Green Digital Marketing in the Mobile Phone Industry
- Recommendations for Sony Ericsson's GreenHeart™

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Second Cycle

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**Abstract**

This study is part of a digital activation plan that was done for Sony Ericsson’s GreenHeart™ team in the fall of 2009. The investigation presents and discusses what Sony Ericsson and its 4 main competitors (Nokia, LG, Samsung and Motorola) have done within green digital marketing and how the subject was communicated on their webpages.

A main issue with products is that consumers tend to find them not as good as non-green products. Consumer insight studies suggest that the best way of communicating green products is to focus on their direct product benefits in comparison to non-green products and as a secondary message to communicate the green benefits. This was also supported by other theories such as Levits concept of “marketing myopia”, which describes a marketer’s tendency to focus on product features rather than consumer benefits.

When analyzing the webpages it was clear that all the manufactures did engage in green digital marketing in a quite homogenous way. One thing that was striking was that they all had separated the green initiatives from the core of the website. As of this, it is a possibility that marketers have done this intentionally as consumers then to associate green with less quality.

In order for Sony Ericsson GreenHeart™ to stand out from the competitors, it was therefore suggested that green information should be integrated into the website and to communicate GreenHeart™ as a value-added product feature rather than a product in itself.

**Keywords**

Sony Ericsson GreenHeart™ Green Marketing Nokia Motorola Samsung LG
1 Introduction

In the end of 2009, there was about 4.6 billion mobile phone accounts globally (International Telecommunications Union, 2010). By the end of 2010, this number jumped to more than 5 billion. The Global System for Mobile Communications Association predicts that mobile phone accounts will increase to 6 billion in the first half of 2012 (Lennighan, 2010). Rob Conway, Chief Executive of the association, prophesied that mobile penetration would soon exceed the estimated global population of 6.9 billion (ibid.).

The drawback of this development is that mobile phones have become a serious environmental hazard (Ecoble, 2009). SayImGreen reports that the average user will use their mobile phone for less then one year and that 140.000.000 phones (4 per second) will end up in landfills (SayImGreen, 2011).

Since 2006, Greenpeace has been presenting and pushing their “Guide to Greener Electronics” (Greenpeace, 2011). The idea with the guide is to rank “[…]

At the same time, consumers’ environmental awareness has increased leading not only to green consumerism, but also to their willingness to pay extra for green features. As of this, corporate interest in initiating major changes and product innovations started to escalate significantly since it started in the eighties. With this, companies also saw the need to undertake green marketing in order to communicate their green efforts (Peattie and Crane, 2005, p. 358). Green Marketing in this sense is in line with the definition of the Investopedia defines Green Marketing as “Marketing products and services based on environmental factors or awareness.” (Investopedia, 2011). But they also add that is not only limited to communication, but also “make decisions relating to the entire process
of the company’s products, such as methods of processing, packaging and distribution” (ibid.)

1.1 Scope of Study
This study will give a background on marketing green products in general as well as Sony Ericsson and its eco engagement until the fall of 2009. This study will present and discuss what Sony Ericsson and 4 main competitors (Nokia, LG, Samsung and Motorola) had done within green digital marketing at the time and how the subject was communicated on their webpages. Based on these findings, a discussion aiming to suggest how Sony Ericsson could move forward with the introduction of their new eco-friendly brand, GreenHeart™, will conclude the study.

1.2 Relevance of the Investigation
The purpose of this report is to present and discuss some of the conclusions that were drawn from an digital activation plan that was done and presented to the GreenHeart™ team at Sony Ericsson in the fall of 2009.

GreenHeart™ – being Sony Ericsson’s first initiative to create explicitly environment friendly products, or at least products that has the least negative environmental impact – faced certain eco-marketing challenges which many other companies face when launching similar products.

Although the report will focus on the mobile handset industry, with Sony Ericsson as the focal point, it will reflect initiations already been done by their competitors. It is thought that it can be possible to expand the conclusions to other industries as well.

2 Problem
This study aims to find the most suitable digital activation strategy for GreenHeart™ and its line of eco-friendly mobile phones. The recommended strategy should be able to ensure a successful market break through while maintaining Sony Ericsson’s credibility and position as a market leader in consumer electronics (Sony) and communication (Ericsson).

To meet the said objective, this study would aim to answer the following basic problems:
How should Sony Ericsson use GreenHeart™ in relation to the other Sub-brands within their current portfolio?

How should Sony Ericsson make GreenHeart™ a credible environmental brand?

3 Aims
To present and analyze consumer insights on ecologically-driven technology
To present and analyze the eco-marketing digital practices and strategies used by 4 competitive mobile phone brands
To propose a digital green marketing strategy for GreenHeart™

4 Limitations
The consumer insights presented in this study were based on US market and may not apply to Sony Ericsson as a global brand.
Since this study was done for Sony Ericsson, it should be noted that the statements and discussions presented were written from the perspective of a Sony Ericsson employee. Some materials might be biased without the intention of the author.

Recommendation is limited to the digital implementation of the proposed marketing strategy.

5 Theoretical Argument
5.1 Green
According to Albine et al. a green product can be defined as “[…]a product designed to minimize its environmental impact during its entire life-cycle. In particular, the use of non-renewable resources are minimized, toxic materials are avoided and the use of renewable resources takes place in accordance with their rate of replenishment» (Albino, Balice and Dangelico, 2009). Using this as the base, the word “green” in this study, is used as a general concept including initiatives that aim to have an environmental friendly approach. This means that it will include eco-friendly and sustainable technology products, services or even parts of it. The focus is the intent of the engagement and not the result or ecological impact within the various areas.
5.2 The Demand for Green Products
The motive behind “going green” can be derived from many angles and with a large variety of origins and foundations. Of course organizations can believe that they have moral obligation to take social responsibility (Davis 1992, Freeman an Liedtka 1991, Keller 1987, McIntosh 1990, Shearer 1990). Governmental bodies are forcing firms to become more responsible (NAAG 1990), but also because firms are pressured to follow and engage in green marketing activities as competitors change their environmental strategies (Ibid.). Although the intentions of products with a limited negative environmental impact might be traced back to a true intent, one should not forget the capitalistic aspects of such an engagement. Jerry Stifelman, founder and creative director of a marketing and branding company called The Change, told attendees at the Green Business Conference on November 11, 2009 that truth is the best tool and suggested that companies should “don’t pretend there is no self interest” (Faulhaber, 2009). For example, Green Seal and Environment Social Marketing Release 2009 National Buying Research suggests that 82% of consumers buy green despite the economic recession. This data can also be backed up by the Greenfield Online/Mintel reports which, according to Hanas (Hanas, 2007), that True Green Consumers – those who regularly buy green products are limited to 12%; Light Green Consumers – those who sometimes buy green are approximately 68%; whilst the Nevergreens round up for 20%. The consumers of today have become more aware as well as conscious about green products, which many companies have acted upon. (Prendergasrt & Thompson, 1997). This study supports one suggested reason for green marketing as when an organization perceives environmental marketing to be an opportunity that can be used to achieve its commercial objectives (Keller 1987, Shearer 1990). Cost factors associated with e.g. waste disposal or reductions in material usage are also strong incitements for firms to modify their behaviors (Azzone and Manzini 1994).

5.3 Marketing Green Products
A white paper published by Massachusetts Institute of Technology (MIT) Sloan Management Review in the winter of 2007 defines brand as, “At root, brands are symbols around which companies, suppliers, supplementary organizations, the public and, indeed, customers construct identities.” The authors continue by saying that branding is a "critical
issue” for marketing and sales. A strong brand presence facilitates repeat purchases and builds a stronger financial picture for the corporation. (Berthon et. Al. 2007). From this perspective, one can debate that “green” in itself has, in some sense, become a brand of its own or a means to strengthen branding in order to leverage on brand equity and aim to make more compelling products.

Brand equity has been defined as the differentiation of value that a brand adds to a product compared to the same product without the brand (Kotler & Keller 2005). One can compare with Harly Davidsson who can obtain prices about 40% higher than other comparable motorcycles (Grant 2006). There are numerous variants of Brand Equity models, whose common ground is how the customers perceive the brand emotionally in relation to it competitors. For example the Aakermodel, from David Aaker mentions (i) brand Loyalty, (ii) brand awareness, (iii) perceived quality, (iv) brand associations and finally (v) other proprietary assets (Kotler and Keller 2005). This can be compared to the Brandz model, which highlights the main characteristics of Presence (Do I know about it?), Relevance (Does it offer me anything?), Performance (Can it deliver), Advantage (Does it offer something better then others) and Bonding (Nothing else beats it) (ibid. f). However, according to Kotler and Keller there are three main drivers for Brand Equity, these are:

The initial choices for the brand elements or identities making up the brand (E.g. brand names. URLs, logos, symbols, characters, spokespeople, slogan, jingles, packages and signage.

The product and service and all accompanying marketing activities and supporting marketing programs.

Other associations indirectly transferred to the brand by linking it to some other entity (e.g., a person, place, or thing)

5.4 Challenges of Green Marketing
Leveraging on “green” as a brand is not as easy as it seems. ‘’Green’’ is often associated with delicate challenges and embedded obstacles that follow the environmental concept. While there is a growing supply of green products in the market, the use of green marketing as the primary sales pitch for these products is on a decline. One reason for
this is that consumers tend to think that environmental or green products are not as good or work as well as conventional ones. Roper’s Green Gauge study showed that 42% of the consumers shared this belief (Wall Street Journal, 2007). And another American report demonstrated that 50% of the respondents in their study were skeptical towards the “green” claims that companies make on their products. This emphasizes the importance of finding the right balance in communicating the message of “greenness” and stressing specific benefits of green products compared to non-green products (ClearWorks, 2009).

Same study also suggests that green messages that are focused on only the environmental benefits is not enough to persuade customers to patronize the product. The need to communicate and demonstrate other product benefits or consumer advantages such as cost savings and health benefits are equally important. The secondary messaging should however focus on the altruistic gain of green consumption and “[…] demonstrating the benefits of the collective good.” (Ibid.). This is also in line with Harvard professor Theodore Levits’ concept of “marketing myopia”, which describes a marketer’s tendency to focus on product features rather than consumer benefits (Levitt, 1960). Applied to green products, it would imply that focusing on the “green features” would not be a successful approach, as the consumer does not purchase a green product just because it is green but because they have a need they would like to satisfy with the product.

6 Data Collection
The data collection on this study is based on Interviews and website investigation of Sony Ericsson and its competitors.

6.1 Interviews
The interviews where performed with Sony Ericsson staff Laura Hoyle, Senior Brand Manager, Martin Lundin, former Head of Digital Marketing, Lisa Lessing Digital Marketing Manager and Pontus Alexanderson from Sony Ericsson Corporate Sustainability Office

6.1.1 Laura Hoyle, Senior Brand Manager
Date of Telephone Interview: September 16 2009

Objective:
The purpose of this interview is to gain information about Sony Ericsson brands and their communication strategies. This is to understand how the latest sub brand, GreenHeart™, would fit into their portfolio.

Questions asked during the interview:
What are the brands under Sony Ericsson?
How do they relate to and differ from each other?
How do you categorize your products?
How do you market each category?
Do you consider your products to be a brand?

Transcript:
(not available)

6.1.2 Martin Lundin, Former Head of Digital Marketing
Date of Telephone Interview: September 16 2009

Objective:
This interview was conducted in order to get better insight on Sony Ericsson’s strategy for the introduction of their sub brands. This is also to gain knowledge on how sub brand strategizing, such as GreenHeart™, could add value to Sony Ericsson.

Questions asked during the interview:
Sony Ericsson are using two mayor sub brands Cyber-shot™ and Walkman™, why where they introduced?
How was the introduction of the sub brands received by consumers?

Transcript:
(not available)

6.1.3 Lisa Lessing, Marketing Manager
Date of Telephone Interview: Sep 17 2009

Objective:
This interview intends to find out why Sony Ericsson on SonyEricsson.com categorizes their products under “Music” and “Imaging” rather then “Walkman™” and “Cyber-
shot™ ”. This would help the author to understand how GreenHeart™ should be positioned among all other sub brands of Sony Ericsson.

**Questions asked during the interview:**
Why are Sony Ericsson products on SonyEricsson.com communicated under the categories “Music” and “Imaging” rather than “Walkman™” and “Cyber-shot™”? Have this initiative had any mayor impact on each segments’ market share?

**Transcript:** (not available)

### 6.1.4 Pontus Alexandersson, Corporate Sustainability Office.
Face-to-face Interview: Aug 23 2009

**Objective:**
The intention for this interview is to find out what GreenHeart™ is and how it relates to Sony Ericsson’s sustainability initiatives.

**Questions asked during the interview:**
What is GreenHeart™?
Would you consider Sony Ericsson to be a “green” company?
Does Sony Ericsson have any other green initiatives aside form GreenHeart™?

**Transcript:** (not available)

### 6.2 Website Investigation
A website investigation was performed as a comparison study of Sony Ericsson’s top competitors in 2009, namely Nokia, LG, Samsung and Motorola. The purpose of this is to provide an informed basis to develop strategies to achieve competitive advantage.
The investigation focused on identifying the green initiatives that are being communicated in the websites of the competitor brands to understand how they are being packaged, presented and integrated into the brand’s overall portfolio.
The websites were investigated in September, October and November in 2009.
7 Empirical Study

7.1 Sony Ericsson Background
Sony Ericsson is the result of Sony and Ericsson’s merging of their mobile divisions in October 2001 (www.sonyericsson.com). The stated reason for this is to “[...] combine Sony's consumer electronics expertise with Ericsson's technological leadership in the communications sector.” At the same time, CNN Financial news reported that according to analysts, “Ericsson has lost market share to Finland's Nokia, the world's biggest phone maker, which has come out with trendier and more popular models” (money.cnn.com). The initiative resulted in a joint venture where the parent companies owned an equal 50% share of a company whose mission was to “[...] establish Sony Ericsson as the most attractive and innovative global brand in the mobile handset industry” (www.sonyericsson.com). Sony Ericsson’s first phone reached the market in 2002, and reached over 100 million mobile units sold in 2007. This success substantiated the company’s stated profile that “Sony Ericsson Mobile Communications is a global provider of mobile multimedia devices, including feature-rich phones and accessories, PC cards and M2M solutions. The products combine powerful technology with innovative applications for mobile imaging, communications and entertainment.” (Ibid.).

7.2 Sony Ericsson Brand Communication

7.2.1 Brand Portfolio
In an interview with Laura Hoyle, Senior Brand Manager at Sony Ericsson, she described the brand set-up as a three-layered hierarchy. At the top is the main brand, Sony Ericsson, with to the logo called “liquid identity” (designed by Takuya Kawagoi). The portfolio then stretches to the sub-brands of “Walkman™” and “Cyber-shot™”, owned by Sony Corporation, which have been endorsed by Sony Ericsson. She stressed that Sony Ericsson is the major brand, whereas all others should be considered as sub-brands. Laura continued saying that the various brands representing functions such as “senseMe” or “trackId” can be seen as supportive brands, to which the others can relay upon, as entities in a scaffold. If you look at our brands, she says, one can see that it was divided into three major categories: smart phones, music and imaging. Walkman™ and Cyber-shot™ belong to the two latter, whilst Xpeira™, finds it place in the smart phone
category (the Xperia™ brand is owned by Sony Ericsson). Laura continues to explain that the individual product names are however not considered to be part of the brand as the life span of each product is relatively short. The strategy, she says, is that Sony Ericsson drives a standardized way of promoting products globally and provides a standardized framework into which local markets can add local flavors. Typically, all Sony Ericsson products are marketed with the same product name while special features might be localized. This strategy covers all aspects of the brands and also the sub-brands. An example of this would be PlayNow, a sub-brand engaging in online content sale. As a site, the look and feel is consistent over all the regions, but the content is always localized and web campaigns are locally flavoured.

7.2.2 Brand Strategy
Since 2004 the product portfolio has been divided into categories of music and imaging. These categories have been around longer than the integration of Sony brands such as Cyber-shot™ and Walkman™. Martin Lundin, Former Head of Digital Marketing who has been with the company since its launch in 2001, explains that in the first introduction of a phone with camera functionality – the T68 (in 2002) – the camera was only an accessory. This was however a big hit and Sony Ericsson quickly saw the potential of attracting consumers who firstly wanted digital camera and then a phone. Martin shares that the result was the iconic T610, which was the first phone that actually had a flipside resembling a “real” digital camera. An important part of the marketing activities surrounding that launch was to try to actually get people to use it as an actual camera. This means to flip-it horizontally and hold it with two hands. The idea was of course that if this behavior could be connected to the product, it would be a camera with a phone rather than the opposite. Even though the success with this phone was huge, they had still not reached the exact segment that they were aiming for. These segments refer to people who would use their Sony Ericsson not only as mobile with camera or music functionality, but people who would use their Sony Ericsson as their primary camera and mobile or music player and mobile. The breakthrough, Martin continues, came in 2005 with the launch of the Cyber-shot™ phone. Cyber-shot™ was a strong brand in imaging and a phone carrying that brand could not be mistaken for being anything else than a camera. The same reaction followed with the Walkman™ brand; meaning that these
phones where all about music, he says. Martin ends by saying that the revitalization of the Walkman™ brand that came with Sony Ericsson’s success is also a good example of how Sony could benefit from extending its brand.

Lisa Lessing, Marketing Manager for Sonyericsson.com, explains why the categorization in music and imaging is relevant instead of using only Walkman™ and Cyber-shot™. Sony Ericsson has built a brand image of being cool, innovative and high quality and it is in the high-end phone segments where Sony Ericsson has been taking market shares. Lisa continues by saying that Sony Ericsson has not been successful in penetrating the emerging markets as they have failed to produce low-cost mobile phones because the production value for the quality associated with the brand was too high. This is of course something that all manufacturers wrestle with, Lisa continues, but for Sony Ericsson this has been especially severe due to the strong brand associations. As of this, the music and imaging categories have expanded to include models outside Cyber-shot™ and Walkman™. As Lisa says for example, in the music category on Sonyericsson.com, most telephones are Walkman™, but there are some R-models. The R stands for radio and is thought to be for emerging markets. Lisa continues to explain that the rationale for not choosing W for Walkman™ was to avoid brand dilution. The music and imaging categories is however in the process of being phased out, says Lisa, which is due to the introduction of the new products that has common names like Naite, Yari, Hazel and Elm. According to Lisa, this was a response to the consumer demand of not wanting to choose between features like music or imaging but rather wanting an all-in-one phone.

7.2.3 Sony Ericsson Green Engagement
A sustainable production where products are managed responsibly through their entire life cycle, is one of the most important objectives for Sony Ericsson, says Pontus Alexandersson from Sony Ericsson Corporate Sustainability Office. It is something that cannot wait, but rather something that we must respond to immediately. He continues that although GreenHeart™ is the first initiative for Sony Ericsson to bring “green” phones to the market, Sony Ericsson has chosen to describe GreenHeart™ not as a phone or a product line, but as a concept. Quoting Pontus, GreenHeart™ as a concept is further defined in its mission statement: “Ensuring that the GreenHeart™ concept becomes a
well known name for a broad audience and is associated with a positive notion, excellent quality and perceived as trustworthy with true intentions as well as leading in its field”. Therefore it is in this sense rather a general idea or notion that corresponds to a class of entities and that consists of the characteristic or essential features of the class. Pontus continues by saying that this is not something new as Sony Ericsson, from the start in 2001, has been active in reducing the negative environmental impact of their products; therefore Greenheart™ should been seen as a result of a long engagement. For example, Pontus says, it can be mentioned that right after the NGO, Swedish Society for Nature Conservation (SSNC), launched its campaign against chemicals, focusing on reductions of Brominated Flame Retardants (BFR) in 2001, Sony Ericsson launched their first phone T68i, which were free from BFR. Today 99.9% of all Sony Ericsson products are free from all halogenated (brominated and chlorinated) flame-retardants and they are also finalizing the phasing out of Polyvinyl Chloride, Antimony, beryllium and phthalates. Furthermore, he continues, Sony Ericsson has – since the beginning of 2006 – been fully compliant with the EU RoHS directive (the restriction of the use of certain hazardous substances in electrical and electronic equipment) and has applied this standard globally to all products produced. Therefore, Pontus explains, GreenHeart™ would have the possibility to stretch over the entire portfolio, as it is not depending on functionality but rather on how it was produced. GreenHeart™ products will underpin Sony Ericsson’s ongoing commitment, taking the lead on environmental sustainability by driving green innovation that doesn’t compromise on product design and functionality.

8 Web investigation
This section is a presentation of all green initiatives channeled or promoted through the digital media by Sony Ericsson and its four top competitors namely Nokia, Samsung, Motorola and LG.

8.1 Sony Ericsson
Sony Ericsson has three mayor parts on SonyEricsson.com where they present green information. These are:
8.1.1 Sustainability
The sustainability pages (sonyericsson.com/sustainability) on Sony Ericsson give in-depth information about their engagement in substance control, ethics, energy and climate as well as health and their corporate Social Responsibility. It also contains links to the other sites mentioned below.

8.1.2 Recycle
Sonyericsson.com/recycle is a site targeting end-consumers as it contains easy access information about recycling and graspable messaging in form of animations. This site writes about Sony Ericsson’s commitment, the benefits of recycling and also provides links to maps and addresses where recycling can be made.

8.1.3 Supportzone
The supportzone (SonyEricsson.com/support) is where consumers can get support information about SonyEricsson products. Information about recycling points as well as environmental declaration that provides information about the environmental impact of the design, production, packaging and usage of your phone based on European standards are available in this section.

8.1.4 GreenHeart™
On SonyEricsson.com/greenheart information about the products in the GreenHeart™ series is presented together with the criterias needed in order to be a Greenheart™ product. Meaning that the products can have quite different design and tech specifications as long as it meets and fulfills the conditions of a GreenHeart™ product.

The six different criterias are:

- Recycled Plastics
- Waterborne Paint
- E Manual
- Reduced Packaging
- Green Charger
- Substance Control

In addition, there are also GreenHeart™ branded software applications such as Walkmate™, EcoMate and EcoCalculator, which in different ways assist consumers to measure or follow up on their own personal environmental impact.
8.1.5 GreenHeart™ Blog
Sony Ericsson team has also engaged in a blog in where GreenHeart™ related information are being published by Mats Pellebäck Sharp, who is responsible for the environment and CSR at Sony Ericsson (blogs.sonyericsson.com/greenheart). There are also some links to green videos which are uploaded on youtube.com. However, in this link, all sort of communication with visitors are not being closely moderated by the brand.

8.2 Nokia
Nokia – the largest mobile phone manufacturer in the world – has created a program under which saves all its environmental engagements called “we:”.

“We call it the power of we: - nearly a billion people using our devices to connect and work together in different ways to protect the environment.”

The we: program consist of 4 various parts:

8.2.1 we: recycle
This part of the program is where consumers can recycle their old Nokia phones. Apart from information on recycling procedures, it also gives the possibility for UK and US residents to print a pre-paid postal label to ship handsets free of charge to an authorized recycler. Access to the pre-paid postal label is given after registering on the Nokia web site.

8.2.2 we: support
The support section shows Nokia’s involvement and cooperation with eco-friendly organizations, such as WWF. No other organizations are mentioned by names on their website. Nokia also has a number of industry partners, which they work through associations and initiatives. Examples are Global e-Sustainability Initiative, Waste Issue Group European Information Communications and Consumer Electronics Technology Industry Association (EICTA). It should however be noted that the nature of partnership with these organizations were not explained on Nokia’s web site at the time of the writing.

As a part of their support program, Nokia has also given sponsorships to a research
expedition, whose aim was to measure the thickness of the Ice at the North Pole in order to forecast on life expectancy.

8.2.3 we: create
This part of the program includes information regarding the whole production line, which includes life cycle planning, considerations regarding materials/substances as well as energy efficiency. It also includes information about Nokia’s eco-thinking regarding packaging of their products and also services. The latter is based around applications and communities that have green mind-set. Application varies between GPS, for finding shortest routes and focusing on pedestrians/pushbikes, but also applications for environmental information, energy saving and offsetting travels.

Nokia is involved in two communities, where one is powering the WWF and IUCN initiative – www.connect2earth.com, an online forum for green debates.

Green Explorer is an online community website that Nokia runs with well-known partners such as WWF, Lonely Olaner, RouteRank, TripSketch, UNESCO and 3rdWhale. The aim of the site is to provide information on “[…]how to live green and travel clean” (greenexplorer.nokia.com).

8.2.4 we: energize
Although issues regarding energy consumption are very much covered under Nokia’s we:create section, Nokia still chose to add an additional section solely devoted to this issue under we:energize. This section mentions some of the energy benefits during both production and usage of the consumer electronics. It also gives advices to the end-users on how to save energy by removing the charger plug after charging. As a part of this, Nokia has also introduced a reminder on the charger that notifies the user to unplug after use.

It should be noted that the environmental part is separated from the Corporate Responsibility.
8.2.5 Other Activities
Apart from the we: program, Nokia has also engaged in other initiatives in order to promote themselves as a green company. In early 2009, Nokia released a campaign in the UK for their entry level phone, N79 – selling it without a charger and giving WWF £4 of each purchase. This campaign basically aimed to make a standard mobile phone eco-friendly by using nifty marketing techniques.

“We understand you don’t always need another charger. So, when you buy this Nokia N79 online, it comes without one. All we’re asking is that you keep hold of your old Nokia charger, and use it again. It’s part of a trial to save energy and reduce waste, so it comes in a smaller box too, and for each one we sell we’ll donate £4 to WWF, the global conservation organization. Together we can help the environment, that’s the power of WE:

Charger not included. Proud to reuse.” (conversations.nokia.com)

Nokia also has their developer program in which they hold an annual contest called, Calling All Innovators Competition. The competition is divided into different segments in which the developers can compete. In 2009, Eco/being green apps was added as a segment, which encouraged a number of applications to be developed (callingallinnovators.com). Some of the responses include:

**GreenDrive (EMEA)** - An application that promotes vehicular fuel efficiency by sensing current and impending road conditions that influence fuel consumption, and providing real-time driving directions for the shortest route in the quickest, legally allowable time.

**Ticketek Mobile Ticketing (Americas)** - A Series 40 and S60 Java event-ticketing application that reduces paper consumption by allowing consumers to use a barcode stored on their phone to gain admission to event.

**Green Phone (APAC)** - An S60 application that maximizes the battery life of a mobile phone through improved regulation of backlight, WLAN, Bluetooth and charger power consumption.
TigerMap (China) - An eco-friendly city guide application that makes choosing public transportation easier. The app combines up-to-the-minute mass transit information with recommendations of the best restaurants, entertainment, hotels and shopping in more than 150 cities throughout China.

8.3 Motorola
Motorola has some initiatives, although it is not set in program form. Product wise, Motorola’s eco approach takes ground in the 2009 announcement of a series of handsets made partly from recycled water bottles. The first handset to come out of this initiative was the W233 ([www.motorola.com](http://www.motorola.com)). As a complement, Motorola also made a partnership with Carbonfund.org, announcing the unit as the world’s first carbon free handheld device (Ibid.).
Motorola has however been encouraging recycling and refurbishment strongly. As part of this program, anyone can download a prepaid label from their website to send old products for recycling. New products were also shipped with this postal label.
The recycling initiative is also a part of their program called racetorecycle.com. This program encourages schools, companies and individuals to recycle old phones, where a part of the revenue of this initiative is returned to the schools. It should be mentioned that this is not limited to only Motorola phones, but is open for all brands.

8.4 Samsung
Samsung announced the creation of their Blue Earth mobile in 2009. This eco-friendly mobile phone can be charged through solar panels that are placed on the back of the phone. Together with this, the Korean manufacturer also announced an application called, Eco Walk, which is a software pedometer that graphically shows how many trees one saves by walking instead of using the car.

Apart from these initiatives, Samsung also presented their environmental program called, Green Management, under the corporate section of their website. The GreenManagement program includes 5 different areas: Greening of Workplaces, Greening of Communities, Greening of Management, Greening of Products and Greening of Processes. However, the website included very little information on what these different sections and
engagements actually mean. Instead, it showed organizational charts without any further information.

8.5 LG
This electronics giant has created quite an ambitious green engagement, covering many aspects and angles of their sustainability pages. They have chosen to link to this approach on the very first page of the global site on lg.com. The site covers vision and mission statements, organizational structure, and – under the Environmental Section – divided their eco-engagements into the following categories:

8.5.1 Environmental Vision
This part describes LG’s vision to develop eco-friendly products to help create a cleaner and safer world. It also talks about the impact of their eco-friendly production as part of their response to environmental issues.

8.5.2 CO2 & Energy
This section informs about efforts of reducing greenhouse gases emitted from LG’s production facilities. It also explains the company's ongoing inventory process to reduce emissions from its products by continually monitoring statistics and planning to eliminate waste by increasing energy-efficiency and using new technology that are designed to work with renewable energy.

8.5.3 Green Products
This section talks about the eco-design of LG products, which refers to the activity of reducing the environmental impact during the course of the development, production, and circulation of a product. It also gives some examples of green phones, where also green software application is mentioned. A solar panel accessory is also mentioned here.

8.5.4 Supply Chain Environmental Management
As a part of the overall initiative, the Green Program was created to ensure that its partner companies also comply with national and international regulations. Meaning that LG, as well as its supply chains, must not use any hazardous substances to minimize environmental impact.
8.5.5 Take-back & Recycling
LG Electronics has established several basic take-back facilities, allowing consumers to return end-of-life products.

8.5.6 Management of Hazardous Substances
LG Electronics has implemented a program to manage hazardous substances in both the products as well as during their production.

8.5.7 Other
Apart from these initiatives LG has also created an Eco-label of its own in order to help consumers identify which of LG’s products are green. An eco-declaration for all products is also available in the sustainability pages.

Furthermore, LG has Sustainability Programs which they have chosen to package and present under Corporate Social Responsibility.

9 Web Analysis
The following analyses were derived from the web investigations presented under the Empirical Study. The web analysis will be presented in sections and according to brands, followed by a comparative and overall analysis that covers all websites and green initiatives.

9.1 Sony Ericsson
Sony Ericsson provided a large range of green initiatives on their website, which were communicated using different approaches depending on the target audience. It is however not clear how these fit together, as they all vary very much in both look and feel. All the information also lack a clear starting point. The sustainability pages link to other pages, but the content is for a very specific audience and is clearly not directed to end consumers. The sustainability pages are also only linked from on the global page and not linked to specific country pages. It is therefore available only in English and not in any other local languages. Detailed product information is however located on sonyericsson.com and is presented with the rest of Sony Ericsson’s products information. Meaning that, as a visitor, you are once more directed to a new webpage. The blog initiative can be said to be poor as the number of posts are very limited and the pages are
not updated very frequently. There is also no moderation or responses to questions and comments posted by visitors there. The connection and interlinking to GreenHeart, sustainability and recycle pages are also very hard to grasp as no clear logic seems to be stated.

9.2 Nokia
It is clear that Nokia has launched a well-structured engagement in the we: approach. The program has been fitted to include a full range of activities that could be said to fit within green marketing. Going from the production into the whole life cycle, they also managed to combine it with information about green lifestyle ending in recycling. It has a clear and central place on their website, located under “Corporate Responsibility” in the “About Nokia” section. It should however be noticed that general information or links to these initiatives cannot be found on any other parts on the website, e.g. on the product pages or support pages.

Nokia has also managed to have partnerships with very large global organizations, which gives a positive notion and strong credibility to their activities.

The Green Explorer page must be considered quite unique due to the vast range of partners associated with it. It also works with positive attitudes. Working with tips and tricks and focusing on the good side of traveling, instead of stating where not to travel and other “don’ts”.

The creative strategy used in marketing N79 is also quite nifty, and shows how a product can shift into being green simply by means of clever advertisement.

On the down side, it should be mentioned that the we: program is only mentioned in the special section of Nokia.com and not elsewhere in the structure of the site. In the support section or in the product information, there is no information regarding we: nor any other eco-thinking.
The section “Eco/being green” in the Calling All Inventors competition shows that there is a broad commitment to the cause, and at the same time engages other people to join in the cause in a positive way.

All these signify that there are true intentions behind the green activities at Nokia.

9.3 Samsung

The Samsung initiative of solar panels in mobile phones is still up for debate. Many articles have been discussing whether solar panels on gadgets do have positive environmental impacts. Lowtechmagazine.com for example ran an article suggesting that “on gadgets like laptops or mobile phones, solar energy becomes a plainly bad idea.”, continuing saying:

If we take a life expectancy of 3 years (already quite optimistic for most gadgets) and a solar insolation of 900 kWh/m² (quite optimistic too, since these things are not lying on a roof), the result is 1,038 gram CO₂ per kWh in the worst-case scenario (high-efficient mono-crystalline cells produced in the US). That means that it is better for the environment to power a gadget with electricity generated by coal, rather than by a solar panel.

These arguments were furthermore supported by Pontus at Sony Ericsson’s Corporate Sustainability Office. Pontus suggested that it is probably a good product for developing countries where electricity could be difficult to find rather than suggesting that it is an environmentally friendly hand-set.

Regarding Samsung Mobile’s GreenManagment initiative, the author finds that it lacks too much information to have any actual opinion on what it consists of. It should however be mentioned that Samsung has packaged Greening of Communities together with Corporate Social Responsibility. This suggests that they do see the environment not as a separate entity, but rather as a part of their whole liability towards the community.
9.4 Motorola
As for Motorola’s green engagement, it has introduced some green products in the market that focused on the life cycle of the handsets.

Its cooperation with a reliable and trustworthy brand – in its effort to sell products that are carbon-free – is however a one timer in the sense that neither does it make a continuous effort to change the lifestyle of the consumers nor does it have any environmental benefits that grow over time.

In order to cover up a broader area of the green perception, one can see that their recycle program comes to balance this out. The recycle program does not only encourages common people to recycle and refurbish their Motorola products in order to decrease the negative environmental impact of mobile phones, but it serves as an opportunity to change people’s lifestyles and become more aware of the benefits of recycling in general. Also, the program has been set-up to ensure that revenues from the green engagement is returned to schools, which relevantly inter-connects green programs with corporate social responsibility programs. It should be seen as an effort to establish Motorola as an organization that has true intentions and moral responsibility towards society.

However, Motorola lacks easy-to-find links and information on most parts of the site. This suggests that the initiatives are mainly for visitors on their website who actively seek these information.

9.5 LG
LG has made quite an ambitious program that covers many aspects of a green approach. These aspects are clearly linked from their global site’s loading page. However, LG’s green section is only limited to the global site and no information are available on the country pages. There is also no substantial information that explains what the self-assessment Eco-label actually means nor were there any sustainability reports that show any figures that visitors can take part of. It should also be mentioned that they have some information regarding green engagement in communities and their Environmental
10 Comparative Web Analysis
Looking into a snapshot of some of the largest mobile manufacturers’ green engagement and how they have chosen to present information in their web channels does not give a complete insight in what their strategies and thoughts are. However, it can however give some indications and also some valuable information on how it is experienced from a consumer perspective, although the visiting consumer in this case is the author.

From this perspective it is however fair to say that all the major mobile manufactures have made efforts to cope with the demand of green phones in the market. However, looking on how they were presented, it is also clear that it is not a major focus for any of them. Information on these initiatives are located on the global/corporate website and never on the local pages, which makes it difficult to find if one does not make an effort to seek the information. It is almost that it is something that the marketeers has to do rather than want to do – preaching for the believers who seek out the information. LG deviates slightly from this by neither having a link from the main page, but there is however neither links nor information from their local pages either.

One could consider green as a feature comparable to other features that are typically being marketed on the websites, such as touch screen or GPS. But from the marketers perspective, it just can not been seen as being an important message. This therefore suggests that the green initiatives being communicated by the manufacturers are something that have not really caught the consumer’s attention as being very relevant in comparison to other selling points.

After analyzing each of the five handsets manufacturers’ websites and their green engagements, the initiatives have been summed up into 9 different categories. These are:

- **Recycle** – the possible to recycle to products
- **Hazardous Substances** – the limitation of dangerous substances in the product as well as during the production.
- **Product** – some sort of green product
Brand – explicitly having a brand that represents a green engagement

Cooperation – any sort of cooperation with an environmental organization, which allows the usage of the organization logo

CSR – having green initiatives as a part of the Corporate Social Responsibility

Developer Engagement – any initiative to work with the developer communities that surrounds the manufactures

Campaign website – a dedicated website that focuses on a bringing out a special product or message

Web 2.0 – any initiative using web 2.0 technologies with two-way communication between firms and consumers; possibility to viral spread a message by letting visitors share and link them to other portals, such as Facebook

Green Program – A way of presenting all of the initiatives above in a consistent way, and linking them together in an understandable way which is easy to grasp for the consumers

In the table below, one can see a brief overview of the extent of eco-friendly initiatives among the manufacturers

10.1 Table 1: Green Initiatives from Mobile Manufacturers – Overview
Source: Own Construction

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<td>Green Program</td>
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From this perspective, it is clear that the green approach among these manufacturers is quite homogenous. Therefore, the practical question from Sony Ericsson’s standpoint would be how to make a market activity that would stand out from the competitors.

The aim of leveraging on brand equity is however common for all the manufacturers. Nokia, Motorola and Samsung have done this by brand associations with various green organizations. This is probably a good initiative as brand association is one of the strongest brand equity drivers (Kotler and Keller 2005). In the cases of LG and Sony Ericsson, they are instead trying to establish a specific green brand of their own. The challenges are slightly different as the association is not between the green brand and the product itself, but rather combining green brand with a mobile brand and then adding this onto the product. The latter can probably be said to be more difficult, but in the case of success, the long-tail could make up for it as the new green brand is sufficient to create the effect of brand association by simply placing their “green logo” on the product after creating consumer awareness about the green brand. This is also the main question for this investigation – as how the consumers should start to associate true green values with the GreenHeart™ brand.

If one would try to view this decision-making pattern in terms of the earlier mentioned Brandz model, what can we then learn about brand in association with green organization using the point of view from the typical consumer in the ClearWorks study?

**Presence:** Do I know about it?
Yes, it is relevant as it is well/know brands such as World Wildlife Foundation (WWF)

**Relevance:** Does it offer me anything?
It is an environmentally friendly phone

**Performance:** Can it deliver?,
It is environmentally friendly, but maybe not so high tech or high quality.

**Advantage:** Does it offer something better then others?
The green part is good, but from a mobile perspective it is not as good.

**Bonding:** Nothing else beats it?
A non-eco friendly phone would probably be better.
In this perspective, market phones sold primarily for its green features would not be such a good idea as the basis for decision-making would be leaning in favor of non-green products. This might serve as a basis for the manufacturers not to integrate these two things in the general product portfolio. One thing all manufacturers had in common was that all the green initiatives were separated from the rest of the website. None of the product pages had integrated green awareness with their product presentation, unless it was a specifically green product. For example, Sony Ericsson who, according to Pontus have met all outside environmental requirements, don’t mention this on the product pages either. If green was a strong selling point, it is probable that the marketers from the various companies would have highlighted this. Instead it is likely that they also have consumer insight, similar to the article in Wall Street Journal( 2007), which suggested that consumers tend to assume that green products are not as good as green ones.

Based on the marketing approach done by ClearWorks, this dilemma may be resolved by suggesting a three-tier communication approach where the most it was equally important to communicate green products in the light of being better the non-green products as well as it’s environmental benefits, none of the manufacturers does this approach. Instead whenever the product is being messaged, all manufactures neglected talking about the product benefits and instead demonstrating benefits of the collective good. According to ClearWorks this should be the secondary message in the communication in order to succeed. This means that the products and the green approaches should highlight what the benefits are in comparison to non-green initiatives. For example, the usage of water borne paint should preferably be messaged 1st as having vibrant color schemes and 2ndly being environmental friendly. In the end, and in line with the concept of marketing mytopia (Levit 1960), consumers are not likely to purchase a product like GreenHeart™ because they want to buy something green, but rather because they want a mobile phone. Therefore the consumer need of a phone should be the first thing that is addressed, whilst green is one of the features of the phone.
11 Conclusion & Recommendations

In order to give correct conclusion and recommendations, the initial questions that were defined in the statement of the problem of this study will be used as base.

Q1: How should Sony Ericsson use GreenHeart™ in relation to the other Sub-brands within their current portfolio?

Nokia, the giant among the mobile phone manufacturers, also stands out in their green engagement and their efforts have resulted in a complete program. It has a coherent starting point from which one can easily navigate to seek information, and it clearly shows how all the different aspects of the green program interlinks and fits together. All in all, it has resulted in a both user-friendly and consistent set-up. However, there is still a big differentiation on how Nokia markets its standard (non-green) products in comparison to its green products. One can only guess that there is a special and separate team working with these issues apart from Nokia’s marketing and communications team. As discussed in the analysis, this is also the case for the other manufacturers.

Sony Ericsson, having Innovation as one of their core values, could therefore stand out from the crowd in bringing their message to the consumers by communicating green information alongside other product information. This also suggests that it is recommendable not to “preach for the believers”. In that sense, they should have the environmental information not only linked from the corporate page, but instead approach the issue as something that they actually find important enough to communicate on their local pages as well, and bringing Green into their website and product catalogue.

Following back on the theoretical studies, one must draw the conclusion that it is not recommended to market GreenHeart™ as another sub-brand in line with Cyber-shot™, Walkman™ and Xperia. Instead it should reflect a value that supports the larger brands. This means that instead of promoting special GreenHeart™ phones, which consumers might respond negatively to, the marketing message should be that Sony Ericsson has a
high-quality Imaging phone, which also is environmentally friendly. Keeping GreenHeart™ as a value and secondary message and having “Green” as a unique selling point, such as “12Mpixel camera” lets the user itself choose how much value they should put in to it. It also means that GreenHeart™ could become a seal of engineering excellence, converting the value subliminally into the consumer. Sony Ericsson should do this by not marketing GreenHeart™ phones separately from their other phones, but rather add a “GreenHeart™” label to their product finder on their website to let users see which phones are first “Cyber-shot™”, “Walkman™” or “Xperia” and then “GreenHeart”, thus making “green” an integrated part of Sony Ericsson and not a separate entity.

Q2: How should Sony Ericsson make GreenHeart™ a credible environmental brand?

All other manufacturers in review, except Sony Ericsson, leverage on their association with well-known global green brands in order to build credibility. Sony Ericsson has not done that so far, but it could be an idea to set GreenHeart™ in association with some organization.

Utilizing existing digital channels to execute a consistent green message also shows that a company regards green issues seriously and that they take it as an important task, thus adding credibility to the initiative. Nokia, showing good relationship with their development community, had eco applications as one of their development/programming competition categories. Sony Ericsson, having a large development community as well as competitions, should of course use GreenHeart as a category to compete in. Not only to create awareness about their brand and encourage consumer engagement, but also to eventually get new green applications into their venue and also interact with the developer community in this important domain.

Showing true concern for this matter can also add to credibility. A strong integrated communication strategy that is dispersed through multiple and engaging online platforms is one way of doing this. Sony Ericsson has many unutilized channels that could be used for this purpose. For example they have well developed content market place for mobile phones in their online stores, Fun&Downloads and PlayNow Arena, as well as newsletters. Furthermore they also have their Facebook community and Sony Ericsson
World. Other creative ways of doing this is by using the current blog. As part of a differentiation method for both reaching out as well as building credibility, is of course engaging in the debate in both green blogs and online newspapers with articles showing special interest in the environment. Activities of this sort can also not be found being done by any of Sony Ericsson’s competitors at the time of the study. As a part of such an initiative, showing on-line presence in these areas and showing commitment to an issue simply by showing interest could be enough. As example, Sony Ericsson could show commitment by posting comments on popular green blogs such as, ”I’d like to thank everybody who has been discussing this important issue. It has given me some valuable inputs that I will bring back to my company.”

12 Critical Reflection
The most profound finding of this study is that even though there are clear Green initiatives from all the manufacturers, they are communicated separately from all other initiatives. They do not share the same marketing strategy as other features, but are treated differently and set aside so that consumers need to search for them as the messages are not delivered seamlessly. This makes it appear that Green initiatives are being regarded as something obligatory rather than something that has true business value.

As it is not thought that mobile hand-set manufacturers have different marketing approaches from other consumer electronics producers, it can be concluded that this finding can be valuable for any firm planning to engage in green marketing with a plan to differentiate themselves, stand out and to build credibility.

This study was however only focused on digital initiatives and did not take account for any off-line activities, which the mobile manufacturers might have been engaged in. As a comparison, the online market spending in UK 2008 – 1 year before this investigation was conducted – shows 18.7% of the total marketing spending (Internet Advertising Bureau, 2008). This indicates that there might have been offline activities that could show other engagements where Green was communicated in a more prominent and
integrated fashion. Although one can assume that the digital is somewhat a reflection of the whole marketing engagement, this has not been verified.

For future studies it should also be interesting to compare the specific findings above with other industries other than consumer electronics – industries such as Fast Moving Consumer Goods where Green and Organic branding at a glance seem to have been developed strongly. This would be interesting not only from the perspective to see similarities and differences, but to gain knowledge and inspiration on how green consumer electronics could be marketed in a more effective and integrated fashion. Also, it would be good to counter analyze the psychological mechanisms why, for certain industries such as food, green products are regarded as high quality whilst in another industry like electronics, green products are regarded as having poorer quality and less business value.
13 References


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13.1 Internet


