



Sweet on Sustainability

Promoting Sustainable Consumption in the
Chocolate Confectionery Industry

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Topics in Consumer Psychology

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Company Profile

Cadbury and Mondelēz International

Established in 1824, Cadbury has grown to be one of the largest and most popular chocolate confectionery manufacturers in the world. Founded by John Cadbury upon Quaker principles, Cadbury has a long legacy of social entrepreneurship and is most noted for its founding of Bourneville, a village built around the Cadbury factory which was founded to offer workers good housing conditions and recreational facilities. In 1969, Cadbury merged with Schweppes which restructured its business culture away from



Ghanaian chief shows off his cocoa beans. [Credit: The Cadbury Cocoa Partnership]

its founding Quaker principles towards a more capitalistic management philosophy. Cadbury is well-positioned within the mainstream mass-market chocolate segment with a highly differentiated product line. In 2009, Cadbury was formally acquired by Kraft Foods which then rebranded into Mondelēz International in 2010. At present, Cadbury is a subsidiary brand of Mondelēz International and remains the top chocolate confectionery marketer within the United Kingdom.

At least with respect to its UK operations, most of Cadbury's cocoa is supplied primarily by Ghanaian small-scale farmers through COCOBOD. An in-depth study on the sustainability of Ghanaian cocoa commissioned by Cadbury in 2008 revealed that annual declines in annual cocoa production, coupled with lowered levels of overall bean quality and an ageing farmer population threatened the supply levels of cocoa. This motivated Cadbury (then Cadbury Schweppes) to commit to a CSR initiative focused on enriching Ghanaian agricultural communities, promoting best practice exchange among farmers and educating communities in regions the business was engaged in cocoa trade with. The initiative was called Cadbury Cocoa Partnership, an effort which has been continued after the acquisition of Cadbury by Mondelēz and renamed as the Cocoa Life programme. Despite Mondelēz's generous financial commitment to macro-level efforts towards sustainability, there is however a gap in the representation of its sustainability agenda at the consumer level. Mondelēz must recognise that its long-term goals can only be fully realised through a thoughtful integration of its macro-level sustainability agenda with micro-level initiatives at the consumer level.

Memorandum

Sample Cargill – Mondēlez Memorandum

TO: Hubert Weber, Executive Vice President and President, Mondelēz Europe
FROM: Taco Terheijden, Director of Sustainable Cocoa, Cargill Cocoa & Chocolate
DATE: 20 March 2015
SUBJECT: Promoting the Mondelēz-Cargill Sustainability Agenda at the Micro-Level

Dear Mr. Weber,

Our sustainability team at Cargill Cocoa & Chocolate wish to commend you on your recent achievement of BITC's coveted 'Big Tick' Responsible Business Award; Mondelēz's recognition as a 'Big Tick' company truly affirms the organisation's profound commitment to social and environmental responsibility. We at Cargill are extremely proud to become your most recent partners in cocoa sustainability, a priority that both our organisations remain passionate about achieving.

The compatibility of Cargill's Cocoa Promise initiative with Mondēlez's Cocoa Life programme in terms of vision, values and goals rooted in ethical trading, sustainable supply-chains and agricultural community empowerment inspires great confidence in the potential of our joint effort to shift the industry towards sustainability. It is apparent, however, that our long-term sustainable goals can only be fulfilled through a thoughtful integration of our sustainability agenda with micro-level initiatives at the consumer level. A holistic approach towards sustainability must engage *both* the supply and demand parts

of the chain. At the moment, there appears to be little to no engagement between Mondelez's sustainability agenda, its products and its consumers. Market reports show promising trends in the chocolate confectionery industry which we can leverage to encourage sustainable consumption practices consistent with our macro-level efforts.¹

To demonstrate our commitment to our partnership and long-term sustainability goals, our team at Cargill would like to present you with some recommendations for incorporating the Mondelez-Cargill sustainability agenda at the consumer level. Based on market trends and social science research, we have developed various strategies to exploit market opportunities in order to promote sustainable consumption. The recommendations are targeted to the Cadbury and Green & Black's (G&B) brands which represent the company's leading billion-dollar brand and its most prominent Fairtrade line, respectively. Additionally, these recommendations have been designed to be piloted in the UK where both brands feature more prominently and where Cadbury operations lean heavily on Ghanaian supply, a region of immediate concern to both our sustainability programmes. If pursued, our recommendations can lead to considerable progress in sustainability practices and/or engagement with consumers, as well as an advantageous growth in brand equity and market share for both Cadbury and G&B brands.

Our three recommendations are guided by the multi-layer framework proposed under *installation theory* which posits human behaviour as influenced by and structured around *physical* (material realities), *psychological* (mental representations/motives), and *social* (institutions/conventions) dimensions.² The salience of each layer varies across all three proposals which are further elaborated in the following section.

¹ See: Euromonitor International (2009) "Cadbury Plc in Packaged Food"; Euromonitor International (2010) "Ethical Packaged Food: Does It Really Have A Future?"; KPMG (2014) "A Taste of the Future"; Hosafci (2014) "Single Origin Chocolate: The Future of Premium Chocolate Confectionery Foretold"

² From Lahlou's (2011) "Socio-Cognitive Issues in Human-Centred Design for the Real World"

Sustainability Initiatives: Proposals

Biodegradable Packaging & Social Campaign

Physical: Involves the use of NatureFlex biodegradable packaging (as done by Cadbury Australasia³) in all mainstream and Fairtrade Cadbury chocolate lines especially in the categories which represent the industry's top sellers (Table 1). Each biodegradable package will have an external "Get Your Sweet On!" label directing the consumer to a simple infographic on proper disposal methods for the wrapper as well as a QR code printed on the inside packaging.

'000 tonnes	2009	2010	2011	2012	2013	2014
Bagged Selflines/ Softlines	53.8	58.4	63.2	70.6	72.0	73.2
Boxed Assortments	67.7	67.7	68.3	67.4	67.3	67.4
- Standard Boxed Assortments	49.3	49.5	50.0	49.7	49.9	50.1
- Twist Wrapped Miniatures	18.3	18.2	18.3	17.7	17.4	17.3
Chocolate with Toys	0.7	0.7	0.7	0.7	0.7	0.7
Countlines	119.7	117.6	115.6	116.8	118.1	119.3
Seasonal Chocolate	65.7	65.3	65.1	65.3	65.5	65.5
Tablets	134.0	145.1	148.7	150.2	151.4	153.2
Other Chocolate Confectionery	0.7	0.8	0.8	0.8	0.8	0.8
Chocolate Confectionery	442.3	455.6	462.4	471.7	475.7	480.0

Table 1. Volume Sales of Chocolate Confectionery By Category 2009-2014

Source: Euromonitor International (2014) "Chocolate Confectionery in the United Kingdom"

Psychological: When scanned, the QR code redirects the consumer to a webpage (Figure 1) with a positive message and information on users' contributions to carbon footprint reduction, Ghana's Kuapa Kokoo cooperative and/or an option for the user to indicate which cause she would prefer a percentage of the product's profits to go to. Consumers will have the option to create an online profile and link it to various social media accounts to track and publish their progress/contributions online.

³ Refer to "Cadbury choose NatureFlex NM film from Innovia Films" (2010). Available at: <http://www.ferret.com.au/c/innovia-films/cadbury-choose-natureflex-nm-film-from-innovia-films-n889750>



Figure 1. Cadbury "Get Your Sweet On!" Campaign Recommendation

The shift to biodegradable packaging of top-selling categories sets sustainable consumption as a form of default and grants consumers a basic infrastructure to afford sustainable practices. In addition, the infographics and "Get Your Sweet On!" campaign facilitates the formation of mental representations of sustainability for the consumer by allowing her to engage with her contributions online.

G&B Brand Development

Physical: Involves tapping into the potential of the growing niche and premium markets by developing and premiumising the G&B brand through marketing initiatives like "Sweet Thank-You Notes", involving the placement of cards with short recipes from various high-

status chefs inside the Maya Gold (single-origin *and* Fairtrade) line (Figure 2). The recipes are designed to make use of only sustainably-sourced/ethically-traded ingredients, further encouraging the consumer towards sustainable purchase decisions.

Psychological: The card's aesthetic is designed to activate high-status symbolic and altruistic associations to facilitate the process of positive social identification. Its gratitude-based content serves as positive reinforcement for consumers and is constructed to elicit positive associations with the act of purchasing the premium Maya Gold line. Additionally, the card encourages the reader to 'tweet' or 'instagram' using a trackable hashtag which allows consumers an opportunity for social signaling.

The campaign's aesthetic design is directed to capture those willing to pay a premium for sustainably-/ethically-sourced products – an expanding market segment according to KPMG's and Mintel's most recent trend reports. Both the content of the card and the engagement it attempts to stimulate among consumers in both the physical and virtual realms act to facilitate social signaling and promote sustainable consumption among consumers while increasing G&B's brand equity.



Figure 2. G&B's "Sweet Thank-You Notes" Marketing Campaign Recommendation

Health for Life 2.0

Physical, Psychological & Social: Redesign Mondelēz's current Health for Life primary school partnership with South Birmingham to incorporate sustainable Cadbury and/or G&B products (such as Cadbury Dairy Milk Fairtrade) particularly in the school's cooking and baking activities. It creates communities localised around sustainable lifestyles and provides an opportunity — at the physical, psychological and social layers — to lower perceived barriers to adopting sustainability. As part of the programme redesign, students and teachers can hold end-of-term bake sales centred around organic and ethically-sourced ingredients and participate in local farmers' markets around the area (i.e. Stirchley Community Market, New Street Fine and Local Food Event, etc.) to

encourage further exposure to the wider sustainability community.

This initiative works to promote not only sustainable living but to also enhance Cadbury's brand equity and reputation within local communities by emphasising healthier alternatives within the product line (i.e. dark chocolate, smaller portions, etc.) and Cadbury's commitment to better and more responsible living. Moreover, enhancing Cadbury's visibility in communities in Birmingham can be interpreted as Cadbury's 'return-to-form', allowing the brand to re-capitalise on its legacy of social entrepreneurship in Bourneville.

The three proposed initiatives attempt to extend Cargill-Mondelēz's joint commitment to sustainable living and sourcing to the consumer level by promoting sustainable practices and fostering engagement with macro-level issues through multi-platform and community-based approaches. As you may observe, most of the proposed initiatives are based on enhancing already-existing structures, a deliberate design strategy on our part to guarantee the feasibility of our recommendations. We are big believers in Mondelēz's existing capabilities and commitment to sustainable communities, and because of this we are confident that the adoption of these proposed upgrades can only work to enhance our joint approach into a more meaningful and integrated endeavour.

Again, we are delighted to be in a partnership with you to inspire sustainable practices and lifestyles worldwide. We look forward to hearing from you.

Best Regards,

Taco Terheijden
Director of Sustainable Cocoa
Cargill Cocoa & Chocolate

Discussion

Theoretical Underpinnings of Recommendations

The given set of programme recommendations for Mondelēz primarily employed Lahlou's tri-level installation model as its guiding framework. This theoretical model views the World as an installation comprised of three layers which interface each other in different ways: (1) the physical layer which encompasses the realm of material activity, reality and artefacts; (2) the psychological layer which subsumes the mental phenomena of representations, intentions and practice; and finally (3) the social layer which refers to the wider sphere of institutions, conventions and norms (Lahlou, 2011). According to installation theory, human behaviour or 'activity tracks' are guided by the World's installation at these three levels, opening up the possibility of framing installations in ways that can design or induce desired behaviour (Lahlou, 2011). As such, content of the proposed recommendations were designed in a way which analysed the existing behaviours of the target demographic then, drawing from theories and empirical studies in social psychology and consumer research, assessed and addressed the layers most relevant for facilitating the goal of sustainable consumption for that particular group (Table 2). The following sub-sections will outline the relevant theoretical and empirical literature underpinning the design of each project-based recommendation.

PROJECT	DEMOGRAPHIC	CHARACTERISTICS	LAYERS
Sustainable Packaging & "Get Your Sweet On"	Mainstream Market: Under 35s; younger cohorts most frequent chocolate eaters; urbanites (Mintel 2014)	Consumes readily available lines in the market; possibly low-involvement; neutral about sustainable options (Buenstorf and Cordes 2008; Euromonitor 2010); will prefer defaults (Thaler and Sunstein 2008)	Physical Psychological
"Sweet Thank-You Notes"	Niche/Premium (AB) Consumers	Willing to pay a premium for ethical/sustainable option (Tanner and Kast 2003; Griskevicius et al. 2010); possibly high-involvement	Physical Psychological
Health For Life 2.0	Mixed: primary school-children + parents, teachers	Under-10 children households highly likely to consume more chocolate (Mintel 2014); children neutral about sustainability; parents may be constrained by budgets and may not consider sustainability as a priority when cheaper alternatives are available (cf Buenstorf & Cordes 2008); teachers may reflect mainstream characteristics	Physical Psychological Social

Table 2. Project-Based Recommendation Design

Sustainable Packaging

As illustrated in Table 2, the target demographic for the first recommendation comprises of the broad group of consumers aged 35 and under who are anticipated to be relatively neutral with respect to sustainable consumption but susceptible to defaults and/or switching to more attractive hedonistic alternatives. Buenstorf and Cordes's model of evolving consumer behaviour demonstrated the "non-lock-in" property of cultural learning which characterised consumers as capable of adopting consumption patterns through social learning but generally susceptible to unsustainable alternatives when those options are more hedonistically attractive (Buenstorf and Cordes 2008). Similarly, in the literature of choice architecture, Thaler and Sunstein point out the power of the status quo bias and the "yeah, whatever" heuristic which render individuals susceptible to choosing options which require the least cognitive effort (Thaler and Sunstein 2008). This rather passive and neutral characteristic of the mass-market segment in relation to sustainable options is echoed in Euromonitor's report on ethical, packaged food which showed that affordable pricing and convenience remain the more crucial factors influencing the mass-market segment's consumption patterns over sustainability, and that ethical concerns were not considered a main priority (Euromonitor 2010). Analysis of these demographic characteristics highlights two key contextual barriers for the adoption of sustainable practices: availability of more attractive hedonistic alternatives and the power of defaults. Both these issues are addressed in repackaging the mainstream products using compostable material which sets the sustainable option as the default while remaining within the same price and availability category as non-sustainable equivalents.

Additionally, as Vermeir and Verbeke point out, consumers who are generally less involved or neutral on the matter of sustainable consumption can be encouraged through strategies that increase availability, personal consumer effectiveness (PCE) and certainty (Vermeir and Verbeke 2005). Empirical findings also show that consumers who believe they can make a difference in their purchase decisions have generally higher positive associations and purchase intentions towards sustainable products (Vermeir and Verbeke 2005). Conversely, consumers who feel apathetic or unconvinced that their behaviour or purchase decision can make a difference are less likely to demonstrate and participate in pro-environmental behaviours (Jackson 2005; Haq et al. 2008). As such, these issues are addressed by the "Get Your Sweet On" campaign which encourages higher PCE through

positively-framed reinforcements such as information about carbon footprint reduction and Fairtrade contributions. Furthermore, the campaign stimulates participatory problem solving through the “Who are you sweet on today?” option which enables consumers to become involved in longer term sustainability goals by deciding for themselves which cause to allocate a portion of their purchase to. This fulfils in part Kaplan’s (2000) proposal to solving the apathy problem in the environmentalism endeavour which involves guiding and helping consumers to understand the key issues and inviting them to participate in the solution (Jackson, 2005).

Stern’s Attitude-Behaviour-Context (ABC) theory modelled environmentally significant behaviour as a product of contextual and attitudinal factors. Overall, the above description of the recommendation illustrates how its design has been structured to address key issues in the physical (contextual) and psychological layers and promote positive attitudinal variables and contextual factors to encourage sustainable behaviour. Moreover, our recommendation represents a targeted downstream approach to intervention design (Verplanken and Wood 2006) which is aimed at educating (mostly) older consumers to the immediate impact of their actions to break unsustainable habits, with a possibility of transitioning into a longer-term upstream strategy by raising awareness of macro-level sustainability issues through the web platform where consumers can familiarise themselves and increase their involvement with the organisation’s other CSR initiatives.

G&B Brand Development

This particular recommendation operates within the assumption that the target consumer demographic consisted primarily of Niche-Premium consumers characterised by high-involvement and willingness to pay at a premium. These assumptions were based on by empirical studies conducted by Vermeir and Verbeke (2006), Griskevicius et al. (2010) and Tanner and Kast (2010). The symbolic-interactionist school of thought purports that people are constantly engaged in a symbiotic relationship of meaning-making with the objects (artefacts, social groups, institutions) surrounding them (Mead 1934; Blumer 1969). Spawning from this view is the theory of symbolic self-completion which suggests that the human project of self-completion is accomplished by means of identity-construction achieved through appropriating various symbolic resources to make and un-make individuals’ self-image (Wiklund and Gollwitzer 1982). This is elaborated upon by

Belk who suggests that the project of the self is in part achieved through the consumption of material goods which represent the 'extended self' (1997). The recognition of material artefacts as part of the 'extended self' is central in the G&B premiumisation recommendation as it centres around the provision of a symbolic object (i.e. 'premium', 'ethical' chocolate) which facilitates a particular identification and imbues the possessor with an identity (i.e. 'self-sacrificing', 'environmentally-aware', 'tasteful') that can be socially validated (i.e. through tweeting/instagramming 'thank-you note' recipe attempts encouraged by the design).

Enhancing the brand value of G&B amongst niche, premium and already-sustainable market segments is a strategy guided heavily by social identity theory which suggests a human predilection towards positive social identity (Tajfel and Turner 1979). It takes advantage of this human tendency partly through the strategy of thank-you notes: the note functions both as an invitation as well as a form of validation of the consumers' membership to a particular 'in-group' (Ellemers et al. 1999), a group which is identified by sustainable and ethical concerns as well as its ability to consume products priced at a premium to ensure these values. Both the luxurious aesthetic of the thank-you note as well as the G&B line takes these identifiers into account. Furthermore, additional investment and development of the G&B line to target the growing market segment for niche and AB-type consumers and strategically associating the brand with prestigious, sustainability-associated chefs increases the brand value of G&B and enables it to take advantage of 'costly signallers' — altruistic consumers who perform sustainable consumption to communicate willingness and ability to incur costs. Encouragement of consumers to 'tweet' or 'instagram' further enables costly-signalling behaviour by giving consumers an additional platform (aside from the physical realm) to signal their consumption practice(s). Empirical study by Griskevicius et al. demonstrated that status motives led consumers to especially favour 'green' products over non-green substitutes when the former cost more and when consumption of such goods is accomplished in a public domain (Griskevicius et al. 2010). Social learning theory is another basis for the strategic association of prestigious celebrity chefs (ex. the sample model in Fig. 2 is Angela Hartnett, executive chef and proprietor of Murano Mayfair) to the G&B brand. Social learning theory suggests that learning is derived from both direct and vicarious experiences and a human tendency to imitate behaviours and mimic those most influential to us such as immediate relatives, celebrities and generally individuals we

personally hold to a high standard (Bandura 1977). As such, association of sustainable, successful and high-status celebrity chefs to the G&B brand can encourage sustainable behaviour and consumption through this social learning effect.

Health for Life 2.0

Theories of the social-symbolic self hold that the self arises from various social and symbolic processes within which it is constantly embedded (Mead 1934; Blumer 1969). It is created, negotiated and renegotiated through constant social interactions (Stringer 1982). The Health for Life strategy recognises this malleable self and, taking into account the socially-negotiated nature of consumer behaviour, provides a space for consumers (parents, teachers, children) to renegotiate their self-concepts and shift their behaviours in favour of sustainability. Furthermore, Health for Life 2.0 is designed to stimulate spillover effects from the educational sphere (primary schools) to the domestic sphere (households). Cognitive dissonance theory proposes that humans are inclined to reduce discrepancies in their internal attitudes, belief and value systems (Festinger 1957). Higgins' self-discrepancy theory builds upon cognitive dissonance by asserting that individuals' emotional response to a perceived incongruence between their actual and ideal self-concepts motivates *action* to resolve this (Higgins 1987). This search for incongruence resolution explains the potential knock-on effects of sustainable behaviour (Thøgersen 1999) in the primary school context to the domestic sphere. The Health for Life 2.0 strategy forges a community space for parents, children and other participants to engage in various activities where sustainable practices are the 'norm'. The programme establishes sustainable values as either 'ideal' or 'ought' which may or may not cause discrepancies with participants' self-concepts. In the event where a discrepancy exists, the participant would be compelled to reduce this dissonance by making adjustments to the particular self-concept type relevant to the situation (actual-own, actual-other, ideal-own, ideal-other and ought-own, ought-other) (Higgins 1987). Ideally, the consistency and the composition of the programme should place social pressure on the participants to resolve dissonance in favour of sustainability.

Conclusion

Our present exercise began with outlining a realistic and feasible strategy for Mondelēz Europe to pursue in order to better incorporate its macro-level sustainability agenda with its micro-level initiatives. More importantly, our recommendations centre around involving the consumer in the process of sustainable consumption and post-consumption practices. Analysis and discussion following our proposal presentation demonstrated how recommendation design was guided by an installation theory framework which posits human behaviour to be contingent upon the interactions of physical, psychological and social level installations. From this, we further elaborated the nuances behind each project recommendation and demonstrated how design details have been influenced by social and social-psychological theories and empirical research. Our recommendations are, however, without its limitations. As mentioned in the memorandum section, the proposed initiatives are specifically targeted for the Cadbury and G&B brands as well as to a UK market. This limits the universal applicability of our recommendations as different brands possess different affordances and markets are differentiated across countries. Additionally, two of the three recommendations presented are designed to address only two out of the three installation layers. There is room to expand and re-imagine these recommendations to incorporate possibilities of including a social layer.

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