



Sustainable Marketing

Summer Term 2023

Faculty: John Davis, Professor of Practice in Sustainability

Email: jddavis1@uoregon.edu

Siena is a remarkable part of the world and we will use our location to help bring the issues of sustainability, marketing, and business prosperity to life, primarily through the lens of the wine industry. We will learn:

- How is the wine business affected by sustainability issues?
- Do wine drinkers, and consumers more broadly, care about sustainability?
- Should a winery market its sustainability-related attributes to consumers? If so, how?
- Is wine “sustainable”? How would we know?
- Are the use of sustainability certifications or eco-labels good branding tactics?

Sustainability is the greatest challenge of our lives. While the past century has witnessed an unprecedented increase in global wealth, the spoils have been unevenly distributed, exacerbating economic inequality, social injustice, food insecurity, and health emergencies for the world’s underrepresented. Those with means fed an ever-growing cycle of ‘abundance accumulation’ that has resulted in increasing consumption patterns, further inspired by business and marketing activities designed to stimulate our desire to ‘buy more stuff.’

The business models and marketing practices that worked in the 20th century are outdated. As the world changes, people in countries everywhere are confronting the reality of the damage the past century’s economic activity has introduced to the world.

In this course you will learn about the impact of business on the planet’s finite resources, the role marketing has played in encouraging consumption, and how marketing must change if it is to be an effective tool for positive societal value creation. We must understand the past to embrace a better future and the role marketing must play in transforming business into a force for good. We will use the wine industry as the primary focus of this course, learning key sustainability frameworks and practices and applying them to this sector.

REQUIRED MATERIALS

Radical Business: How to Transform Your Organization in the Age of Global Crisis. John A. Davis (2022). Emerald Publishing ISBN: 978-1802628081

The remaining assigned materials (readings, videos, websites, and other media) will be free and available on the Canvas course page in the Modules section.

Please note that I may adjust readings/assignments/workbooks on rare occasions during the term, but I will let you know well in advance if that occurs.



There are 3 themes and 20 class sessions. Each theme is linked to helping businesses, including those in the wine industry, transform toward more sustainable practices.

- Theme 1: Creating Meaning for Business and Society
- Theme 2: Measuring Impact
- Theme 3: Mobilization Action

Preparatory Workshops. The final ~5 sessions of the course will most likely be organized as course content supplements and/or additional preparatory workshops before client presentations. These sessions are an opportunity for you to review what you have learned in class and during the winery excursions. The final number of sessions dedicated to these workshops may change. I will update you as the term progresses.

Technology Use In-Class. Please **do** bring a laptop or similar device every day as we may use it for in-class activities and research. However, creating a meaningful learning environment and respect for your classmates and faculty, please use technology for class-related learning only, not communicating with friends, or famous musicians, or relatives, or any other non-class sentient beings.

Late Assignments. *Late assignments won't be accepted unless you have an amazingly credible and persuasive explanation.* I know that difficult life situations can occur (i.e. as Covid did the past 3 years), so please operate under your best possible intentions. If you believe an exception is warranted, please let me know quickly, particularly if it is an unanticipated and unavoidable situation.

ASSESSMENT

Canvas also has this same information. I will notify you if there are any changes during the term (I don't anticipate any major changes but as mentioned there may be minor tweaks, with advance notification from me...).

Individual Requirements

Attendance and Contribution (200 Points)

Your attendance and contribution to class is important. That includes advance preparation of assigned readings, videos and related materials for each class session and the quality of your contributions in class. Part of your individual success depends on your ability to listen to the flow of class discussion and offer comments that build on points being made, versus interrupting to simply make an unrelated point. Be prepared to be called on. Volunteering is encouraged. With that said, the quality of your comments is critical. Teamwork, experiential activities, off-site excursions are among the other factors comprising how you will be evaluated.

Workbooks (~4 Workbooks, approximately 25 Points Each, 100 points total)

The Workbooks are listed in the session modules on Canvas and also in this syllabus. Workbooks are to be completed **before** the respective class session and will consist of multiple choice and possibly short essay questions as well as prompts for reflection and critical thinking. The Workbooks are designed to reinforce



the key points or takeaways of readings and to ask students to critically reflect. Point values may vary so note them when you are doing a workbook. Further instructions will appear on Canvas.

Team Requirements

Term Project (500 points total)

GRADING SUMMARY

| INDIVIDUAL WORK: | POINTS | % OF TOTAL | DUE |
|--|---------------|-------------------|---|
| Attendance and Participation (all inclusive) | 200 | 20% | |
| Workbooks (~4*25) | 100 | 10% | Due <i>before</i> sessions 4, 8, 12, 15 |
| <i>Individual Total</i> | <i>300</i> | <i>30%</i> | |
| TEAM PROJECTS: | POINTS | % OF TOTAL | |
| Initial Business Model Canvas due | 25 | 2.5% | Due <i>before</i> session 8 |
| SWOT analysis due | 25 | 2.5% | Due <i>before</i> session 11 |
| Project Plan | 500 | 50% | Due <i>before</i> 7/27 |
| Project Plan Presentation | 100 | 10% | Due <i>before</i> 7/27 |
| Peer Evaluation Adjustment | 50 | 5% | End of week 19 |
| <i>Team Total</i> | <i>700</i> | <i>70%</i> | |
| TOTAL | 1,000 | 100% | |

This course will follow Lundquist College of Business grading guidelines for the class as a whole.

Individual grades will be assigned using the standard grading scale below:

| | | | | | |
|-----|---------------|----|---------------|----|---------------|
| A | 93% and above | B- | 80% to 82.99% | D+ | 67% to 69.99% |
| A- | 90% to 92.99% | C+ | 77% to 79.99% | D | 63% to 66.99% |
| B + | 87% to 89.99% | C | 73% to 76.99% | D- | 60% to 62.99% |
| B | 83% to 86.99% | C- | 70% to 72.99% | F | Below 60% |

Workbooks (4 Workbooks, approximately (~100 points total, range from 15-30 points per workbook)

When “Workbooks” are assigned they are to be completed *before* the respective class. The Workbooks are designed to highlight important aspects of the readings:

1. Multiple choice
2. True/False
3. Possible short answer



Week 1 July 17-20

| THEME 1: CREATING MEANING FOR BUSINESS AND SOCIETY | | | | |
|--|---|--|---|------------------------|
| Session | Topic | Readings/Videos/Cases/Other Materials | Assignments | Winery Tour |
| 1 MON 7/17 | Course Intro | <p>EXPLORE THE WEB</p> <ul style="list-style-type: none"> Review Graph: World GDP Over the Last Two Millennia. https://ourworldindata.org/grapher/world-gdp-over-the-last-two-millennia | Combined class with wine mktg | |
| 2 TUE 7/18 | The Climate Context | <p>SOME BASICS ABOUT CLIMATE CHANGE</p> <p>The earth's natural environment is changing. Learning climate fundamentals helps inform our understanding of the impact on living systems everywhere.</p> <ul style="list-style-type: none"> Read: Exxon's Own Models Predicted Global Warming-It Ignored Them. By Harvey, Clark, Storrow. Scientific American. 2023. Read: Living in the Shadow of a Dangerous Shrinking Glacier. By Hersher, Kellman Shahi. NPR. 2023. Read: Scientific Consensus on Maintaining Humanity's Life Support Systems in the 21st Century https://consensusforaction.stanford.edu/see-scientific-consensus/execsummary_english-2.pdf Watch: What happens if the earth gets 2°C warmer? Popular Science. (YouTube) 2018 (5 min). Watch: What is a climate tipping point? Carbon Brief (YouTube) 2020. | Activity given in-class | |
| 3 WED 7/19 | Impact of Climate Change on the Wine Industry | <p>DIRECT IMPACT ON WINERIES</p> <p>Part of business success is finding ways to address anticipated future events.</p> <ul style="list-style-type: none"> Read: Hard-hit by climate change, winemakers turn to sustainability to ride the storms. By Mike Scott. Reuters. 2022. Read: Beating the heat: how Italy's winemakers are responding to climate change. By Aldo Fiordelli. Decanter. https://www.decanter.com/wine/climate-beating-the-heat-495009/ Watch: How Climate Change is Impact the Wine and Spirits Industries. PBS. 2022. https://www.pbs.org/newshour/show/how-climate-change-is-impacting-the-wine-and-spirits-industries | Session includes guest speaker: Roberto Stucchi Prinetti, President of Biodistretto Chianti | Visit to Meleto Winery |
| 4 THU 7/20 | Business Trends & Human Implications | <p>BUSINESS TRENDS</p> <p>Increasingly, businesses are focusing on their reason to exist, beyond making money. Strengthening the link between aspiration and societal impact affects an organization's prosperity. Marketing must help explain why the company is here.</p> <ul style="list-style-type: none"> Read: Davis Chapter 1 'Reimagining Aspiration' Read: Hoffman, A. The Next Phase of Business Sustainability. https://ssir.org/articles/entry/the_next_phase_of_business_sustainability SSIR (2018)(8p) Read: Profit and Purpose. Larry Fink (Blackrock CEO) Letter to CEOs (2019) (3p) Read: Davis Chapter 1 'Reimagining Aspiration' Read: Hoffman, A. The Next Phase of Business Sustainability. https://ssir.org/articles/entry/the_next_phase_of_business_sustainability SSIR (2018)(8p) Read: Profit and Purpose. Larry Fink (Blackrock CEO) Letter to CEOs (2019) (3p) <p>HUMAN IMPLICATIONS</p> <p>The human impact on the planet is rapidly reducing limited resources. Is growth's sake is untenable? If so, then we need a new definition of well-being.</p> <ul style="list-style-type: none"> Web: Worldometer. https://www.worldometers.info/ (Provides a real-time update on global population and other planetary BIG DATA) Web: Global Footprint Network's Footprint Calculator. https://www.footprintcalculator.org/home/en Go online to determine your ecological footprint. | Workbook | |



Week 3 July 31-August 3

| THEME 2: MEASURING IMPACT | | | | |
|---------------------------|--|---|-------------------------|---------------------------------------|
| Session | Theme | Readings/Videos/Cases/Other Materials | Assignments | Winery Tour |
| 9 MON 7/31 | <i>Walking the Sustainability Talk</i> | <p>TRANSPARENCY, TRUST, REPUTATION <i>Everything our business do, and everything we do, affects our reputation.</i></p> <ul style="list-style-type: none"> • Read: Davis. Chapter 5 ‘Strengthening Reputational Value’ • Read: The Case for Sustainability Certification for Business. By Bill Zujewski. Green Business Bureau. 2021. https://greenbusinessbureau.com/blog/the-case-for-sustainability-certification-for-business/ • Watch: Materiality Assessment is an Art, Not a Science: Selecting ESG Topics for Sustainability Reports: https://www.youtube.com/watch?v=vk0regrQ4IY • Watch: The GRI Sustainability Reports Standards: The Future of Reporting. https://www.youtube.com/watch?v=AGqE4OO0_7g (3 min) • Web: Peruse https://globalreporting.org/ | | |
| 10 TUE 8/1 | <i>Contribution is Currency</i> | <p>THE IMPORTANCE OF CAUSE <i>Build a strong, internal brand by showing people how their work matters and that they are part of a larger cause. This will increase their discretionary effort.</i></p> <ul style="list-style-type: none"> • Read: Davis. Chapter 6 ‘Inspiring Organizational Value’ • Read: Change or Die. T. O’Driscoll, Duke University (2020) (3 pp) • Read: 5 Level Sustainability Journey on Bob Willard’s website. (2p) This summarizes a key framework from The Sustainability Advantage. | Activity given in-class | Visit to SALCHETO Winery (half group) |
| 11 WED 8/2 | <i>Others are Us</i> | <p>ENGAGEMENT & CONNECTION <i>Today’s company’s must engage with the communities they serve as this ‘stickiness’ is one of the strongest and most enduring marketing actions.</i></p> <ul style="list-style-type: none"> • Read: Davis. Chapter 7 ‘Generating Societal Value’ • Read: Underestimating the challenges of Avoiding a Ghastly Future. Bradshaw, Corey et al. Front. Conserv. Sci., 13 January 2021 https://www.frontiersin.org/articles/10.3389/fcosc.2020.615419/full • Read: Beyond Magical Thinking: Time to Get Real on Climate Change. V. Smil. YaleEnvironment360. May 19, 2022 • Skim: Summary for Policy Makers. UN IPCC Special Report. https://www.ipcc.ch/sr15/chapter/spm/. | Your team’s SWOT is due | |
| 12 THU 8/3 | <i>Redefining Measurable Value</i> | <p>THE CHANGING NATURE OF CAPITAL <i>Investors are increasingly looking for companies that are prepared for the changing planet.</i></p> <ul style="list-style-type: none"> • Read: Davis. Chapter 8 ‘Delivering Financial Value’ • Read: ESG Matters, Harvard Law School Forum on Corporate Governance. Mishra, Subod. (2020) (3p). https://corpgov.law.harvard.edu/2020/01/14/esg-matters/ • Read: Five Ways That ESG Creates Value, by Witold Henisz et al. McKinsey Quarterly. https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/five-ways-that-esg-creates-value • Read: 2022 climate-related shareholder proposals more prescriptive than 2021. BlackRock. 2022 Climate-Related Shareholder Proposals More Prescriptive than 2021 (4 pp). | Workbook | Visit to SALCHETO Winery (half group) |

Final 2+ Weeks August 7-August 24

| THEME 3: MOBILIZING ACTION | | | | |
|----------------------------|-----------------------------|--|-------------|-------------|
| Session | Theme | Readings/Videos/Cases/Other Materials | Assignments | Winery Tour |
| 13 MON 8/7 | <i>The Butterfly Effect</i> | <p>STRENGTHENING STAKEHOLDER CAPITALISM <i>Successfully marketing any business requires relating to the many different stakeholders, not just shareholders.</i></p> | | |



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|----------------------|--------------------------------------|--|----------|---|
| | | <ul style="list-style-type: none"> • Read: <i>Davis</i>. Chapter 9 'Cultivating Stakeholders' • Read: The Difference Between Shareholder and Stakeholder Capitalism. Dextrixhe, J. Yahoo. (Oct 2020) (4 pp). https://finance.yahoo.com/news/difference-between-shareholder-stakeholder-capitalism-080018991.html?guccounter=1 • Read: Marketing for the Next Normal by John Davis. Dialogue Review 2020. https://dialoguereview.com/marketing-for-the-next-normal/ • Read: The role of sustainability in customer loyalty by Veldwijk, J. CustomerThink. https://customerthink.com/the-role-of-sustainability-in-customer-loyalty/ • Watch: Why Capitalism Needs to be Reset. Financial Times. https://www.youtube.com/watch?v=3MKvVcQuD4E | | |
| 14 TUE 8/8 | <i>Engagement & Environments</i> | <p>INSPIRING ADVOCATES AND GARNERING TRUST <i>New models held determine marketing choices and decisions around building trust with internal and external stakeholders.</i></p> <ul style="list-style-type: none"> • Read: <i>Davis</i>. Chapter 10 'Stimulating Engagement' • Read: <i>Davis</i>. Chapter 11 'Enriching Environments' • Read: Beyond the greenwash: how brands can bridge the sustainability trust gap. By Norbert Herzog. GFK. 2022. https://www.gfk.com/blog/greenwashing-brand-equity-how-to-bridge-the-trust-gap. | | Visit to FELSINA Winery |
| 15 WED 8/9 | <i>The Spark of Change</i> | <p>SUGGESTIONS ARE EASY, SOLUTIONS ARE HARD <i>What matters is undertaking meaningful change, whether incremental or breakthrough.</i></p> <ul style="list-style-type: none"> • Read: <i>Davis</i>. Chapter 12 'Delivering Solutions' • Web: Doblin-10 Types of Innovation. https://innovatingsociety.com/doblin-10-types-of-innovation/ • Web: Innovation. Ideo. https://www.ideo.com/pages/innovation | Workbook | |
| 16 THU 8/10 | <i>Workshop</i> | TBD: Possibly Project Plan Development Workshop | | |
| 17 FRI 8/11 | <i>Workshop</i> | TBD: Possibly Project Plan Development Workshop | | Visit to BADIA A COLTIBUONO Winery (whole group) |
| 18 MON 8/14 | | EXCURSION | | Visit to FRANCO PACENTI CANALICCHIO Winery (whole group) Visit to Montalcino |
| TUE-SUN 8/15-8/20 | | PALIO (NO CLASS) | | |
| 19 MON 8/21 | | Presentations Workshop | | |
| 20 TUE 8/22 | | Presentations Workshop | | |
| 21 WED 8/23 | | Presentations Workshop | | |
| 22 THU 8/24 | | FINAL PRESENTATIONS | | |



Lundquist College of Business Code of Conduct

The Lundquist College of Business learning community is committed to a set of core values that guide our interactions with one another. Our values are as important within our Lundquist College community as within the business community. Our values help define both how we aspire to act and what it means to be a business professional. (See <https://business.uoregon.edu/code-of-conduct>.)

Integrity

Members of our community act with integrity and honesty. These qualities are essential in providing a basis for trust and go to the core of what is expected from business professionals.

Respect

Our community conveys respect for the dignity of all people. Our relationships are based on mutual respect. Differences of opinion are discussed openly and civilly. These discussions focus on issues and are presented in a courteous manner. We are sensitive to the impacts of both our words and actions on others.

Openness

We encourage all members of our community to exchange ideas freely within the bounds of reasonable behavior. We recognize that learning requires an open environment.

Responsibility

We act publicly and accept responsibility for our actions. We understand that the community will keep us accountable for our dealings. We deliver on the commitments and promises we make to others.

Teamwork

Our community is stronger when we work as a team. We foster attitudes encouraging members of the community to give and receive constructive criticism and develop creative solutions to challenges.