., 2016) between November 20, 2015, and January 20, 2016, using analysis websites SocialMention and IceRocket, they found that Patagonia is more active on Twitter and generated more engagement with their followers, they were mentioned more than 240K tweets per day on average, the majority of the tweets were positive. Yet, the brand even receives more likes and retweets than its main competitor The North Face; this shows the brand strong engagement and loyal fan base as described by (Adamovic et al., 2016).

In overall, Patagonia social media engagement was 31 posts on Facebook, 210 tweets on Twitter, 58 photos on Instagram, and 56 videos on YouTube. McLaughlin (2018) highlights that the brand maintains their support to environmental and social causes, keeping a consistent voice that reinforces their mission statement and values; they promise to keep doing responsible practices regarding sustainable procedures and recycled materials.

Chapter 6: Conclusions and Further Work

Based on the findings of this case study, the following conclusions are drawn:

Given the finding results, the researcher retain that sustainable can engage with customers and have a higher brand engagement than non-sustainable brands. In fact, the triple bottom line can help and support the implementation of sustainable business practices, which are fundamental to put into operation the principles of corporate social responsibility.

Patagonia's essential non-traditional campaigns set the difference to how other retail brands should embrace environmental responsibility, what makes Patagonia a pioneer in the

business. Although Patagonia's anti-consumerism practices perform the opposite of what traditional marketing strategies, outlining its fruitful methodology of putting the planet before company profit. Furthermore, by integrating political and anti-consumerism promotion in its advertising strategies over social media and website, Patagonia provokes controversy while at the same time engage with their audience and urge them to take action for environmental and social issues.

Patagonia builds ethical awareness through marketing strategies by interfacing its connecting its buyers to its brand. Its mission is strongly recognizable through its business model as a whole, making it clear the reason they are in business is to save the planet. Their values are aligning with their corporate social responsibility, creating a solid relationship between Patagonia and their audience. As indicated in the findings the more an organization esteems and follows up on environmental and social protection efforts, the higher their consumer support. As a result, Patagonia is the leader in outdoor clothing by putting the planet over profit, wandering endlessly from anti-consumerism and exemplary lucrative standards.

Patagonia uses green marketing and social media platforms to build, and maintain brand loyalty among their audience. Their strategy on social media platforms are not just to sell their products they are promoting a lifestyle, by telling stories through their audience's pictures and videos, as well transparently storytelling of their supply chain practices and investments for environmental activist organizations.

According to the findings, Patagonia most suitable social media platform to drive sustainability is not clear, as the brand use each platform to create ethical awareness. However, Patagonia shows more engagement on their Twitter account, directly to their social, political and environmental causes. They engage with other environmental organizations by retweeting them, they have been mentioned thousands of time a day by other accounts, and even showing disagreement to faced environmental problems with the American government.

Further work

The restrictions of the case study open opportunities for new examinations in the field. As the researcher claims that both questions needs to be subject to further research, it

will be consider doing interviews to have a primary source such as interviewing members of Patagonia staff and other sustainable organizations to have second opinions. Future research could apply triple bottom line on their business model. In addition, the researcher recommends that future studies could utilize distinctive research techniques to investigate the full degree of sustainable business.

Chapter 7: Critical Self-Review

The researcher was confronted with a couple of limitations that affected this examination. Firstly, the research was restricted to utilizing strictly online resources so as to assemble fundamental and applicable data for the study. This could create error of data or bias that could be possibly useful to the study. Secondly, talking with Patagonia workers or visiting the Patagonia shop in Dublin, would have been a useful strategy to answer the second question, as the information is not clear on website searches. Thirdly, the researcher had study Patagonia in previous semester; this could generate an inclination on the side of Patagonia beliefs and practices. As well, the researcher has a tendency of supporting sustainable business, this could be taken as a bias that acts as a restriction of the study. Finally, the study was essentially assembled using qualitative research, implying that the researcher depended for the most part on online research base on Patagonia and other sustainable brands. This restricted the capacity to give measurable proof to help the researches findings.

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