

SUSTAINABILITY MARKETING PRACTICES AND NATION BUILDING: THE CASE OF NIGERIAN BEVERAGE FIRMS

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Abstract

Globally, the consequences of environmental pollution caused by human activities are a growing problem in the face of possible solutions being sought by individuals, corporate firms and governmental/non-governmental agencies. The purpose of the study therefore is to examine the impact of sustainability marketing practices on nation building with particular reference to selected non-alcoholic beverage firms operating in the Nigerian economy. The stratified random sampling technique was used in selecting a sample of 260 employees from selected firms in the non-alcoholic beverage industry in Lagos State, Nigeria. The cross-sectional survey research design method was employed and the statistical techniques used comprised of simple percentages, correlation and multiple regression analysis. The findings showed that sustainability marketing practices (sustainable products, sustainable effective communication and corporate collaboration) of non-alcoholic beverage firms have significant positive effect on nation building, consumers' expectations and organizational profitability. To underpin all-round growth in the economy therefore, the study recommended that the Nigerian government need to adopt a comprehensive approach to sustainability

marketing issues via regulation/control and also through the public-private partnership (PPP) in order to achieve a robust economic growth. Also, marketing firms in Nigeria should embark on a strategic rethink with more focus on areas of sustainable competitive advantages in order to meet their consumers' expectations.

Keywords: Sustainability, Marketing Practices, Nation Building, Consumers' Expectations, Profitability

1.1 Introduction

Environmental problems caused by human activities are a growing problem as the global climate is continuously threatened by the level of impacts of these activities. Air pollution, water pollution, soil acidification, desertification and increasing urbanization are only a few examples for the consequences of human activities that lead to environmental degradation. Arguably, the economics and lifestyles that today's consumers enjoy are achieved at the expense of others and are not sustainable (Belz & Peattie, 2012). Sustainability is a symbolic issue of the modern world as there exist serious concerns about preserving the planet for the present and future generations.

Without any doubt, the largest environmental impacts of today originates from the highly industrialized countries in their production and consumption of goods/services. Globally the Non-Alcoholic Beverage Sector is undergoing changes in terms of product variety, markets and business models as they strive to customize their products to meet customers and markets requirements (Gronroos, 2007 and Grubor & Milovanov, 2017). The Non-Alcoholic Beverage Industry produces a broad range of beverage products, including various carbonated soft drinks, juices, syrup concentrates, energy and sport drinks, coffee, teas and water products. Recently, within the beverage category, there has been a shift towards packaged beverages and branded products. Given the fact that, consumers are at the center of all organization's activities (Kotler and Keller, 2012), the role of today's marketing managers is crucial in discouraging all forms of unsustainability in both production and consumption practices (Krunal, Pooja & Vandana, 2018); thereby embracing only sustainable marketing practices (Alexander, 2015) to earn a good reputation.

Sustainability marketing is a management conception which attends to the social and environmental demands of the society and eventually turns them into competitive advantages by delivering customers satisfaction and value (Belz & Karstens, 2010). In contemporary years, marketing has been accused of supporting unsustainability by its marketing and distribution activities (Nkamnebe, 2011); however, for marketing activities to become sustainable, they must occur within a sustainable economy. While most governments of the world support the concept of sustainable development, achieving it especially in developing/emerging economies like Nigeria has been faced with a lot of challenges at both the individual and

industry levels (Nkamnebe, 2011). A new approach to economics, business and marketing for the future is therefore urgently required, and that approach needs to be more sustainable. The United Nations Global Impact Accenture (2013) reported that 93 percent of CEOs consider sustainability as essential to their business strategy. A similar study in 2014, reported that company investors were interested in sustainability practices and 88 percent investors believed sustainable marketing practices were a major source of competitive advantages. These views of investors and companies display an urgent need to show clearer links between sustainability, business value and nation building.

Numerous empirical evidence abound that attest to the detrimental effects of unsustainable practices in the Nigerian Beverage sector in recent times (Nkamnebe, 2010b and Nwogu, 2013). Against this backdrop, the processes used to manufacture and dispose off non-alcoholic beverages, including beverage concentrates, present very specific challenges and require serious attention at both the individual, organization and government levels. The environmental issues such as toxic waste disposal and resource depletion are issues of stakeholders as well as legislative concerns. The ability of firms to successfully use sustainable marketing practices as support of their strategy for gaining sustainability depends on their social and environmental sensitivity.

Undoubtedly, sustainable business practices demand extra efforts and costs. Most often, cost of adopting these practices outweighs the benefits. There are a great number of issues on a global scale which needs to be addressed by all stakeholders. The study has chosen issues which are, at least partly, caused by firms/consumers activities and/or can have a high effect on businesses. The

challenge for the marketing communicator lies in being able to communicate with a target audience that may include segments with very different attitudes and values in relation to sustainability issues.

1.3 Objectives of the Study

The general objective of the study is to examine the effect of sustainability marketing practices on nation building. The specific objectives are to:

- i. Investigate the impact of sustainable products on nation building
- ii. Examine the impact of sustainable marketing communication (SMC) on consumers' expectations
- iii. Ascertain the impact of corporate collaboration on firms' profitability.

2. REVIEW OF RELATED LITERATURE

Conceptual Review

The Concept of Sustainability Marketing

Sustainability has become the word of the moment and increasingly present in different firms. Sustainability is a mainstream issue in a world where the resources need to be preserved and this issue is evidenced by the increasing interest shown in sustainable issues (Gordon, Carrigan & Hastings, 2011). Martin & Schouten (2012) defined sustainability as the ability of a system to maintain or renew itself perpetually. Therefore, sustainability can be seen as a societal change within society that aims to change the established order of unsustainable consumption for improved national development.

Sustainability marketing is the expansion of marketing that combines aspects of economy and the new concept of relationship marketing, moral, social, and environmental perspectives (Nitchakarn & Kaedsiri, 2016). Also, in the views of Martin & Schouten (2012), they stated that Sustainable marketing is about

“understanding and managing marketing’s pivotal role in the future of business and society involving the creating, communicating and delivering of value to consumers in such a way that both human and natural capital are preserved or enhanced throughout”. Sustainability marketing focuses on increasing customer value, social value and ecological value. It involves planning, organizing, operating, controlling of resources, and marketing campaigns that meet consumer expectations (Belz & Peattie, 2012).

On the other hand, Sustainable marketing is the marketing of products designed to lessen negative impacts on the physical environment or to enhance its quality, done by organizations committed to do no harm to the social environment and, wherever possible, to use their skills and resources to enhance that environment, understanding and, if possible, addressing the needs of all stakeholders (Dolcemascolo & Gianmarco, 2010). World Business Council for Sustainable Development (WBCSD) report that sustainable marketing is an inclusive approach and not a sole responsibility of marketing department.

Sustainable Production and Consumption Practices

Without any doubt, the manufacturing of products generates jobs, incomes for workers, revenue and profits for companies and results in customers' satisfaction; as they create both value and impact from their cradle to grave. In the views of Andreasen (2005), this kind of social and economic value is in contrast to the social and environmental impact induced by products. Product value and impact are two sides of the same coin. They do not necessarily balance in each phase of the product life cycle.

Thus, to assess the impact of products on the social and ecological environments, it is necessary to take the whole physical product

life cycle into account; that is, extraction of raw materials, transportation, manufacturing, distribution, use and disposal. This is shown below:

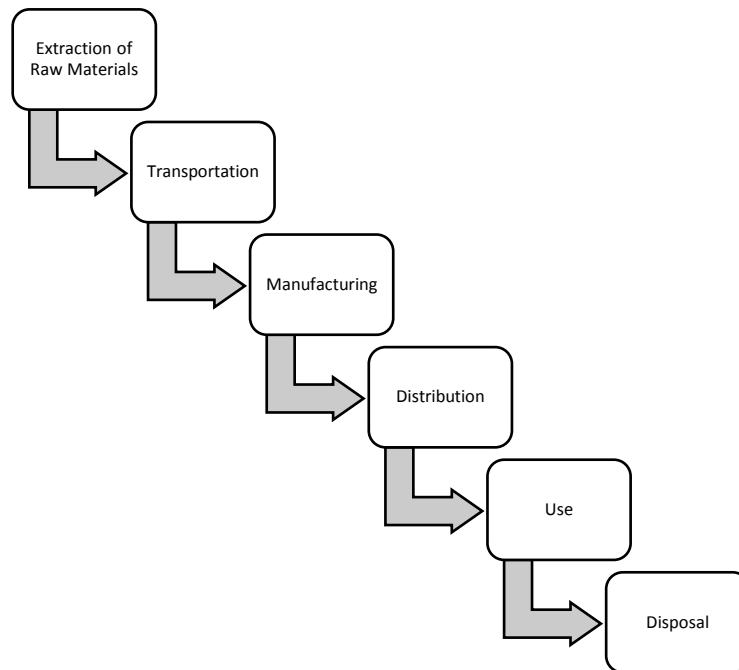


Figure 2.1 Product Life Cycle from Cradle to Grave.

Source: Belz F. & Peattie K. (2010). *Sustainability Marketing: A Global Perspective*, John Wiley & Sons Ltd. pp 10-57.

The product life cycle from cradle to grave depicted in Figure 2.1 above views the product life cycle in socio-ecological terms. The disposal of products and packaging materials at the end of their use is becoming an increasingly important environmental challenge. Innovation in production process requires heavy investment but returns from sustainable processes are much better. Sustainability in production process, packaging, distribution and promotion reduces cost and increases efficiency. Also, establishing effective recycling and reuse schemes to close the loop to waste minimization can contribute to effective resources utilization, efficiency and successful nation building.

The Concept of Sustainable Products

The concept of sustainable products includes a variety of social, economic and environmental considerations. Sustainable

products offer solutions to customers' problems as well as to socio-ecological problems. Sustainable products and services are offerings that satisfy consumer needs and considerably enhance the social and environmental performance along the whole life-cycle in comparison to conventional offers (Pettie, 1995). A sustainable product is an item or service that reduces its effect on resource use and environment and increases that on society at each stage of its life cycle (Danciu, 2013). The producers and marketers can make a difference by reducing the effect of their products and services on the environment and increasing their product impacts on society thereby improving the living standard of the citizens and improving the Gross domestic product (Nkamnebe, 2011). These impacts could be the result of the materials use, design, water and energy consumption, packaging, delivery, marketing disposal and reuse and

other attributes (Belz & Karstens, 2010; DEFRA, 2013). This balanced approach is an evidence that sustainable products try to combine all three components of sustainable development that engenders nation building.

On one hand, the sustainable product strategy considers and integrates environmental and social dimensions along the entire value chain (Danciu, 2013). In their turn, consumers can reduce the impact by the choices they make about sustainable goods and services they buy and how they use them. An important help to the sustainability of the products can bring solutions such as the introduction of a product road map, acceleration of sustainable innovation, and the development and use of a rating system for sustainable products and firms (Danciu, 2013). In addition, Moreno- Beguerisse (2013) observe that organizations with sustainability initiatives invest and offer more innovative products than the one's not complying with sustainability value. Innovation helps organizations to leverage their sustainability efforts and creates better products and services. The innovation should be a user-centered design (UCD) which is more likely to affect customers' decision making (Bill, 2007). To assess the impact of products on the natural and social environments, it is necessary to take the whole physical product life cycle into account; that is, extraction of raw materials, transportation, manufacturing, distribution, use and disposal.

The behaviour of consumers, in terms of what products they buy, how they use them and what they do with them afterwards, shapes almost every aspect of our planet to an extent that only the forces of nature can rival (Belz & Paettie, 2010). Buying and consuming an individual product, like a non-alcoholic beverage on the way to work might seem such as a trivial action that, although it refreshes us, it leaves no lasting

impression or memory. However, that action will combine with those of other consumers to contribute to the economic success of the non alcoholic beverage firm, the overall growth in the Nigerian economy and the volume of waste which the Nigerian government must deal with. Based upon this, we provide a proposition thus:

Ha₁: *Sustainable products have significant impact on nation building.*

Sustainable Marketing Communication (SMC)

Sustainable marketing communication represents the next step in the sustainable marketing practices of Beverage firms. SMC opens up the company behind the product offering to allow the consumer to learn much more about the company, and to allow for dialogue between the consumer and company so that they can understand and learn from one another (Belz & Paettie, 2010). This creates a dual focus for sustainability marketing communications strategies: to communicate with the consumer about the sustainability solutions the company provides through its products, and to communicate with the consumer and other stakeholders about the company as a whole. The communications efforts of a company to promote the sustainability solutions that its products provide need to be carefully planned, managed and controlled.

Sustainability communication is relevant at all stages of consumption process, although at each stage the specific objectives, the most appropriate media and the nature of the message will vary. Belz & Paettie (2010) assert that one of the key determinants of success in sustainability communications relates to credibility and trust. Credibility, like the meaning of communication, is something that is decided by the audience, not by the communicator. Consumers generally trust brands that they

are familiar with, and therefore will also tend to trust marketing messages that feature those brands, including those that focus on positive aspects of their social and environmental performance (Pickett-Baker & Ozaki, 2008). Ottman, Stfford & Hartman (2006) propose that the secret to successful communications for sustainable products is to connect their attributes and the brand message effectively with the values that consumers' desire. Thus, reminding, persuading, reassuring and rewarding consumers are efforts that aim to teach consumers about availability and durability as well as convince consumers to switch over to sustainable products (Belz & Peattie, 2012).

Labeling is an important means of communicating with consumers about sustainable consumption, and it plays a crucial role in buying non alcoholic beverages. It can also support consumer recycling behaviour, for instance by labeling containers by type of plastic to simplify sorting and recycling. As well as communicating at the point of sale through product labels, companies can employ displays, literature or posters to seek to inform and influence consumers. There is a trend towards companies establishing a separate website to inform and educate consumers about the sustainability issues related to a brand. Confectionery Company-Cadbury established a separate Dear Cadbury website to communicate its sustainability report and engage with consumers by using actual customer feedback to illustrate areas of commitment, including the environment, supplier and employee relations and well-being.

Furthermore, reassurance that past purchases was thoughtful even in comparison with products from competitors. The task of the sustainable communication is to ensure and convey credibility and reputation to unsettled consumers.

Therefore, based on the above premise, we propose the second hypothesis thus;

Ha 2: *There is a significant positive relationship between sustainable marketing communication and consumers' expectation.*

Corporate Collaboration

Written corporate statements do not mean much if corporate leaders do not live up to their core values. One way Owners and managers have to be seen to live by them is to communicate their corporate values continually to their employees. Empirical studies show that owners and managers are among the main drivers for an active sustainability marketing approach (Belz & Schmidt-Riediger, 2009). Consumers play a significant role in this context too, but to begin and continue such an endeavor, it is crucial for leaders to hold strong beliefs. Smith & Burton (2005) working at world's leading research and advisory firm Gartner, developed organization collaboration framework to develop business strategy and achieve business goals. They have defined collaboration as, people working together on non-routine cognitive work. This activity is about behaviour, work habits, culture, management, and business goals and values. Munasinghe, Dasgupta, Southerton, Bows & McMeekin, (2009) posit that a corporation collaborating with other bodies/NGOs/organizations for overall betterment towards sustainability favorably affects consumer decision. IKEA managed to create desired image in the minds of customer with sustainability preposition.

Correspondingly, Maj Munch & Arnold (2006) stated that if an organization incorporates and highlights the importance of sustainability, then it is more likely to affect customers' decision in favour of products. Unfailingly, communication between various stakeholders and corporation creates transparency and eventually helps to develop favorability

towards brands. Here, technology has a key role to play. Organizations swiftly ought to transit towards technological advancement. These advancements eventually result in higher operational efficiency, cost reduction and create competitive advantage. However, marketers need to recognize that product/service will get sustainability value when it meets consumer expectations. Rondenelli (2004) state that organizations, constantly need to display sustainability practices commitment by empowerment of employees and other stakeholders. As suggested by Lubin & Esty (2010), sustainable marketing is a megatrend and is here to stay so commitment towards sustainability is a key driver to commercial success as it takes patience and perseverance to be successful in the long term.

Thus; we propose that;

Ha₃: *There is a significant relationship between corporate collaboration and firms' profitability.*

3.0 THEORETICAL REVIEW

3.1. Expectation-Confirmation Theory (ECT)

Expectation-confirmation theory (ECT) is generally used in the marketing discipline to investigate brand loyalty and repurchase behaviour. The ECT model acknowledges consumer behaviour as three separate but closely related stages: purchase stage, disconfirmation/confirmation stage and response/feedback stage (i.e. complaining and repurchase). In the first stage, customers generally have an initial expectation of a product or service prior to purchase. During a usage period, a cognitive comparison between anticipated performance and received performance is made to ascertain the extent to which their expectations are met. The comparison creates the foundation of satisfaction formation. Finally, a positive response (e.g. (re)purchase and use) or negative reaction (e.g. complaining) is followed by customers. The predictive

ability of this theory has been investigated over a broad range of research contexts (e.g. Oliver 1993; Spreng et al. 1996).

3.2 Sustainability Marketing Mix Model

The Sustainability Marketing Mix model focuses on customer relationships and the sustainability development. The four Cs consist of customer solutions, customer costs, communication and convenience. Customer solutions take a step further as the traditional 'Product' aspect in Kotler's model and aim to resolve a consumer's problem in preference of simply selling a product. Furthermore, customer solutions focus on satisfying the needs and wants but also take into consideration that there are social and environmental boundaries. Customer cost resolves not only around the financial price of a product or service but also the psychological, social and environmental costs that occur when obtaining, using and disposing a product (Belz & Peattie, 2010). The Sustainability Marketing mix model marks the transformational change of sustainability and marketing.

4.0 METHODOLOGY

The study adopted the cross sectional survey research design. The study population is made up of 812 bonafide employees of the selected non-alcoholic beverage firms (Bobo Foods & Beverages, Chi Limited, Cadbury Nigeria and Crown Drinks Ltd) in Lagos State, Nigeria. A sample of two hundred and sixty (260) employees was determined using Krejcie & Morgan (as cited in Kenpro, 2012) sample size determination table. Structured questionnaire was the main instrument used in this study for data collection. A stratified random sampling technique was adopted for this study. This is due to the fact that the population is divided into sub-strata based on the criteria of levels of management task and stakeholders of the selected firms.

In order to validate the instrument for data collection, the questionnaires were given to experts in the field of marketing to critically examine the validity. As a result, adjustments and correction were effected to ensure that it elicits desired information. The data collected were analyzed using the descriptive statistics, correlation and multiple regression analysis. Test-Retest Reliability test method was employed and a favourable reliable scores was obtained from all the dimensions of sustainability

marketing practices ranging from 0.79-0.87. The Cronbach alpha value was calculated for each variable both independent and dependent. The result was satisfying since all variables was $\alpha > 0.8$ except for the corporate collaboration variable where the value was $\alpha > 0.7$, which is an acceptable alpha as examined. With the reported alpha results the reliability of this study is satisfying. The reliability test is shown in table 1.

Table 1: Reliability Test

Variable	Type of Variable	A	No. of Item
Sustainable Products	Predictor	0.847	4
Sustainable Marketing Communication	Predictor	0.846	4
Corporate Collaboration	Predictor	0.794	4
Consumers Expectation	Predicted	0.814	4

5.0 RESULTS

The study was able to get a response from 235 respondents out of the 260 copies of questionnaires distributed to the respondents

in the study area. This response rate was considered adequate for reporting as it exceeded the generally accepted threshold of 50% (Mugenda & Mugenda 2003).

Table 2: Pearson Correlation Result of the Variables

Variables	Mean	Std. Deviation	Sustainable Products	Sustainable Marketing Communication	Corporate Collaboration	Consumer Expectation
Sustainable Products	17.230	2.1459	1			
Sustainable Marketing Communication	17.255	2.0304	.625**	1		
Corporate Collaboration	17.630	1.9068	.581**	.523**	1	
Consumer Expectation	16.702	2.1869	.746**	.824**	.626**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3: Variance in Consumers' Expectation Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 ^a	.782	.779	1.0280

a. Predictors: (Constant), Corporate Collaboration, Sustainable Marketing Communication, Sustainable Products

Table 4: Fitness of the Model

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	875.045	3	291.682	276.023	.000 ^b
	Residual	244.104	231	1.057		
	Total	1119.149	234			

a. Dependent Variable: Consumer Expectation

b. Predictors: (Constant), Corporate Collaboration, Sustainable Marketing Communication, Sustainable Products

Table 5: Multiple Regression Results of Dependent and Independent Variables Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.139	.695		-3.077	.002
	Sustainable Products	.319	.043	.313	7.347	.000
	Sustainable Marketing Communication	.587	.044	.545	13.390	.000
	Corporate Collaboration	.183	.045	.159	4.088	.000

a. Dependent Variable: Consumer Expectation

6.0 DISCUSSION OF RESULTS

Table 2 above portrays the descriptive statistics results of the three independent variables. As shown in the table, the predictor variable with the highest mean value is corporate collaboration (mean = 17.6) followed by sustainable effective communication (mean = 17.3) and sustainable products (mean = 17.2) respectively. The results indicate the performance of the variable in terms of the expectation of the consumer. Overall, the mean results are close to each other. It also shows the correlation between three variables of sustainability marketing i.e. sustainable products, sustainable effective communication and corporate collaboration.

Accordingly, all variables have a positive and significant relationship with consumer expectation. However, the degree of

correlation among the components is different with the highest correlation value of sustainable effective communication (0.824^{**}) followed by sustainable products (0.746^{**}). In contrary, the least correlated variable is corporate collaboration (0.626^{**}). The adjusted R² of 0.779 in Table 3 indicates 78 percent of variances in consumer expectation can be predicted by the three variables used in this study. Accordingly, there are other variables that influence consumer expectation represented by the remaining 28 percent. The *F*-ratio in table 4 displayed that the independent variables statistically significantly predicted the dependent variable, $F(3, 231) = 276.023$, $p < .0005$. This implies that the regression model is a good fit of the data.

However, the regression analysis shows that the effect of the predictor variables on the

predicted variable is reasonably strong. In table 5, sustainable products shows positive effect on nation building ($\beta = 0.319$, $P < 0.05$). Similarly, the test of hypothesis revealed that sustainable products has a significant positive relationship with consumer expectation ($0.000 < 0.05$). The result of this research corresponds with previous research conducted by Pettite (1995) that sustainable products and services are offerings that satisfy consumer needs and significantly enhance the social and environmental performance along the whole life cycle in comparison to competing offers. This implies that the sustainable products and services offer solutions to consumer problems as well as to socio-ecological problems.

Sustainable marketing communication which is the second variable has the highest positive effect on consumer expectation ($\beta = 0.587$, $P < 0.05$). Also, the test of hypothesis indicated that there is a significant positive relationship between sustainable effective communication and consumer expectation ($0.000 < 0.05$). This result can be justified with similar studies conducted by Belz & Peattie (2012) that communication is one of the cornerstones of making consumers aware of sustainability solutions that have been developed and how they can influence their lifestyle in terms of needs and wants. This implies that within sustainability marketing, effective communication is vital to inform the consumers about specific product characteristics and create awareness.

It was reported that corporate collaboration which is the last variable has positive effect on consumer expectation ($\beta = 0.183$, $P < 0.05$). Likewise, the test of hypothesis showed that there is a significant relationship between corporate collaboration and consumer expectation ($0.000 < 0.05$). This is consistent with the findings of Maggs (2014) that company's collaboration

with the government bodies has more influence on consumer decision making and supports overall sustainability efforts. This implies that written corporate statements do not mean much if corporate leaders do not live up to the core values.

$$CE = \beta_0 + \beta_1 SP + \beta_2 SEC + \beta_3 CC + \epsilon$$
$$CE = -2.139 + (0.319 \times SP) + (0.587 \times SEC) + (0.183 \times CC)$$

Based on the study, findings showed that sustainability marketing practices have significant positive effect on the progressive non alcoholic beverage consumers' expectation in a diversified economy. Sustainable products have positive effect on consumers' expectation; Sustainable effective communication appears to have high positive effect on consumer expectation; and lastly corporate collaboration seems to have the least positive effect on consumer expectation. Findings indicate that 78 percent of the change in progressive consumer expectation can be explained by the three variables (i.e sustainable product, sustainable effective communication and corporate collaboration) of sustainability marketing practices.

7.0 CONCLUSION

Given the dynamic turn towards globalization, re-orientation and the urgent need to holistically grow the Nigerian economy, there is no doubt that this paradigm shift in the retailing sector is radically redefining how, where and when. The study concluded that sustainable product, sustainable marketing communication and corporate collaboration have significant impact on nation building and also show significant relationship with progressive consumer expectations. Sustainable marketing communication has the highest positive effect on progressive non-alcoholic beverage consumer's expectation

To make informed decisions, consumers need adequate information on the environmental and social impacts of products and services along the entire product life circle. Thus, providing appropriate information and labeling with respect to products and services is essential for sustainability marketing. It is the conclusion of this study that a comprehensive approach to impactful nation building in contemporary years is the effective practice of sustainability marketing as it takes into account the wide range of factors that positively influence the consumers, organizations and the nation at large.

The economic, social and environmental challenges facing Nigeria can be resolved if only we can generate enough economic growth to fund the development of solutions to wastages and pollution. Hence, a proper orientation of all stakeholders on sustainability marketing imperatives and its right application by business organizations is central to achieving a more ecologically-oriented and socially-equitable business environment. Embracing sustainable marketing practices demands a holistic business transformation without compromising expectations of consumers thereby resulting in positive national growth and development.

8.0 RECOMMENDATIONS

To underpin all-round growth in the economy, the study recommended the following:

- i. The Nigerian government need to urgently adopt a comprehensive approach to sustainability issues in today's manufacturing firms via regulation/control and also through the public-private partnership (PPP) in order to achieve a successful nation building.
- ii. Marketing firms in Nigeria should embark on a strategic rethink with more focus on areas of sustainable

competitive advantages in order to meet customers expectations.

- iii. Also, strategies to promote more sustainable consumer behaviour must address the influencing factors by using a range of instruments in combination. The instruments can be regulatory, economic or social.
- iv. Firms should encourage the use of intelligent logistics, packaging and waste minimization to reduce the impacts of production and distribution systems.
- v. Firms should use sustainable marketing communication to promote more sustainable behaviour among citizens and consumers.
- vi. Finally, to develop a framework that will provide insights into areas of on-going quality improvement to enhance non-alcoholic business performance.

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