

Stepping Lightly: A Case Study on Patagonia's Corporate Environmental and Social
Responsibility Marketing Strategy

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ABSTRACT

STEPPING LIGHTLY: A CASE STUDY ON PATAGONIA'S CORPORATE ENVIRONMENTAL AND SOCIAL RESPONSIBILITY MARKETING STRATEGY

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Over the past decade or so, environmental and social responsibility has become an important business practice employed by corporations around the world. It shows that businesses respect public values and work towards reducing their carbon footprints. The purpose of this study was to analyze Patagonia's corporate environmental and social responsibility marketing strategy. Patagonia is one of the leading outdoor apparel and gear companies in the industry, and is known for its activism for current social and environmental issues. This research was gathered using a case study guide developed by the researcher, which outlined Patagonia's corporate environmental and social responsibility efforts and current marketing types. The results of this study indicate the company's successful use of unconventional and environmentally-conscious marketing strategies. It is important for Patagonia to continue displaying thoughtfulness for the environment through their marketing campaigns, hopefully inspiring competing outdoor apparel companies to do the same.

Keywords: Patagonia, outdoor apparel, corporate social responsibility, green marketing, corporate environmental responsibility, retail, activism

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Chapter 1

INTRODUCTION AND REVIEW OF LITERATURE

Background of Study

The role corporations play in practicing environmental and social responsibility has been modified over the past decade due to the current state of the natural environment. According to a study conducted by Environics International CSR Monitor, corporate social responsibility is the most important factor affecting consumer awareness of corporate image, along with brand quality and reputation (Ko, Hwang, & Kim, 2013). Consumers are beginning to identify the importance of making purchasing decisions that contribute to helping the environment. This includes supporting corporations that believe environmental and social responsibility are relevant and necessary business practices. Correspondingly, the need for environmentally-conscious businesses and their green marketing strategies is a growing trend, notably in the retail industry. Ko et al. stated that green marketing practices are more likely to increase corporate image, and added that of the studied corporate image factors, “the factors of product image and corporate reputation significantly affect purchase intentions” (p. 1713). A growing number of retail companies have begun to adopt sustainability practices including using recycled materials for creating their products, donating a percentage of their profits to environmental organizations, and promoting environmental campaigns to defend the planet. Perhaps the most renowned “green” retail company in the industry is the outdoor gear and clothing company Patagonia, or as they call themselves, “The Activist Company.” Patagonia’s recognized high quality outdoor clothing, advocacy and concern for the natural

environment, and strategic green marketing tactics have created substantial brand loyalty among its target market. The purpose of this study was to analyze the marketing strategies associated with Patagonia's commitment to environmental and social responsibility.

Review of Literature

Research for this review of literature was conducted at Robert E. Kennedy Library on the campus of California Polytechnic State University, San Luis Obispo. In addition to online articles and other resources, the following online databases were utilized: OneSearch, ProQuest, and Elsevier. This review of literature includes the following subsections: corporate environmental and social responsibility, corporate environmental and social responsibility in the retail sector, and corporate environmental and social responsibility marketing strategies.

With respect to the current state of the natural environment and present social circumstances, corporate environmental and social responsibility has become a notably growing trend in the business industry. According to Carroll (2015), corporate social responsibility (CSR) emerged in business practices in response to World War II dating back to the 1960s and the civil rights and social movements. The Civil Rights Act of 1964 became a significant piece of legislation that set the stage for how companies would be held responsible from that point forward. Expectations rose from the public, making business ethics and CSR becoming an almost necessary exercise in their business models. Businesses were expected to align their values with the public's values: women's rights, consumer rights, and support of the natural environment. The importance of CSR became

apparent when Howard Bowen published his book *Social Responsibilities of the Businessman* in 1953. This piece illustrated the needs for businesses to appeal to the public and that they “had obligations to pursue policies, decisions, and actions that were seen as desirable by society” (Carroll, 2015, p. 87). Bowen encouraged business executives to think more in depth about how they could make a difference in incorporating social responsibility into their corporate values. Carroll also stated that there are two specific aspects that define CSR: protecting and improving. Protecting society implies that corporations must elevate their efforts in avoiding harm, such as pollution, waste, discrimination, and overall negative impacts on society. This includes employing practices that promote diversity in the workplace, creating products that cause no unnecessary harm on the environment, and taking measures in minimizing the company’s overall carbon footprint. In terms of improving society, CSR should contribute to positive social impacts, such as philanthropy, activism, and community support (p. 90). These exercises include donating company profits to charity, funding grassroots activist organizations, and creating campaigns to take action for positive change. Over the years, corporations have expanded and identified more specific aspects of their CSR models to hone in on environmental responsibility. This is known as corporate environmental responsibility (CER) and, according to Jamison, Reynolds, Holroyd, Veldmen, and Tremblett (2005), it “takes into account environmental commitment, whereby the company fully embraces sustainability and has a net positive impact on environment and society” (p. 2). CSR and CER go hand-in hand in corporate business practices as they both appeal to society’s expectations and wants. They reflect

the business's values of actively supporting environmental protection efforts and respecting society's current social issues.

More specifically, corporate social and environmental responsibility is a particularly common practice in the retail sector. Globally, the retail sector remains an economic powerhouse and largely contributes to the world's gross domestic product (GDP). In fact, according to Naidoo (2015), retail has had an average annual growth rate of 3.8% since 2008, has an estimated global revenue of \$22.6 trillion, and makes up about 31% of the GDP (pp. 126-127). Because the retail sector substantially contributes to the world's GDP and the economy as a whole, it has considerable influence on environmental protection and sustainability efforts. According to Kvrđic, Lukic, and Kljenak (2012), not only does corporate social and environmental responsibility build brand value and a positive reputation for the retail company, but it reduces waste, lowers carbon dioxide emissions, and improves cost efficiency for the company (pp. 185-188).

Retail companies have mainstreamed these practices because, as Kvrđic et al. added, they recognized 'doing good' not only contributes to doing the right thing for society and the environment, but also leads to 'doing better' thus creating further success for the company.

Companies have adopted green practices such as designing their products to produce less waste and using recycled and reused materials. Retailers 'go green' both in the store and on the road during supply and product transportation because of the constant pressure to gain competitive advantage over other companies. Tang, Lai, and Chang (2016) conceptualized this practice, defining it as Green Retailing Operations, or GROs, and splitting it into two categories: green store operations and green transportation. Green

store operations refer to the application of systems in the store in order to conserve energy in the workplace. Green transportation suggests reducing energy consumption while transporting goods, and minimizing harmful and unnecessary waste. Tang et al. added that both of these business practices have proven to enhance customer experience, improve financial performance, and ultimately “help the adopters to attain the triple bottom line goal - better profit, healthier planet, and greater benefits to their stakeholders” (p. 402).

Because of the environmental issues present today due to the steady increase of carbon footprints and negative climate change effects on the planet, controlling and reducing greenhouse gas emissions has become a growing trend in the retail industry as well. According to Lenzen and Murray (2010), organizations have begun reporting greenhouse gas emissions, and their willingness to do so reflects acts of environmental responsibility. As more and more companies begin to report their emissions, they do so by reporting them from a consumer perspective. This has become known as carbon footprint analysis. Lenzen and Murray added that these carbon footprints include both direct and indirect origins, including emissions that originate “directly from the organization’s premises, indirectly from power plants providing the organization with electricity, and indirectly from all supply chains connected to the organization” (p. 261). This directly relates to downstream responsibility, which Lenzen and Murray conceptualize and define it as the carbon footprint and emissions of the product caused by its customers. Retailers have recognized the impact that both upstream and downstream responsibility has on its corporate image, and have taken action to reduce their impact on the planet.

Regarding the retail sector, corporate social and environmental responsibility marketing strategies are highly employed by businesses in order to maintain their responsible company image and reputation. CSR marketing is also referred to as “green marketing” and, in its simplest terms, is defined by Dangelico and Vocalleli (2017) as “the integration of environmental sustainability and marketing” (p. 1264). Green marketing communicates with its consumers by highlighting the importance of living sustainably and being conscious of the environment when supporting businesses. However, because of the current condition of the environment and its rapidly changing nature, the definition of green marketing has changed over the past decade or so to be characterized in broader terms. For instance, Peattie (2001) defines green marketing as “the holistic management process responsible for identifying, anticipating and satisfying the needs of customers and society, in a profitable and sustainable way” (p. 141). Retailers have recognized the importance of integrating green marketing and sustainability into their marketing practices, and are continuing to use their competency to their advantage. Schramm-Klein, Morschett, and Swoboda (2015) illustrate that retailers are the “gatekeepers” between suppliers and consumers, explaining that they have the power in supply chain and product flows to implement and amplify corporate social responsibility marketing strategies. This, in turn, builds customer relations, corporate image, and overall profit for the company.

Building corporate image is one of the main reasons why companies adopt green marketing tactics. According to Ko et al. (2013), corporate image consists of three factors: social responsibility, product image, and corporate reputation (p. 1711). These elements are crucial to companies because not only does corporate image reflect

positively on the public, but perhaps more importantly, it is positively correlated to financial success for the company. Ko et al. added that of the three corporate image factors, product image and corporate reputation have a significant direct affect on customer purchase intentions. Green marketing has proven time and time again that it benefits firms financially, and as stated by Yang, Zhao, Lou, and Wei (2013) it has demonstrated its capability of creating significant competitive advantage for the firm overall.

Purpose of the Study

The purpose of this study was to analyze Patagonia's marketing strategy regarding corporate environmental and social responsibility.

Research Questions

This study attempted to answer the following research questions:

1. What are the types of marketing strategies Patagonia employs in order to create, build, and maintain brand loyalty among its target market?
2. What are the ways Patagonia's marketing strategies respond to modern environmental and social issues?
3. How does Patagonia successfully market its products in a non-traditional manner?
4. How does Patagonia aim to make a difference in corporate sustainability efforts?

Chapter 2

METHODS

The purpose of this study was to analyze Patagonia, Inc.'s marketing strategy regarding environmental and social responsibility. This chapter includes the following sections: description of organization, description of instrument, and description of procedures.

Description of Organization

A case study was conducted on Patagonia, Inc. Patagonia (2019) was founded by Yvon Chouinard in 1973 in Ventura, California. However, before Patagonia had been created, Chouinard decided to use his inspiration and history of climbing and bouldering in Yosemite's Camp 4 to create his own climbing gear company, known as Chouinard Equipment. Entering the climbing industry in 1957, Chouinard had taken his first steps in creating environmentally sustainable products and gear. Due to the company's success and apparent need for growth, Chouinard re-branded and expanded his company into the environmental activist brand known today. Patagonia is one of the leading outdoor clothing and gear companies created to target and support 'silent sports' including climbing, surfing, and fly fishing. These activities are characterized by the fact that they don't require an engine, and simultaneously connect people to the natural environment. This private benefit corporation has won numerous awards for its environmental activism, such as the 2017 Accenture Strategy Award for Circular Economy Multinational (The Circulars, 2019), Environmental Excellence Award (City of Ventura,

2019), the 2018 Sustainability Environmental Achievement and Leadership Award for Organizational Impact (SEAL Awards, 2018), and many others.

Description of Instrument

The instrument utilized in this study was a case study guide developed by the researcher (see Appendix A). The structure of the instrument used for research was an organized table, including three category headings: area of operation, description of operation, and a section to include additional comments. The columns were organized to include maximum information about Patagonia's competitor, The North Face, and its business ethics and practices. On February 12, 2019 a pilot test was conducted on The North Face outerwear company. After the pilot, the researcher altered the instrument to better illustrate the company's corporate social and environmental responsibility and marketing strategies by separating them into two sub-categories under the area of operation column.

Description of Procedures

A case study was conducted on Patagonia, Inc. The instrument utilized in this study was a case study guide developed by the researcher (see Appendix A). Research for this case study was conducted within a span of two weeks and included various online resources. The primary method that was used to gather information on Patagonia's corporate social and environmental responsibility practices was the company website. Under the website's "Inside Patagonia" section, there were multiple sub-categories that were used to learn about its company culture, including its mission statement, the

company history, and general company information. The company's "Environmental and Social Responsibility" section was used to further research the aspects of Patagonia's activism for the environment and the green practices they employ in order to promote sustainability and overall reduce impact on society and nature. Additionally, a number of academic journals were used to research Patagonia's green marketing strategies. These included Wiley InterScience and the Journal of the International Academy for Case Studies. Furthermore, additional third-party websites including Marketing Week and Investopedia were utilized in order to gain more insight on Patagonia's marketing strategies.

Chapter 3

PRESENTATION OF THE RESULTS

The purpose of this study was to analyze Patagonia's marketing strategy regarding environmental and social responsibility. A case study was utilized to examine Patagonia, Inc. This chapter includes the following sections: corporate environmental and social responsibility and marketing.

Corporate Environmental and Social Responsibility

Because Patagonia takes action and displays thoughtfulness for environmental and social issues, it is important that it is transparent with its customers what it does as a company to make a difference. Patagonia achieves this by curating and publishing content on its website that illustrates its sustainable supply chain practices, including creating Fair Trade Certified products, using traceable down insulation, and manufacturing its products using domestically grown organic cotton. Patagonia calls this publication *The Footprint Chronicles*, which serves to inform its customers about how the company *really* sources and creates its sustainable products. Patagonia's Fair Trade Certified products are put into place to give back to the factory workers who manufacture its apparel. The company pays a premium for every Fair Trade Certified piece of clothing, and that money is used to provide workers with a cash bonus, to support their communities, or to fund necessary social programs. Patagonia does not own any of the factories used to manufacture its products, so it participates in Fair Trade in the effort to make a difference in the lives of the factory workers.

The Footprint Chronicles also illustrates the sustainable sourcing Patagonia employs to create its products. Patagonia has its own standard for ensuring that the farm it sources is down from is humane and sustainable. The corporate social responsibility team visits suppliers to assure that live-plucking and force feeding geese doesn't take place at these facilities. Along with tracing its down, Patagonia also uses 100% recycled down in a number of its product lines. This type of down is taken from discarded furniture, cushions, and comforters, cleaned and lab-tested for quality, and is finally sewn into Patagonia jackets at the factory. Similarly, this type of process is utilized for its recycled wool, nylon, and reclaimed cotton products as well.

In addition to its sustainable sourcing, Patagonia practices environmental and social responsibility by promoting employee activism. In 1993, the company created an internship program called the Patagonia Environmental Internship. This gives employees the opportunity to spend up to two months working for an environmental group they they choose, while still getting paid and receiving Patagonia's employee benefits.

Concervación Patagónica is an example of a project Patagonia employees have been working on in Chile as part of the employee internship program. Going abroad in groups of six at a time, about 50 employees total are working to create a new national park in Patagonia, Chile by protecting and restoring the land. Patagonia Inc., hopes that this opportunity for its employees will provide them with inspiring experiences that they will ultimately take back home with them, share with others, and further amplify their commitment to the environment.

Patagonia's environmental activism is perhaps its largest and proudest contribution to its corporate social and environmental responsibility efforts. Naming

themselves “The Activist Company,” Patagonia recognizes that the preservation of the environment should come first and foremost. Patagonia Action Works supports Patagonia’s main reason for existence: committing to take action and force the government and corporations to contribute to solving today’s environmental problem. Patagonia has created this digital platform to allow individuals committed to helping the environment take action and get connected by attending local events, signing petitions, and volunteering their time. Grassroots environmental action is Patagonia’s primary target, and it is apparent through the environmental grants and support it provides to organizations. Patagonia donates 1% of its total profits to grassroots organizations around the world, calling it its “Earth Tax.” Since 1985, the company has given nearly \$90,000,000 to these organizations, providing them opportunities to create positive change in their own communities. Patagonia funds groups based on certain criteria, including organizations that are action-oriented, have established and clear goals that support long-term positive change, and promote public involvement. The company’s website provides individual activists with an interactive map illustrating specific locations of nearby events and local organizations they can easily connect with.

Lastly, Patagonia displays its activism for the environment through spearheading various environmental campaigns. Promoting its hashtag #VoteOurPlanet, Patagonia encourages customers to take political action and elect leaders who support environmental groups and work to defend the planet. Building its #VoteOurPlanet community within its market, Patagonia created a shareable platform for individual activists who are vying for change. Patagonia’s website provides its customers with

voting resources including voting registration website links and the opportunity to find their voting locations specific to their community.

Marketing

Patagonia's marketing strategy strays away from the norm by rejecting the consumerist culture that is prevalent in the retail industry today. In 2011, Patagonia had decided to unconventionally market its apparel through a Black Friday marketing campaign published in the *New York Times* called, "Don't Buy This Jacket." This advertisement supported the anti-consumerist notion that customers shouldn't buy what they don't need. In fact, Patagonia took this idea even further by highlighting the garment's wasteful lifecycle, including the amount of water it took to make it, and the carbon dioxide emissions it produced in order to get it from the manufacturing plant to Patagonia's distribution center in Reno, Nevada. Interestingly, Patagonia's sales went up about 30% in 2012 because of that campaign, and up another 6% the following year. Patagonia then donated 100% of its 2016 Black Friday sales to grassroots organizations across the nation, and has been doing so each year since then.

In 2017, Patagonia took a stance against the Trump Administration through a politically charged marketing campaign called "The President Stole Your Land." For nearly 30 years, Patagonia has worked to protect public lands and has helped with the establishment of Bears Ears National Monument in Utah, and Basin and Range and Gold Butte National Monuments in Nevada. In response to the president's decision of eliminating large portions of these national monuments to expedite industrialization of the land, images of these monuments covered Patagonia's website and social media

platforms. Urging people to take action, the website continues to provide individuals with the opportunity to voice their opinions about the controversy by directly tweeting the Trump Administration. Patagonia furthered its reach by taking to social media, creating the hashtag #MonumentalMistake so activists can share their content and not only connect it to Patagonia's overall marketing campaign, but also its activist brand.

Patagonia uses various social media platforms to market its company and its outdoor gear. However, instead of traditionally advertising by posting content solely of Patagonia products, the company unconventionally advertises through storytelling. This strategy involves posting user-generated content on its social media sites, including photos, videos, personal testimonies, and outdoor recreation experiences of loyal customers. Posting user-generated content allows Patagonia's customers to get to know each person's stories about how they connect with Patagonia's brand.

Along with utilizing social media sites, Patagonia uses content marketing on its website to enhance its transparent storytelling marketing strategy. Patagonia's official blog: "The Cleanest Line" is published to illustrate the company's philosophy and amplify its mission: build the best product, cause no unnecessary harm, and use business to inspire and implement solutions to the environmental crisis. The blog posts include educational material on environmental issues, updates on the company's sustainable practices, messages from Patagonia's executives, and spotlights on influential people. Featured on the blog and included as a supplemental section of the company website is Patagonia's most recently launched environmental campaign and documentary called "Blue Heart." In response to hydropower's negative effects on native species, the environment, and contribution to climate change, Patagonia released this documentary to

shed light on the fact that Europe's last wild rivers are being threatened. "Blue Heart" is Patagonia's way of informing the public that building dams and using hydropower as a renewable resource is detrimental to the biodiversity of these rivers. The film generated 123,529 petition signatures that Patagonia then sent to the European Bank for Reconstruction and Development, in the hopes that these dam construction projects would no longer receive funding.

Finally, contributing to Patagonia's values of 'stepping lightly,' the company created a sub-brand called Worn Wear. Worn Wear is a product repair and recycle program created to extend the life of Patagonia's products. During the campaign, pop-up events were hosted to repair or exchange apparel that has worn out over the years in order to support Patagonia's mission of cutting down consumption. Because this program became so popular, the company decided to take Worn Wear on the road, acting as an experiential marketing campaign. April 2, 2015 marked the beginning of the the 42-day 5,000-mile road trip, called the Worn Wear Mobile Tour. Hitting major and core market cities across the U.S. in a custom designed solar-powered camper, the campaign gathered up to 11,075 tour attendees in total, making it a huge success for the company. As a result, Patagonia decided to create an online marketplace for Worn Wear, where customers can purchase lightly used, 'thrifed' Patagonia apparel. Personal customer experiences are shared on the website through a publication called "The Stories We Wear." This gives customers the opportunity to share how their own Patagonia products have created memorable and shareable experiences personal to them, and how Worn Wear has given their products a second chance at a new life.

Chapter 4

DISCUSSION AND CONCLUSIONS

Patagonia's corporate mission and commitment to minimize its impact on the natural environment continues to remind its customers why the company exists. Patagonia's unconventional and successful marketing strategies aim to make a difference in the retail industry and encourages its customers to take action alongside the company. This concluding chapter includes the following: a discussion of the major findings, limitations of the research, conclusions based on research questions, and recommendations and implications for future research.

Discussion

Patagonia uses non-traditional, green marketing strategies to create, build and maintain brand loyalty among its customers. Instead of traditionally advertising its outdoor apparel and gear, Patagonia's campaigns publicize current social and environmental issues, urging consumers to stray away from adding to their carbon footprint and buying products that they don't necessarily need. The researcher's findings illustrate that Patagonia's primary non-traditional campaigns set the stage for how other retail companies should adopt environmental responsibility, ultimately making the company a pioneer in the industry. By incorporating anti-consumerist and politically-charged advertising in its marketing strategies across its website and social media platforms, Patagonia prompts controversy and encourages consumers to take action for

environmental and social issues. The company builds customer loyalty through these marketing strategies by connecting its consumers to its brand. Patagonia's values align directly with its environmentally responsible and activist target market, creating a strong relationship between the two parties. According to Tang et al. (2016), the more a company values and acts on environmental protection efforts, the higher their consumer approval, hence creating long-term profits for the company. Patagonia's anti-consumerist practices ultimately perform opposite of what traditional marketing strategies project, illustrating its successful strategy of putting the planet before company profit. In order to maintain brand loyalty among its target market, it is recommended that Patagonia continues to non-traditionally market its products through documentaries, anti-consumerist advertisements, and environmentally and politically charged campaigns. Because of the growing trend of experiential marketing in the marketing industry, it is also recommended that the company adopts more of these experiential activations and events, especially because of the success of their previous campaign, Worn Wear.

Patagonia responds to modern environmental and social issues by being transparent with their customers about their sustainable business practices and incorporating its corporate values across all aspects of the business. The company's corporate environmental and social responsibility efforts are clearly published and told as a story of the brand's values and character. Patagonia's values are strongly identifiable throughout its business model as a whole, making it obvious that the reason the company exists is to solve today's environmental crisis. According to Yang et al. (2013), firms gain sustainable competitive advantage by responding to and proactively investing in environmental issues, and reducing their impacts on the natural environment. Favoring

the planet over profit has positioned Patagonia as the leader in the outdoor clothing and gear retail industry, straying away from consumerism and classic money-making principles. Even though Patagonia is extremely transparent with their sustainable and Fair Labor practices, there is still speculation about the manufacturing of their products in foreign countries all over the world, including China. In order to respond to these customer concerns, it is recommended that Patagonia uses its non-traditional marketing strategies to further illustrate the reasoning behind the company's factory locations. The information and justification are stated in Patagonia's Cleanest Line website blog, but creating a marketing campaign that touches on this subject could potentially expand its customer market. In turn, Patagonia's credibility as an environmentally and socially responsible company would be maintained among their customers' perceptions.

The researcher was faced with a few limitations that impacted this study. First, the researcher was limited to using strictly online resources in order to gather necessary and relevant information for the study. This could generate misinterpretation of information, bias, or hinder access to supplemental information that could be potentially useful to the study. Perhaps interviewing Patagonia employees or visiting the Patagonia headquarters in Ventura, California would have been a beneficial method for research that could reduce misinterpretation of information and potential bias. The researcher, as a loyal customer to Patagonia for years with a personal connection to the brand and its values, has personal bias that acts as a limitation of this study. This could generate the tendency to subconsciously report information in support of the company's ideals and practices. Lastly, the research for this study was mainly gathered through the use of qualitative research, meaning that the researcher relied mostly on observations and perceptions of

the company. This limited the ability to provide statistical evidence to support the researcher's findings.

Patagonia's immense environmental activism efforts and its non-traditional business practices has made it a pioneer in the outdoor apparel and gear retail industry. The company's unconventional marketing strategies are supported by Yvon Chouinard's anti-consumerist values that he incorporates into almost every aspect of his company. The founder, referring to himself as a "reluctant businessman," recognizes that Patagonia will never completely be socially responsible or create a product that causes absolutely no harm, but it is committed to trying. The company continues to inspire both individuals and corporations, and remind them why Patagonia exists: not to make money, but to make a difference in the world.

Conclusions

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

1. Patagonia uses non-traditional, green marketing strategies including content marketing, experiential marketing, and social media marketing to create, build and maintain brand loyalty among its target market.
2. Patagonia's marketing strategies have responded to modern environmental and social issues through environmentally and politically-charged campaigns and documentaries.
3. Patagonia successfully markets its products in a non-traditional manner by incorporating anti-consumerist and controversy sparking ideas in its marketing strategies.

4. Patagonia aims to make a difference in corporate sustainability efforts by transparently storytelling its supply chain practices, financial support for environmental activist organizational groups, and overall corporate values. TH

Recommendations

Based on the conclusions of this study, the following recommendations are made:

1. The outdoor clothing and gear retail industry should be transparent with their customers and be committed to actively participate in environmental and sustainable efforts.
2. Patagonia should utilize more experiential marketing strategies to build brand loyalty due to the growing trend of customers valuing shareable and memorable experiences.
3. Patagonia should market its sustainable manufacturing plants through a marketing campaign to further educate customers on their supply chain practices.
4. Patagonia should continue to adopt non-traditional, green marketing strategies in order to maintain its loyal customer base and perhaps promote customer base growth.
5. Future research should analyze Patagonia's corporate environmental and social responsibility marketing strategies by using a variety of research methods such as personal experiences and interviews with Patagonia employees.

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APPENDIXES

Appendix A

Instrument

INSTRUMENT

Area of Operation	Description of Operation	Additional Comments
Corporate Social and Environmental Responsibility		
Products		
Environmental Activism		
Supply Chain		
Employees		
Marketing		
Non-Traditional Marketing		
Experiential Marketing		
Social Media Marketing		
Content Marketing		