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**TITLE - EXAMINING HOW SAINSBURY'S GREEN
MARKETING STRATEGIES INFLUENCE CONSUMER
PERCEPTION AND ENHANCE BRAND**

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Declaration

This is to say that the dissertation is my own work and its title is “Examining how Sainsbury’s green marketing strategies influence consumer perception and enhance brand”. I have conducted it by my own and never applied it to any other degree than MBA. I have cited all the sources appropriately and abided by academic regulations.

I affirm that this work is based on the guidelines of the university regarding honesty and non-copying.

Signature: Mohit Kamboj

Date: 03.02.2026

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Thanking You,
Yours Sincerely
Mohit Kamboj

Abstract

The study focuses on determining the main approaches of the green marketing strategies of Sainsbury that focus on influencing the consumer perception and also focus on enhancing the brand. The introduction chapter focuses on generalising the aims and objectives of the study which is further followed by the research question. On the other hand, the literature review focuses on determining the themes associated with the existing literature and also analyses the theoretical findings through triple bottom line theory and institutional theory. In addition, the third chapter analyses the research methodology which focuses on determining the methods that analyses the case study analysis and interview process. This study includes both primary and secondary data analysis. The fourth chapter includes in determining the interview transcripts for data analysis with the help of the interview process of 3 managers. Moreover, it also includes the case study analysis by evaluating the case studies of 3 retail companies such as Tesco, M&S and IKEA. The fifth chapter discusses the research findings and also focuses on comparing and contracting with the information of literature review. The sixth chapter focuses on determining the conclusion of the study which summarises the objectives with the theoretical and managerial contribution of the study. It also includes in determining the research limitation of the methodology and future scope of this study.

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Chapter 1: Introduction

1.1 Background

The green marketing strategies of Sainsbury significantly influences the overall consumer perception and also enhance the brand image by building trust, perception and loyalty of the social responsibility among the environmentally conscious customers. Sainsbury is the second largest grocer within the UK with 600 supermarkets and more than 850 convenience stores (Sainsbury, 2025). The company is considered as the biggest general merchandise and clothing retailer through the family of brands. In addition, it also includes in aligning the brand with the robust sustainability initiatives under the Plan for Better framework where the retailer focuses on attracting the customers that values environmental stewardship. The green marketing efforts of Sainsbury directly shape the view of the consumers through perceived trust and credibility, enhanced brand image, brand reputation, increased brand awareness and also shape the purchase decisions (Majeedet *al.*, 2022). It also helps in determining the significant trust and the credibility that mitigate the skepticism or the concerns regarding green washing. The company focuses on determining the key strategies and different initiatives which lead to the net zero targets.

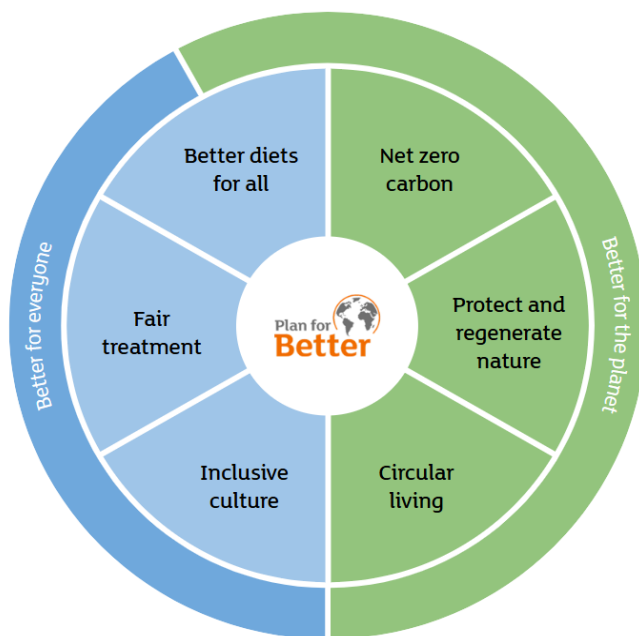


Figure 1: Sustainable initiatives of Sainsbury

(Source: Sainsbury, 2025)

Moreover, it is committed to the carbon cuts that aim to the Net Zero 2035 within its own operations. It also focuses on maximising the energy efficiency within the supply chains and stores. The main ambition of Sainsbury's is to be the UK's first choice for food and also focus on attracting several people for choosing Sainsbury as the main place (Sainsbury, 2025). Moreover, they come for good food that plays the lead role for creating the sustainable food system within the UK. The company is also having the plan for better which is integrated by building the long-term resilience within the business and across the overall supply chain. It also focuses on outlining the main priority focus, key targets, progress and focus areas that showcases the overall commitment of playing the leading role to creating the sustainable and resilient UK food system (Candau and Axon, 2025). The strategic implementation of the green marketing that mainly influences the immediate perception that fosters long-term brand loyalty and also provides a better competitive stage.

The green marketing strategies of the company help in building stronger customer loyalty where the consumers focus on perceiving the main green efforts as genuine efforts. Moreover, the loyalty stems from the shared sense of purpose associated with the brand and focus on bringing the customers through the words-of-mouth. Apart from that, the UK retail market is intensely competitive in nature where Sainsbury focuses on emphasising on the sustainability as the main core values (Gosling, 2024). It helps in standing out from the competitors with the help of different green initiatives in an effective way. The company focuses on highlighting the overall commitment for outsourcing the overall integrity and also focuses on the low carbon products that allow for making tangible sustainable choices.

1.2 Problem Statement

This study focuses on the green marketing strategy of Sainsbury which influences consumer perception and enhances brand reputation. Most consumers nowadays focus on the sustainable initiatives of organisations and are attracted towards their products in an organised manner (Sujanska and Nadanyiova, 2023). Consumers are willing to pay high prices for sustainable products and most of the businesses have shifted their marketing strategy from traditional to green marketing. In the previous literature, there is lack of information about green marketing strategy. Previous studies do not provide proper information about the relationship between consumer perception and green marketing strategy (Savaleet *al.*, 2023). Hence, this study is important for researchers which shows detailed aspects of green marketing strategy used by Sainsbury and also addresses their consumer perception. The relationship between green marketing strategy and consumer perception are also discussed in depth which impacts brand reputation (Majeedet *al.*, 2022). Traditional marketing strategy is full of error and time

consuming in nature. It is also not as impactful for consumers and their perception which affects the overall business reputation of an organisation. Hence, this study is important to understand the benefits of a green marketing strategy and analyse its impact on consumer perception.

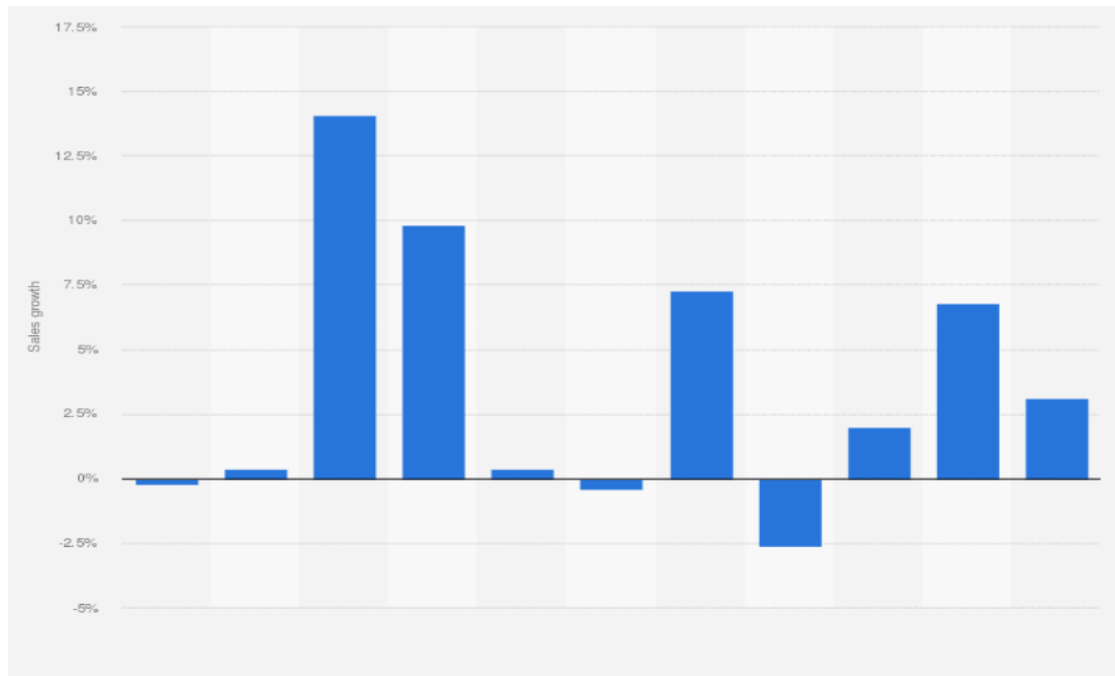


Figure 2: Decreased retail sales of Sainsbury
(Source: Ozgun, 2025)

The above graph shows the sales rate of this company declined compared to the previous year which impacted brand image. Brand reputation of the organisation also increases through shifting to this green marketing strategy and also enhances the overall sales rate (Ali *et al.*, 2024). Detailed analysis of the study also shows challenges faced by Sainsbury in implementing the green marketing strategy within the organisation. Due to high implementation cost, lack of resources. Poor knowledge about this marketing strategy and many others impacted the implementation of the green marketing strategy which was also discussed through this study (Gelderman *et al.*, 2021). Through this study researchers analysed the core challenges faced by this company which also impacted the consumer perception. The overall brand reputation of this company is also damaged due to facing these challenges. Researchers are able to understand the core reason behind these challenges and adopt effective

strategies for eliminating all of these challenges. The most beneficial strategy for his organisation was also analysed through this study.

The study also helps to understand the range of target consumers of Sainsbury and make a bridge between consumer as well as environment. Eco-friendly marketing strategies help to enhance the overall brand reputation of this company which was also analysed through this study (Maiantoet *al.*, 2024). Positive brand image helps to attract new consumers towards products and increases the customer engagement rate. Sustainability is one of the important factors of Sainsbury's which impacts consumers' purchasing decisions. An effective green marketing approach helps to make Sainsbury different from others competitors which become a competitive advantage for this company (Nuryakin and Maryati, 2022). Hence, this study helps researchers understand the competitive advantage of this company which helps in their business growth. Operational efficiency of an organisation helps to run business practices smoothly in the market (Al Najjar and Qandeel, 2025). This study also highlights the impact of green marketing strategy on operational efficiency which helps to achieve overall business goals. Hence, this topic is relevant and suitable for researchers for their future growth.

1.3 Research Aims and Objectives

Aim

The main aim of the study is to analyse the impact of green marketing strategy on consumer perception and brand reputation of the UK retail sector Sainsbury.

Objectives

- To analyse effective green marketing initiatives adopted by Sainsbury's.
- To evaluate the impact of green initiatives on shaping consumer perceptions and buying patterns.
- To discuss the extent to which the initiatives strengthen the brand reputation and competitive positioning of Sainsbury's.
- To propose the strategic improvements for sustainable marketing communication based on the stakeholder insights.

1.4 Research Questions

- What are the effective greens marketing initiatives adopted by Sainsbury's?
- What is the impact of green initiatives on shaping consumer perceptions and buying patterns?
- What are extent to which the initiatives strengthen the brand reputation and competitive positioning of Sainsbury's?

- What are the strategic improvements for sustainable marketing communication based on the stakeholder insights?

1.5 Significance of the study

The overall significance of this study includes in determining the green marketing strategies of Sainsbury that mainly influence the consumer perception and also focus on enhancing the brand reputation. Moreover, it also focuses on leveraging the consumer awareness of the sustainability issues for building trust, competitive edge and customer loyalty (Aguet *al.*, 2024). In addition, these particular strategies focus on determining the product promotion and also integrating the holistic commitment to the social and environmental responsibility through the operations. However, it also focuses on determining the resonating deeply with the values of the modern and eco-conscious consumers. The green market approach influences the process through which the consumer can perceive the brand that shifts the perception from the grocery provider to the responsible corporate citizen (Deshmukh and Tare, 2024). Apart from that, the consumer focuses on prioritising the brand that mainly aligns with different personal values regarding sustainability, ethical practices and health.

Through this, Sainsbury actually taps into the growing trend that creates a stronger emotional connection with different customer bases. The consumers often perceive the products from the environmentally responsible brands with higher quality (Sun and Yoon, 2022). Sainsbury focuses on fostering long-term loyalty which is a green-oriented market that is driven by the product specification and satisfaction. Within the highly competitive market of the UK, the retail landscapes focus on differentiating the brand with the green strategies of Sainsbury as the distinct competitive edge. The leader focuses on evolving the market where the sustainability focuses on becoming the critical factor for better consumer decision-making.

1.6 Dissertation Structure

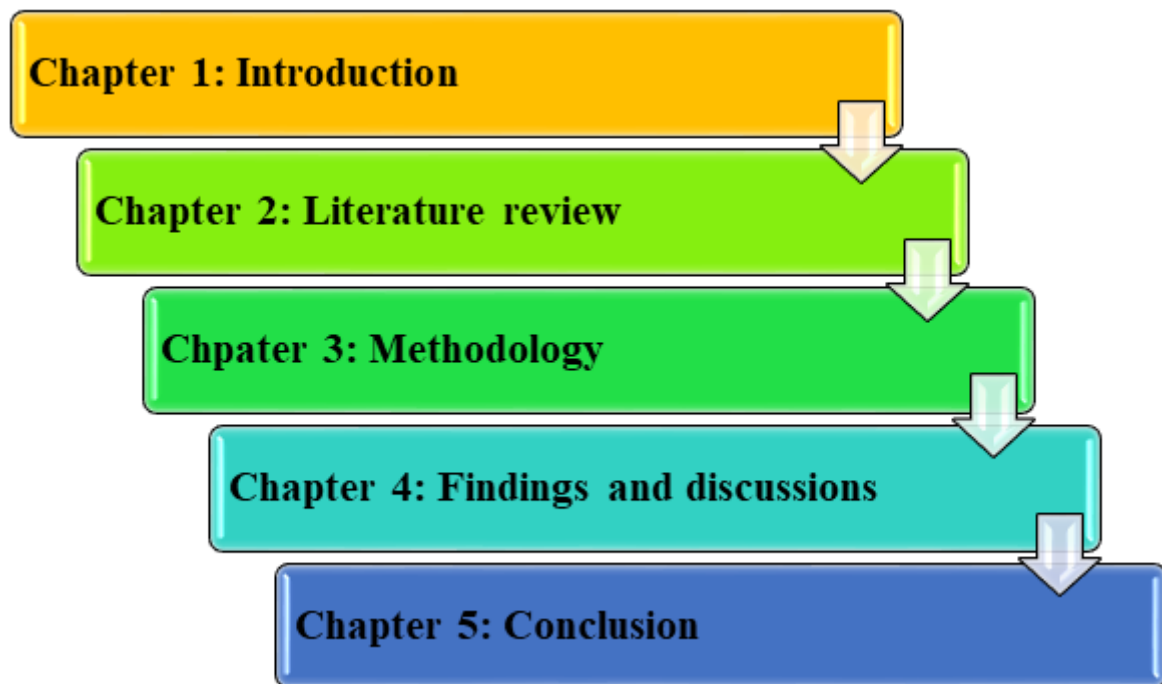


Figure 3: Dissertation Structure

(Source: Self-Developed)

The above structure shows that each of chapter of the study significant for research in an effective manner. Introduction chapter of the study focuses on main aim, objective, rationale and significance of the topic. Second chapter of this study going to cover previous literature related to the study. Third chapter of the study analyse research methods which helps to complete research in a specific format. The fourth chapter of the study critically evaluate data and extracted the proper outcome through discussion. Fifth chapter of this study summarised the overall outcome and suggest effective recommendations for research.

1.7 Chapter summary

This study focuses on the green marketing strategy of Sainsbury and also highlights its impact on consumer purchasing decisions. Key consumers of this company with their needs are also explored in this study. Apart from this, the green marketing strategy of this company helps to achieve long-term business goals and enhances business's reputation. The current study, linking with previous literature, helps to provide detailed information about the marketing strategy of Sainsbury. However, the main significance of the study to understand consumer behaviours and their changing expectations from this organisation was also analysed through this study.

Chapter 2: Literature Review

2.1 Introduction

The study is based on determining the overall influence of the green marketing strategies which is based on the consumer perceptions and the contributions for enhancing the brand positioning within the UK retail sector. Within the previous chapter, the research problem analyses the issues associated with the retail sector in managing the consumer perception and other contributions. The literature review focuses on determining the existing literatures that are associated with the research topic and it also covers the theories related to consumer perception and marketing strategies. It also focuses on covering the importance of consumer perception and the strategies of green marketing within the retail sector. Moreover, this literature review also analyses the challenges that are faced by the retail sector to monitor the consumer perception strategy and the strategic improvements to optimise the marketing communication of the sector. It also focuses on analysing the extent where the marketing initiatives focus on strengthening the brand reputation and the competitive positioning of the retail companies.

2.2 Thematic Overview of the Literature

2.2.1 Importance of Green marketing strategy adopted by the retail companies to influence consumer perception

Green marketing strategy is one of the important elements that help to influence purchasing decisions of customers and make a different position within the competitive market. In recent years this is one of the important marketing strategies used in retail companies which build organisational reputation (Yatna and Yulianah, 2024). Brands of retail industries positively impacted consumer purchasing decisions within this marketing strategy. Different initiatives of green marketing strategy include waste management; sustainable sourcing, eco-friendly packaging and many others which make them differentiate from their competitors. In contrast to Kauret *al.* (2022), customers are focused on environmental values and attracted towards green marketing which highlights environmental values to them. Through using this marketing strategy the retail industry easily encourages customers and impacts their purchasing decisions. As per the context of Nogueiraet *al.* (2023), **Triple bottom line (TBL) theory** is the foundational theory that helps to analyse performance of the retail industry aligned with social, environmental and economic factors. Based on this theory effective sustainable measures of organisation have been analysed which positively impacted the environment. Similarly, the retail industries follow this theoretical aspect to understand the needs of customers in a

sustainable environment (Ogunmola and Kumar, 2024). Based on their needs, the retail industry adopted a green marketing approach which helps to protect the environment from potential hazards and also fulfil needs of customers in an organised manner.

The ***foundational and seminal work*** based on the social responsibility of the retail industry is also fulfilled through this green marketing strategy (Huang *et al.* 2021). Environment concerns customers attracted towards green marketing approach and sales rate of retail industry enhances which leads to high revenue growth. Economic stability of organisation has been increased through integrating this theoretical aspect. Fair as well as beneficial business practice of the retail industry helps to enhance overall brand reputation through highlighting fair labour practice, community development initiatives and many other initiatives of industries. Gelderman (2021), states that the environmental footprint of organisations has been reduced through using green marketing strategies which foster customer loyalty rate. Similarly Majeedet *al.* (2022) illustrated that green marketing strategy is one of the modern marketing initiatives used by the retail industry to influence the purchasing decisions of customers in an effective manner. This strategy also increases the overall brand reputation of retail organisations which increases sales rate. This contradicts that, some of the retail industry avoid this process and stick towards traditional marketing approaches due to lack of awareness about this process (Ledro *et al.* 2023). This process is complex in nature which becomes another reason behind the retail industry to restrain adoption.

The ***empirical evidence*** based on green marketing strategy for online retail industries includes in showcasing their all products within the online marketplace. Apart from this, for the offline retail industry this marketing strategy is not as important. In contrast to Majeedet *al.*, (2022), there are different beliefs of various retail organisations about using green marketing strategies for influencing the purchasing decisions of customers. Through using green marketing strategy retail organisation positively impacts brand reputation and increases loyalty of customers towards this organisation.

The use of green marketing strategies influences customers and their purchasing decisions but there are gap associated with it. Similarly, customer choice influences how different other factors and lack of information about these resources are considered as gaps of these themes which impact their overall outcome (Chen, 2024). The green market strategy has influenced sales growth, customer engagement and brand reputation and many other areas which have become unexplored within this sub-section.

2.2.2 Factors that influence the initiatives to shape consumer perceptions and buying patterns

Green marketing strategy influencing through different factors which includes personal factor, Social and cultural factor, Product- and company-related factors, Market and situational factor and many others. In contrast to Savaleet *al.*, (2023), most of the consumer nowadays focuses on eco-friendly products which influence the adoption of green marketing strategy. Through these factors, the purchasing behaviour of customers has been increased which increases the ability of customers. Apart from this, social norms also influence customer purchasing decisions and influence green marketing approaches. Customer trust has been impacted significantly through this marketing strategy which helps to increase overall brand reputation of products. Similarly, characteristics of products range has been analysed through analysing factors (Al Kurdiet *al.*, 2022). Green initiatives attract customers and effectively market all of the products of the retail industry hence; the retail industry influences the purchasing decisions of customers through green marketing strategy. All of these factors influence initiative which helps to shape consumers' perception and buying pattern.

The theoretical foundation based on this theme is the **Maslow's Hierarchy of Needs** helps to understand needs of consumers based on different elements which include physiological, safety, love and belonging, esteem, and self-actualization (Smith and Sweet, 2021). Based on these factors the retail industry easily analyses the needs of customers which influences overall purchasing decisions. Different factors influence green marketing approaches of the retail industry which includes personal factors, marketing factors, social factors, cultural factors and many others.

In contrast to Xuan-Nhi and Ngoc-Tien, (2023), the **foundational and seminal work** based on the theme is that using green initiatives most of the retail industry enhances their brand reputation in the global landscape. Similarly, some cultural people restrain themselves for adopting this marketing approach due to high initiative investment. Some of them are likely to adopt traditional marketing approaches rather than green marketing strategies which also impact the sales rate of the retail industry. Similarly, different factors have been analysed in this section which are effective for organisational growth (Hussainet *al.*, 2023).

The **empirical evidence** determines that this marketing also differentiates them from the market landscape which becomes one of the competitive advantages of the organisation. This finding is corroborated by Vaka, (2024), which analyses that the marketing approach has several

limitations which include a lack of information about sensitivity of pricing, lack of standardisation, high initial investment and many others.

Apart from this, this study only focuses on the gap that includes lack of information about the impact of these factors on green marketing strategy considered as a gap of subsection. Moreover, all of the factors are not clearly defined in this section and are considered as uncovered areas which impacted the overall outcome of the study.

2.2.3 Initiatives that strengthen the brand reputation and competitive positioning of the retail companies

The green marketing initiatives that strengthen the brand reputation and the competitive positioning of the retail company includes in determining the eco-friendly product designs and sourcing. Similarly, it focuses on using the minimal and sustainable packaging and transparent communication regarding the environmental impact (Turkcu and Tura, 2023).

In addition, it includes in determining the theory related to marketing strategies including the ***theory of planned behaviour***. It also helps in predicting the consumer actions by considering the attitudes, perceived behavioural control and the subjective norms. The retail sector includes in implementing the strategies to build the brand reputation that fosters trust with the eco-conscious consumers. In contrast to Bari *et al.*, (2022), it also creates a competitive advantage through the highlights of genuine commitment for sustainability.

The ***foundational and seminal work*** of the retail company's focus on determining the tactics involved in achieving the green certifications which includes in using the eco-friendly processes within the in-store displays and educating the consumers regarding about the choices. One of the important strategies is the sustainable packaging within the retail sector which includes in utilising the biodegradable, reusable and recyclable packaging for minimising the waste. According to Onukwulue *et al.*, (2021), it also focuses on determining the energy efficiency that incorporates the practices with the help of energy-efficient equipment and overall use of the renewable energy sources for reducing the carbon emissions.

The ***empirical evidence*** regarding retail companies mainly focus on determining the green certification and labels that have the authentication eco-friendly claims. In-store and partnership focus on eco-friendly experience which includes in using the sustainable materials for signage and displays which includes in reducing the plastic bags by promoting the reusable options. Similarly, another initiative that strengthens the brand reputation and competitive positioning of the retail companies is the strategic partnership approach (Islamiet *et al.*, 2024). It includes collaborating with the environmentally conscious companies for amplifying the reach

and credibility. In addition, it includes in determining the green events and the campaigns for showing the community involvement.

For strengthening brand reputation and the competitive positioning, the retail companies focus on implementing the green marketing initiatives but there are several gaps that are associated with the process. One of the gaps is based on the omnichannel integration which provides the lack of brand positioning and other efforts for building a unified reputation. Moreover, there is a requirement of the longitudinal studies that focus on examining the long-term impact of the specific brand positioning strategies on the brand equity and market performance (Cheng and Hou, 2024). The multiple retailers that can effectively manage the brand reputation globally that localise the positioning without diluting the core brand identity.

2.2.4 Strategic measures adopted by retail industry for influencing their sustainable marketing

The retailers are influencing the sustainable marketing through the integration of the social and environmental responsibility within core business operations. Moreover, it transparently focuses on communicating the efforts for the growing base of the eco-conscious consumers. In contrast to Thanasoulas and Molinari, (2025), the operation integration within the retail sector focuses on analysing the energy efficiency and the renewable energy where the retailers invest within the energy saving technology.

The service and product innovation includes in analysing the eco-friendly packaging materials which are recyclable, reusable and compostable. It is considered as the visible changes that focus on resonating strongly with the customers. Moreover, the product and service innovation also includes in determining the *Institutional theory* where the retailers focus on embracing the main principles of the circular economy (Sucheket *al.*, 2021). These models help in keeping the products and other materials to use for a longer time.

The *foundational and seminal work* analyses the onsite solar panels for the power stores, distribution centres and other warehouses. Moreover, it includes the extensive programs for the waste reduction, composting and recycling process that is being implemented. Similarly, it includes in minimising the overall use of the single-use plastic which includes in using the digital receipts and also offers the recycling station within the stores (Diproseet *al.*, 2023). The retail sector includes in determining another strategic measure which is the sustainable supply chain where the businesses are working with the suppliers for adopting the sustainable practices.

The **empirical evidence** regarding the retail companies also focus on determining the institutional theory and this theory focuses on analysing the process of adopting the green marketing process for the external pressures. Similarly, it includes in analysing the communication and marketing strategies through transparency and authenticity which includes in avoiding the greenwashing retailers that prioritise the genuine sustainable practices firstly and then communicate transparently (Bhagat, 2024). The customers are actually engaged with the participation through the loyalty program, discount for returning used products and the options for choosing the carbon-neutral shipping process at the time of checkout.

There are different gaps and unexplored areas associated with this theme which includes the information about the resource and financial constraints for adopting the sustainable practices (Beyer, 2022). Moreover, there is a lack of resources that have significant barriers within the companies.

2.3 Theoretical Foundation and Contribution

The theories that are generalised for this research topic are Triple bottom line (TBL) theory and Institutional theory which analyses the influence of green marketing strategies within the retail sector.

Triple bottom line (TBL) theory:

The Triple bottom line (TBL) theory was developed by John Elkington in the year 1994 and is considered as the foundational framework for the sustainable marketing that mainly expands the overall traditional business (Nogueira *et al.*, 2023).

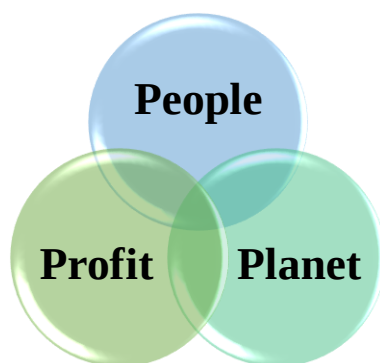


Figure 4: Triple bottom line (TBL) theory
(Source: Self-developed)

It focuses on determining the three components such as People, Planet, and Profit which conceptualises the strategic guides for aligning with the marketing efforts of the company with a broader sustainability. The strength of this theory is that it helps in analysing the core

principles of green marketing by generalising the sustainability within the retail sector. The weakness is it does not engage within the core operations except sustainability and also cannot provide authentic substance for the marketing claims (Srivastava *et al.*, 2022). Based on this theory Sainsbury easily analyse effectiveness of green marketing strategies on planet and people. Apart from this, based on this marketing strategy the sales rate of this company increases impacted their financial structure too. This theory also analyses different components of green marketing strategy which impacted positively on consumer purchasing decision and brand reputation.

Institutional theory:

The Institutional theory was developed by John Mayer and Brian Rowan in the year 1970 and is actually applied for determining sustainable marketing. It focuses on explaining the process through which the companies focus on adopting the sustainable practices for gaining legitimacy (Risiet *al.*, 2023). Moreover, it is analysed by the pressures from the organisation such as industry norms, customers and governmental processes. The strength of the Institutional theory is that it generalises the strategies of green marketing and also determines the external norms, pressure and the legitimacy. Through this theory, the company will be resulting in better performance outcomes with the help of enhanced environmental performance (Risiet *al.*, 2023). The weakness is it cannot influence the overall adoption of the marketing approaches of the company for gaining economic and social benefits.

The study mainly joins and contributes to the discussion of these theories including that these theories specify the main influence of the green marketing strategies. Moreover, these theories also focus on identifying new mechanisms of green marketing which will be adopting sustainable practices for gaining legitimacy, access to resources and social acceptance within the retail sector (Crossley *et al.*, 2021). It also focuses on managing the process through which carbon dioxide emissions can be reduced and also focuses on integrating fair trade certifications with employee satisfaction rates.

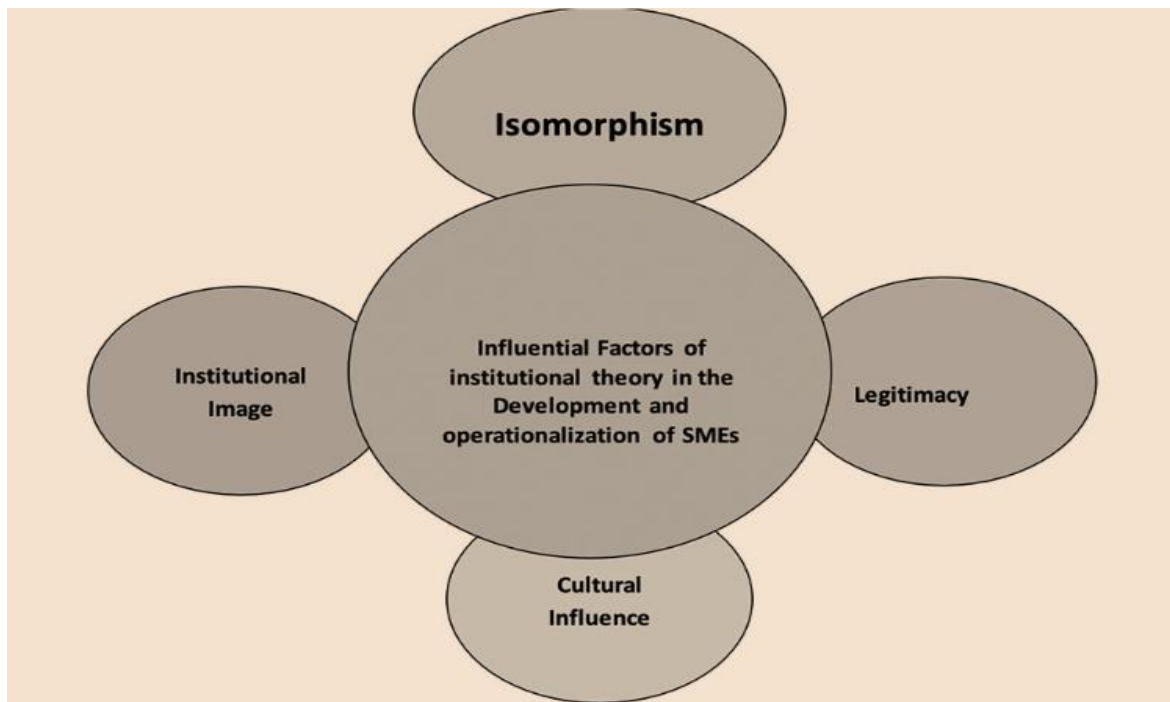


Figure 5: Institutional theory
(Source: Self-developed)

2.4 Conceptual Framework

The conceptual framework focuses on synthesising the overall literature review through visual and narrative models which mainly structures the entire case analysis (Schreiber and Cramer, 2024). Moreover, the main purpose of the framework is to determine the research topic which is based on the green marketing strategies that influence consumer perception approach and the brand image. On the other hand, the framework also focuses on integrating the key constructs of the research such as green marketing strategy, consumer perception, brand loyalty and competitive positioning. In addition, it also focuses on analysing the relationship with one another as these components are related with the entire research topic and is further illustrated within the study (Luftet *al.*, 2022). Moreover, these particular components focus on extracting the themes which are further related with the research questions.

The main components that are associated with the framework based on the independent and dependent variables. The dependent variable that is chosen here is Consumer Perception whereas the independent variable is Green marketing strategies.

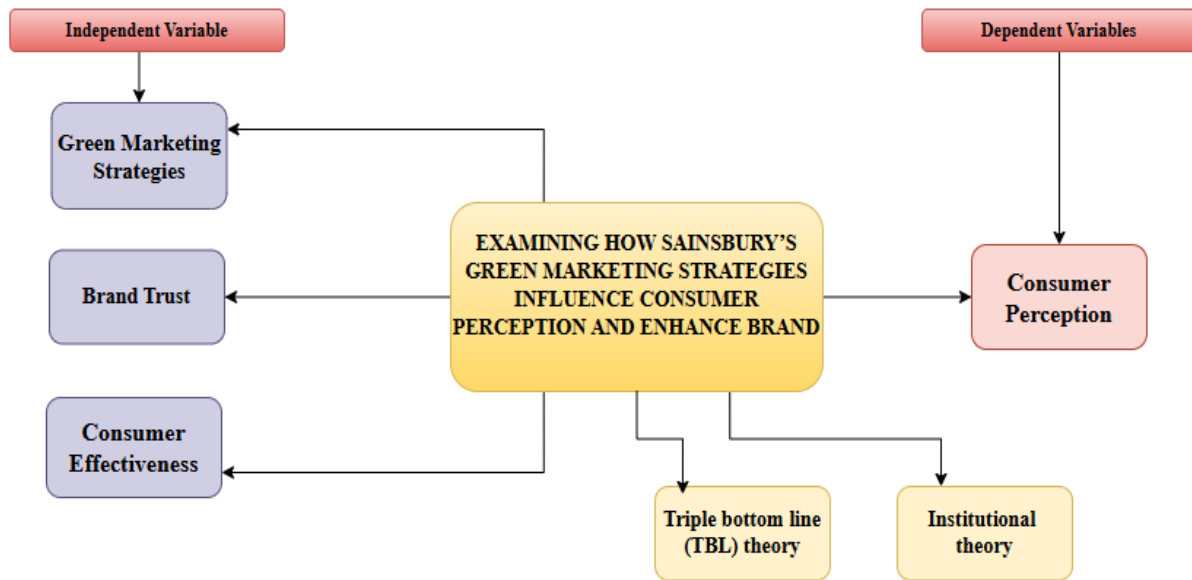


Figure 6: Conceptual Framework

(Source: Self-developed)

Dependent Variable (Consumer Perception): The consumer perception is considered as the subjective way of the customers through which they view and interpret any service, product and company.

Independent variable (Green marketing strategies): The Green marketing strategies includes in determining the environmental concerns based on the business practices and promotions that includes in creating the eco-friendly products and sustainable packages.

Mediator (Brand Trust): The brand trust is considered as the confidence of the customers that have better brand ability for delivering the promises. It also focuses on shaping the personal experience, company communications and the perceived value of the brand.

Moderator (Consumer Effectiveness): The Consumer Effectiveness is considered as the main belief of the consumers that analyse the individual purchasing decisions and several other actions that make a more positive impact on different issues of the environmental problems.

Process and Contexts: The process determines the stages and steps that are involved within consumer behaviour in response based on green marketing. Moreover, it is considered as the psychological journey from initial awareness of green practices to active brand advocacy (Abdelrazek and El-Bassiouny, 2023). On the other hand, context analyses the specific setting where the study is taking place which is the retail sector and it determines the market dynamics for the rising demand of sustainable products.

2.5 Research Gap

The research gap that is associated with the research study is there is lack of information regarding the supply chain complexity that includes the intricate nature of the supply chain that makes ethical sourcing and focus on achieving full transparency. It often results in the incomplete assessment of the true environmental impact of the product. In addition, the study also lack of information regarding the significant role of the employees includes in delivering the brand promise across all the touch points. It is considered as the major challenge or gap to ensure the employee alignment with the brand values.

2.6 Summary of the chapter

The study mainly includes in determining the literature review which is based on the research topic which is based on the green marketing strategies that influence consumer perception approach and the brand image. Moreover, it also focuses on analysing the key themes that determine the importance of Green marketing strategy adopted by the retail companies to influence consumer perception and also determines its overall gap. Another theme analysed within the chapter is the factors that influence the initiatives to shape consumer perceptions and buying patterns and it also analyses the gap. Another theme illustrates the main initiatives that strengthen the brand reputation and competitive positioning of the retail companies. The last theme states the strategic measures adopted by the retail industry for influencing their sustainable marketing. Moreover, it also includes in determining the theories such as Triple bottom line (TBL) theory and Institutional theory. It also helps in determining the main gaps that are associated with the research in determining the themes.

Chapter 3: Methodology

3.1 Introduction

This study focuses on the entire process of research and follows each step of research for conducting it in the right time. Methodology is the key foundation of research and this study helps to analyse step-by-step process of this methodology. The entire process of research methodology includes research philosophy, research approach, research strategy, design, data collection process and techniques. Ethical considerations of research are also analysed through this study which helps to extract proper outcomes related to the green marketing strategy of Sainsbury. Consumer perception about green marketing strategy is also analysed through each step of methodology. Moreover, the right way of data collected through the proper methodological approach helps to find out the proper outcome.

3.2 Research Onion

Research onion is a visual framework that helps to guide research with the help of layers related to relevant topics. Through this model researcher easily move from border aspect philosophical beliefs to specific data aligning with research topics.

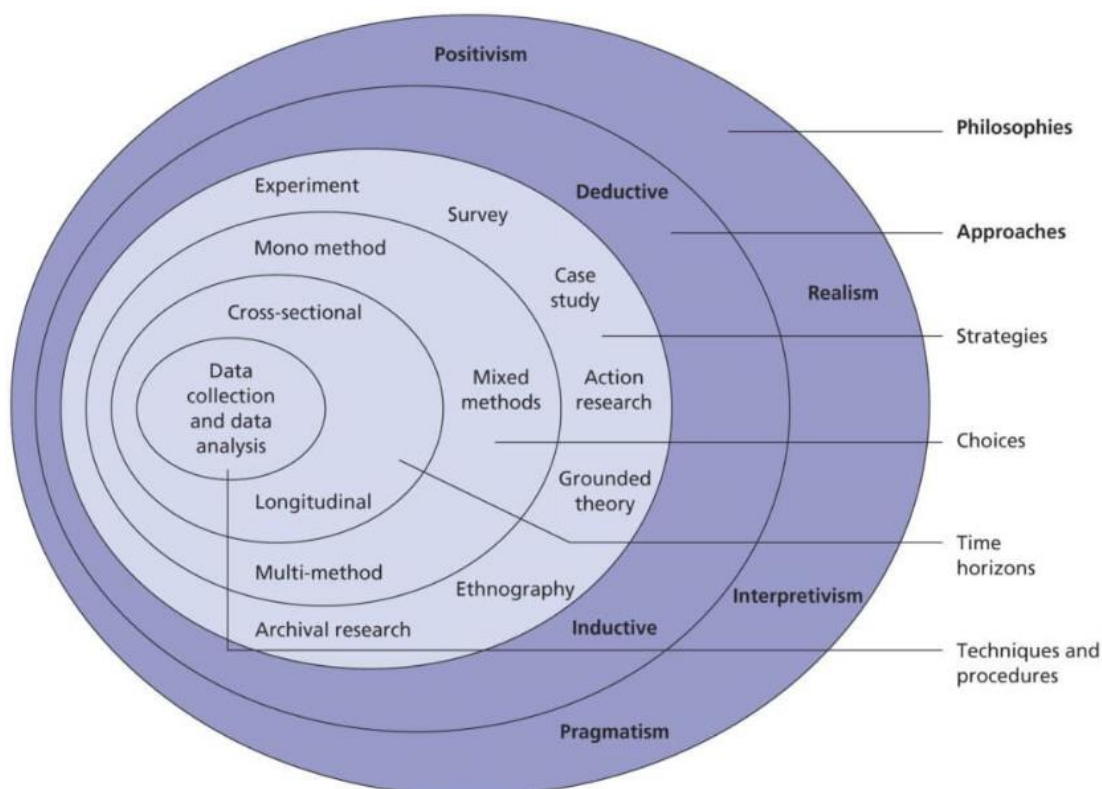


Figure 7: Research Onion

(Source: Alturki, 2021)

These frameworks rely on six stages which include research philosophy, research approach, Methodological Choice, research strategy, Time Horizon and Techniques & Procedures (Alturki, 2021). Each of the steps significantly impacted research findings and developed systematic design for research. Interconnected decisions have been logically set through this model. Research onions also provide a clear roadmap about the entire completing process which become useful for study and get meaningful outcomes aligning with research objectives.

3.3 Research Philosophy

Research philosophy is a paradigm that helps to find out social phenomena of study and collect data as per relevant topic. This philosophy has been classified into three types such as Positivism, Interpretivism and Pragmatism. Each philosophy has different significance based on patterns of data. For example, Interpretivism research philosophy helps to analyse research phenomena in a subjective manner (Pervin and Mokhtar, 2022). Positivism research philosophy helps to understand the social aspect of the study in an objective manner. Moreover, pragmatism research philosophy is a mixed philosophy which focuses on primary as well as secondary information related to research topics.

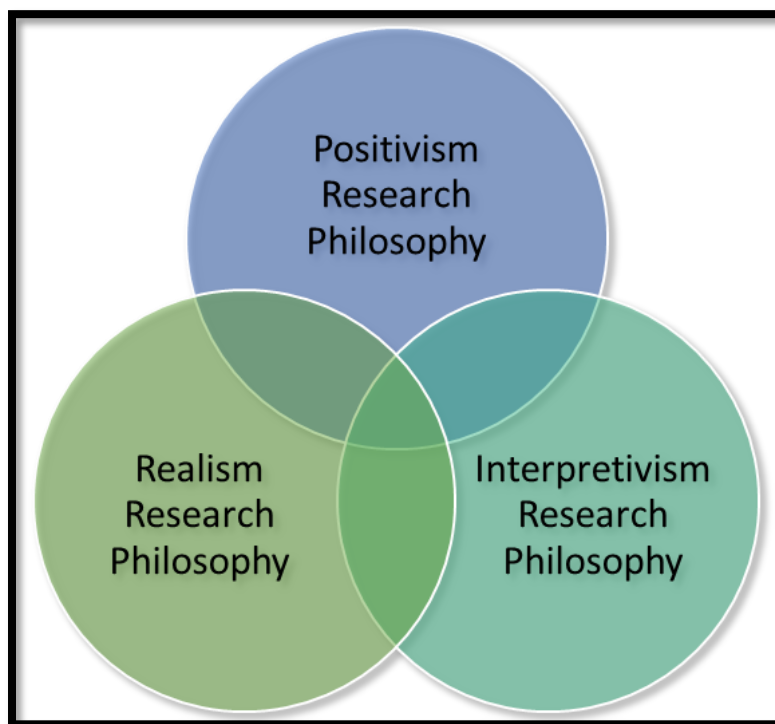


Figure 8: Research Philosophy

(Source: Self-developed)

This paper will dwell on **positivism research philosophy** in understanding how the green marketing strategies are perceived and built using the available knowledge, reports, scholarly studies and documented consumer stories. The positivism approach is applicable in this study because the consumer perception, brand reputation and sustainability meaning need to be measured objectively. The philosophy enables the researcher to draw underlying meanings, perspectives and contextual explanations that have been entrenched in primary qualitative data methods that determines the interview process (Esmaelnezhadet *al.*, 2023). It fits well since the research does not seek to prove or quantify any variables based on statistical data, but instead to explain how and why the UK retail green marketing strategies have an effect on consumer perception.

3.4 Research Approach

Research approach is a guideline that helps to measure the right technique of data collection within evaluating analysing technique. Based on this research approach researchers accurately analyse both primary as well as secondary information. This research approach has been classified into three types and each type significantly impacted research outcome based on data. Inductive, deductive and abductive both three research approaches generally used for research which helps to provide a proper roadmap to researchers (Okoli, 2023). Inductive research approach finds out new insight of collected data and based on patterns new theories have been developed. Deductive approach of the study helps to analyse existing theory and find out accurate insights of data. Moreover, the abductive research approach helps to analyse both primary and secondary data for a more comprehensive view.

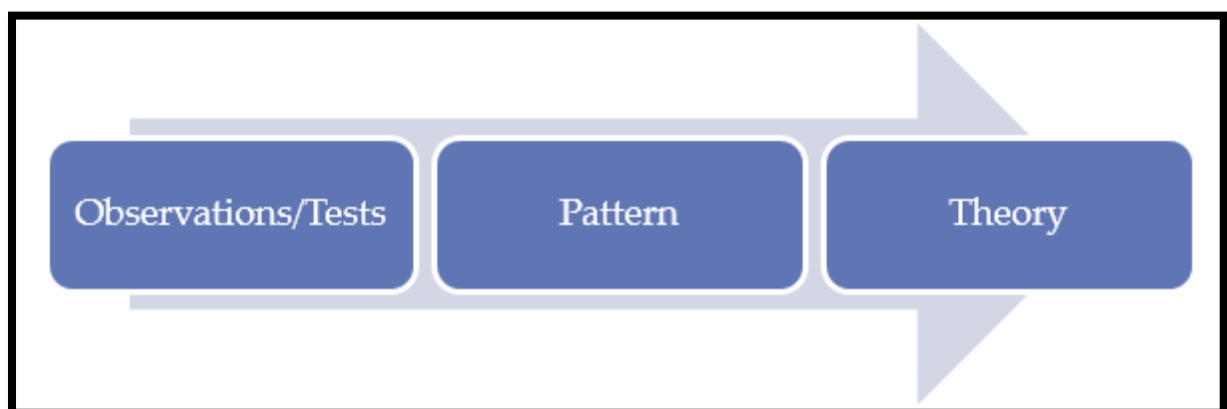


Figure 9: Inductive Research Approach

(Source: Self-developed)

Among all of these research approaches this study focuses on inductive research approaches to find out proper outcomes. The research approaches help to generate different explanations with links between existing theory and new data (Janiszewski and Van Osselaer, 2022). Based on this approach, researchers easily analyse different complex situations of Sainsbury during implementing green marketing strategies. Moreover, this approach also helps to analyse new aspects of collected data and based on existing theories relevant findings have been analysed which increases overall research outcome. Inductive reasoning is also appropriate to primary qualitative research because it allows theory construction and situational interpretation based on previous research and reports pertinent to the green marketing practices adopted by Sainsbury.

3.5 Research Strategy

Research strategy is a blueprint that helps researchers to define proper goals and also address right methods for conducting research in an organised manner. Based on research strategy researchers get clear goals and keep the research on track. Overall efficiency of research increases through this research strategy and with select correct method reliability of study increases. Relevance of research outcome increases through effective strategy that helps to increase collection among research objectives (Ali and Kamraju, 2023). This strategy has been classified into three types such as qualitative, quantitative and mixed research strategy. Depending on data and information types, researchers select the right way of research strategy which increases overall accuracy of study. **Qualitative research strategy** helps to interpret theoretical aspects, quantitative research strategy helps to interpret practical knowledge and mixed strategy identifies knowledge.

Research strategy is a roadmap that assists researchers in identifying appropriate objectives and responding to appropriate methods of carrying out research. This strategy has been categorised as qualitative research, quantitative research and mixed research strategy. The research proposal is based on a qualitative research strategy where the study makes use of qualitative primary data only. The strategy aids deep research and discovery of meanings, interpretations and stories of the concept of green marketing and how consumers think about it instead of counting it. The interview process is a qualitative design which is suitable since the research aims include interpretation of the available literature and the corporate disclosures and academic discoveries, as opposed to conducting primary research and using statistical evaluation (Ali and Kamraju, 2023).

3.6 Research Design

The research design is considered as the main blueprint or framework of guiding the overall study for answering the research questions by choosing appropriate research questions through different methods. Moreover, methodology also focuses on determining the broader strategies and implementing the design for the research. This particular research adopts **descriptive research design** and it determines the primary method approach which includes in analysing the qualitative data (Nagpalet *al.*, 2021).

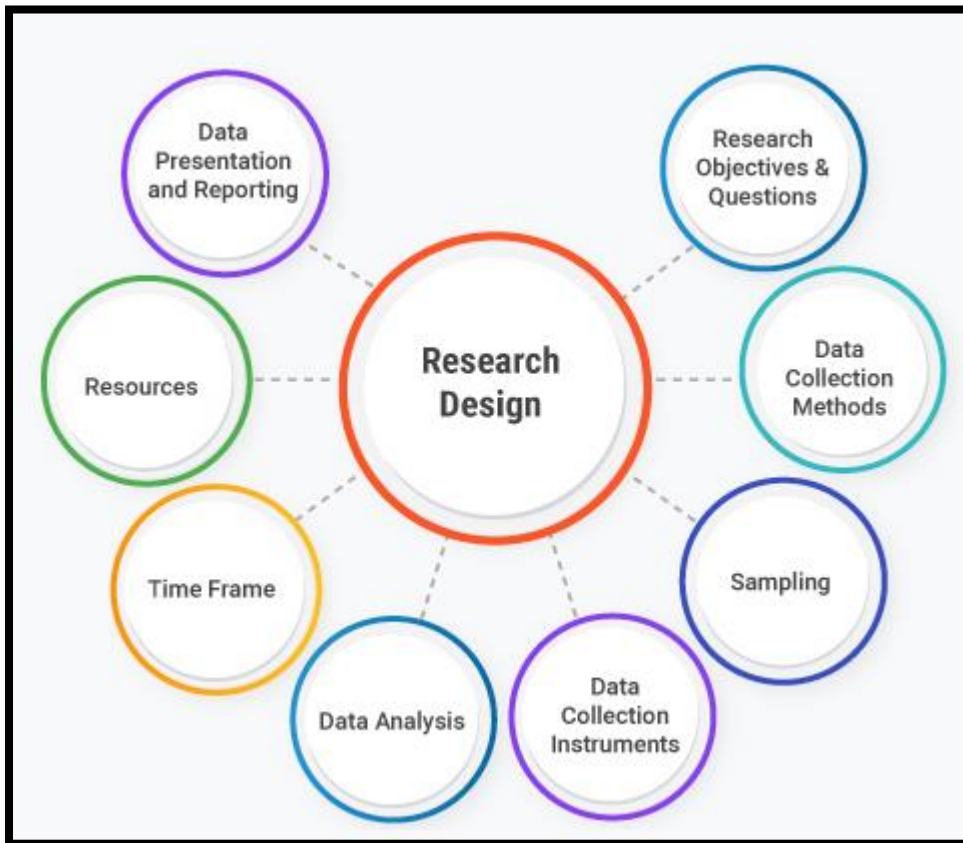


Figure 10: Research Design
(Source: Self-developed)

Moreover, it also focuses on building a deeper understanding from the broad numbers for specific experiences and also selects specific results. The design contributes to the creation of an enhanced perception of the green marketing strategies and their effects on consumer recognition by clarifying the patterns found in the current research and reports. The design is actually appropriate in the case of primary qualitative research where the researcher aims to investigate the current knowledge and explain relationships, but not to determine causality based on experiments or surveys (Usmanet *al.*, 2025). Moreover, it also focuses on determining

the structured approach based on the theoretical understanding that provides deeper insights of the research.

3.7 Research Choice

The research choice is considered as the main factors that determine the personal interest, career goals and the scientific impact of research. Moreover, the research choice focuses on determining the research question that has the practical constraints such as resources and time. The researcher chooses in determining the mixed methods with the help of different research choices which is ***Exploratory Sequential Design*** (Toyon, 2021). In addition, through this case study, the qualitative data is collected and analysed first which includes informing the overall design of the subsequent qualitative phase. Through the sequential process, the overall qualitative phase focuses on building in a direct way on the initial qualitative results (Lim, 2025). The research decision is to adopt the method of qualitative choice, whereby primary qualitative data are used only. It helps to eliminate the methodological inconsistency and gives an opportunity to align the research philosophy, strategy and data type (Mulisa, 2022). The option is also more cohesive and reliable since the study will only rely on the interpretation of primary data without the incorporation of quantitative factors.

3.8 Sampling Method

The sampling method within the research is important as it focuses on determining the main population and also focuses on creating the sample through which the sample size is analysed. The sampling approach is aimed at choosing 3 participants and it includes the managers from the retail sector. In this study, the purposive sampling will be used through which the information are been extracted based on their relevance, credibility and correlation with the objectives of the research (Hossanet *al.*, 2023). To research qualitative data primarily, purposive sampling is the appropriate method of selection since the sampling can be limited to sources of information that are information-rich and contribute directly to answering the research questions.

3.9 Data collection process

The data collection process is considered as the systematic way of gathering information from several sources for answering the research question and solving the research problem. Moreover, the data collection process will be based on primary or secondary or mixed methods that often involve the data pipelines for the research processing (Costa, 2024). The process of data collection in the study is purely based on primary qualitative data. It includes in gathering information based on the market analyses of Sainsbury's sustainability and corporate responsibility reports have been used to gather data. The reason why primary data collection is

suitable is that it is accessible, time-saving, and the quality of existing literature about green marketing and consumer perception in the retail industry of the UK is high. It also removes any ethical risks involved in human involvement (Taherdoost, 2022). In addition, it also focuses on determining the data collection process from the research onion framework which is based on the primary. This particular method is chosen based on the capacity for documenting the constructed meanings and overall depth without involving the human subjects (Muzariet *al.*, 2022). This particular method mainly increases the overall level of credibility and also enables the interpretation of the insights which can be converted into the practical recommendations for the sustainable marketing. It also determines the information of the green marketing strategies on the consumer perception and overall contributions by enhancing brand positioning within Sainsbury.

3.10 Data Analysis techniques

The data analysis techniques for the research focus on defining the research questions and also analyse the collected data by different techniques. The data analysis techniques which are associated with the research might be primary or secondary or mixed. Apart from that, the research employs *interview transcript analysis* which is considered as the major method of data analysis in primary qualitative approach (Creswell and Inoue, 2025). The procedure implies the organisation of primary data through the interview process which evaluates the information regarding green marketing efforts, customer perception, trust and brand name. The interview transcript analysis is the most suitable method of primary qualitative research because it allows free but strict interpretation of the large amounts of textual data and it confirms the information collected from the participants (Safeer and Liu, 2023).

3.11 Ethical Considerations

Since the current research is based on primary data only, the ethical component of the study is concerned with academic integrity, citation, and the prevention of plagiarism and the appropriate interpretation of the available sources. There is no personal data, confidential information or human subjects involved. There is ethical compliance through the use of publicly available data, a correct reference to all the sources and transparency in the analysis, thus avoiding consent and confidentiality and participant harm risks (Hasanet *al.*, 2021). Furthermore, these ethical considerations within the research are considered as the main principles that determine the research methods and other designs. It is much more critical for determining the code of conduct and also focuses on evaluating the data collection and other processes associated with the research.

3.12 Chapter Summary

In this chapter, the new approach to methodology in accordance with interpretivism, a qualitative research strategy and primary use of qualitative data were introduced. The chapter explained why purposive sampling, primary data collection and primary qualitative data analysis were selected and ethical compliance was met. The methodological decisions are all aimed at supporting the research objective of finding out the impact of the green marketing strategies of Sainsbury on consumer perception and brand reputation.

Chapter 4: Findings

4.1 Introduction

This chapter indicates the research findings of the study by looking at the manner in which green marketing strategies affect consumer perception and how they improve brand recognition in the retail industry. This chapter aims to introduce empirical understanding by interviewing 3 managers with the help of 12 interview questions based on the UK retail sector. The information that are extracted is regarding how the majority of retail organisations have put green marketing programs into practice in reaction to emerging environmental sensitivities and consumer demands. Moreover, they are analysed using three selected case studies which demonstrate practical applications of green marketing strategies, challenges and opportunities faced and the results realised. The findings provide a basis of evidence for the critical discussion and analysis that will be presented in the next chapter.

4.2 Data Analysis

The data analysis includes in determining the main outcomes of the primary data analysis and case study analysis. In line with the primary qualitative approach to be used in this study, the results are presented in the form of case studies based on publicly available and also analyse the interview process through interview transcripts. The outcome of primary data analysis includes the point-of-view of the managers of the retail companies based on the provided questions from questionnaire. Moreover, in case study analysis, the outcome includes in illustrating the information of case studies based on Tesco, M&S and IKEA. It also determines the background, challenge or opportunity, approach and implementation with overall outcome.

4.2.1 Interview Transcript

The interview transcript includes in determining the interview process of 3 managers of 3 companies such as Tesco, M&S and IKEA. The overall interview process is done for collecting information from the managers regarding the consumer perception, build trust and loyalty among the consumers. The interview data analysis is considered as the interactive process and systematic process to transform the meaningful insights of the research. It involves the transcription process where the participants immerse themselves in answering the questions of the questionnaire and further interpret to answer the research questions. The interview took place for 2 hours which is performed through online platform and each of the participants has given the consent form. Through the interview process, the managers have provided the information regarding the green marketing that directly shape the view of the consumers

through perceived trust and credibility. It also includes the main insights that can be converted to the practical recommendation of the sustainable marketing and green marketing initiatives. Moreover, from the interview process, the information that is extracted is regarding the green marketing influence the immediate perception fosters long-term brand loyalty and provides better competitive stage.

Transcript 1:

How green marketing strategies of Sainsbury significantly influence the overall consumer perception?	
Manager (Tesco)	I feel green marketing strategy help to build brand image and earning customer trust which positively upgrade purchase decisions.
Manager (M&S)	I feel plan for better sustainability strategy by green marketing strategy and other tactics that shape consumer brand.
Manager (IKEA)	I think that integrated green marketing process by building brand reputation for the consumers.

Transcript 2:

How green marketing approaches enhance the brand image by building trust, perception and loyalty among the environmentally conscious customers?	
Manager (Tesco)	I think that green marketing upgrade brand image by transparent communication and sustainable practices.
Manager (M&S)	I feel that it foster genuine commitment that fosters emotional connection with advocacy.
Manager (IKEA)	I think that this marketing approach analyse the strategic alignment of the brand values with environmental responsibility.

Transcript 3:

How green marketing efforts of Sainsbury directly shape the view of the consumers through perceived trust and credibility?	
Manager (Tesco)	I feel that green marketing efforts shapes consumer trust and credibility by using authentic communication.
Manager (M&S)	I think that this strategy built overall credibility through transparency and authenticity.

Manager (IKEA)	I feel that the consumers prefer the brand to align with the values and ethical compass.
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Transcript 4:

How an organisation focuses on determining the key strategies and different initiatives which lead to the net zero targets?	
Manager (Tesco)	I think that the company analyzes key strategies and initiative for reaching net zero targets with action implementation.
Manager (M&S)	I feel that the environmental goal and recognition for associated business process opportunities and risks.
Manager (IKEA)	I think that the company focuses on reducing energy consumption and transition for renewable sources.

Transcript 5:

What is the process of building the long-term resilience within the business and across the overall supply chain of retail sector?	
Manager (Tesco)	I think that building supply chain resilience can be done by risk assessment, technology integration and others.
Manager (M&S)	I feel that the supply chain can be enhanced through mapping vulnerabilities and implementing real-time monitoring.
Manager (IKEA)	I think that the supply chain resilience by fostering transparent data and create robust plans through recovery and agility.

Transcript 6:

How a green marketing influence the immediate perception fosters long-term brand loyalty and provides better competitive stage?	
Manager (Tesco)	I think that green marketing of the brand by fostering positive perception centered on ethical responsibility.
Manager (M&S)	I feel that it also build foundation of trust for developing long-term brand loyalty.
Manager (IKEA)	I think that it focus on creating competitive stage that grow market segment for the consumers.

Transcript 7:

Why the consumers are willing to pay high prices for sustainable products by determining the marketing strategy from traditional to green marketing?

Manager (Tesco)	I think that consumers focus on heightening environmental awareness and manage long-term values.
Manager (M&S)	I feel that green marketing emphasize environmental health, transparency and social responsibility.
Manager (IKEA)	I think that green marketing can shifts to core values by building trust through transparent pricing.

Transcript 8:

How the relationship between green marketing strategy and consumer perception impacts brand reputation?

Manager (Tesco)	I feel that green marketing positively shape consumer perception by building trust by enhancing brand image by increased perceived values.
Manager (M&S)	I think that green marketing significantly boosts brand reputation, advocacy and loyalty.
Manager (IKEA)	I feel that through green marketing, the consumer increased values genuine eco-efforts with purchase decisions.

Transcript 9:

What are the benefits of a green marketing strategy that have an impact on consumer perception?

Manager (Tesco)	I feel that Green marketing positively shifts the consumer perception by building brand trust and loyalty.
Manager (M&S)	I think that this marketing lead the consumers to view brands with credible partners within environmental stewardship.
Manager (IKEA)	I feel that green marketing impact consumer perception by enhancing brand image and reputation.

Transcript 10:

What are the key core challenges faced by this company which also impacted the consumer perception?

Manager (Tesco)	I think that Sainsbury can impact consumer perception for intense price competition and lack in product availability.
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Manager (M&S)	I feel that the company focuses on managing customer expectations based on product availability.
Manager (IKEA)	I think that Sainsbury faces data security problems for the significant cyber security risks.

Transcript 11:

What eco-friendly marketing strategies help to enhance the overall brand reputation of Sainsbury?	
Manager (Tesco)	I think that Sainsbury focus on enhancing brand reputation through eco-friendly marketing through sustainability.
Manager (M&S)	I feel that the company can focus on integrated sustainability campaigns which include tangible process of environmental goals.
Manager (IKEA)	I feel that data-driven loyalty focus on using the customer data by offering personalized processes.

Transcript 12:

How operational efficiency of an organisation helps to run business practices smoothly in the market?	
Manager (Tesco)	I think that operational efficiency help in running the business practices smoother within the market.
Manager (M&S)	I feel that the company can focus on optimizing the use of resources that turn reduced costs and enhanced customer satisfaction.
Manager (IKEA)	I think that the enhanced quality control can run the business process with better quality checks with stronger market reputation.

4.2.2 Case Studies

The case studies consider three large retail organizations that are active in the highly competitive markets and have implemented the use of green marketing strategies as one of the key elements of the business model. Both cases bring out unique sustainability-related efforts, strategic incentives and performance, and provide comparative information on how the practice of green marketing influences consumer perception and brand image in various retail settings.

Themes	Informants	Description	Examples
Theme 1: The retail companies focus on implementing the holistic green marketing strategy based on change in its operations and partnership with suppliers.	Manager 1	Tesco has publicly undertaken to attain net zero emissions of its operations and supply chain, making sustainability a central aspect of its long-term value generation and brand image.	“Green marketing positively shape consumer perception by building trust by enhancing brand image by increased perceived values”
Theme 2: The retail sector focus on narrative-based green marketing strategy that upgrade the concept of sustainability, longevity and social responsibility.	Manager 2	Marks and Spencer (M&S)’s green marketing strategy show that the brand trust and perception of the consumer have been enhanced.	“Green marketing influence the immediate perception fosters long-term brand loyalty and provides better competitive stage”
Theme 3: The retail organizations focus on the transition to sustainable materials that are less reliance on non-renewable resources and made supply chain more resilient.	Manager 3	IKEA can transform the sustainability challenges into strategic opportunities and deliver sustainable environmental results as well as enhance the competitive stance and the brand value in the long term.	“Consumers are willing to pay high prices for sustainable products by determining the marketing strategy from traditional to green marketing”

4.3 Case Study 1: Tesco

Theme 1: The retail companies focuses on implementing the holistic green marketing strategy based on change in its operations and partnership with suppliers

4.3.1 Introduction and Background

Tesco is a multinational company specialising in the retailing of grocery items based in the United Kingdom and has stores in Europe and Asia. The corporation has millions of clients per week in supermarkets, convenience stores, and online platforms. Tesco is a company that faces a highly competitive retailing environment characterised by price sensitivity, low margins, government scrutiny and increasing consumer demands for sustainability (Tesco Plc, 2026).

4.3.2 The Challenge or Opportunity

The major difficulties Tesco experienced were a result of the increased knowledge of people about environmental problems like plastic pollution, food waste and climate change. The consumers were also demanding that large retailers be more transparent and accountable in terms of action and ethics (Uniwriter, 2025). Inaction would have created the risk of decreased trust and brand erosion, whereas successful action would have created the possibility of reinforced customer loyalty and long-term competitiveness (Tesco Plc, 2023).

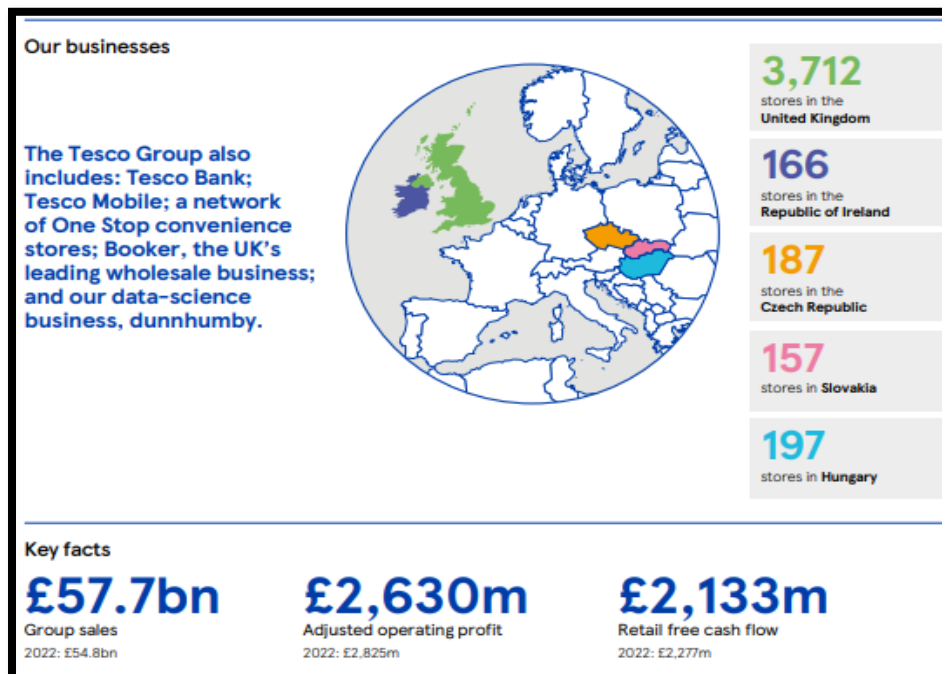


Figure 11: Tesco Organisational Performance
(Source: Tesco Plc, 2023)

4.3.3 The Approach and Implementation

Tesco has implemented a holistic green marketing strategy based on change in its operations, partnership with suppliers, as well as open communication. The company also invested in the area of reducing food waste through the redistribution of excess food and better demand forecasting (Supply Chain Digital, 2025). These were backed by the supply chain engagement programmes that promoted sustainable sourcing and emissions reduction.

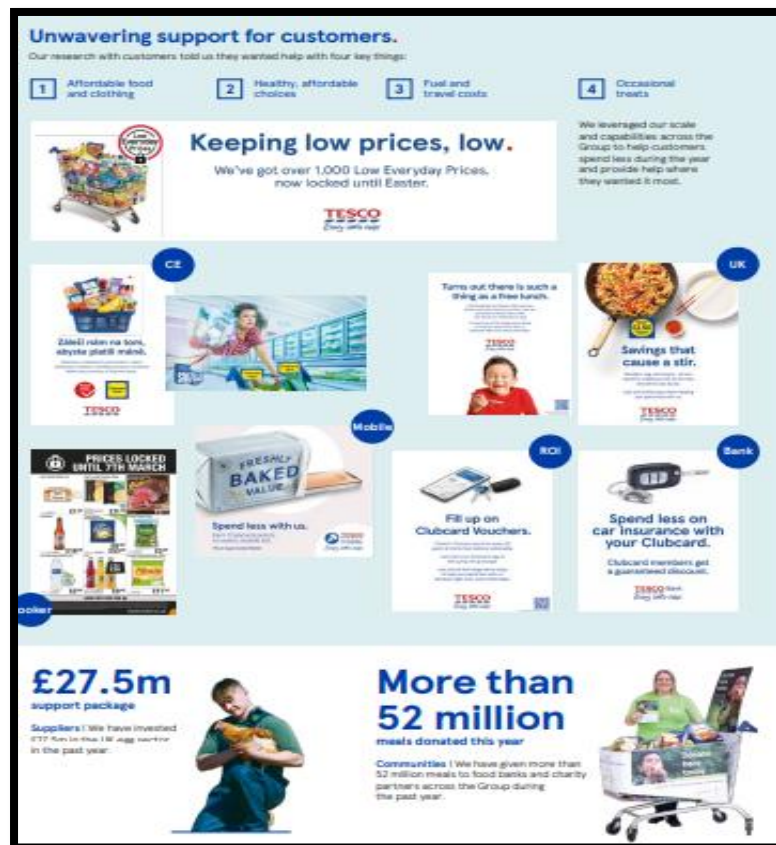


Figure 12: Customer Support from Tesco

(Source: Tesco Plc, 2023)

4.3.4 Outcomes and Results

The results of the green marketing activities of Tesco show the positive effect on the perception of the consumers and the reputation of the brand. The insights of the loyalty programme showed a greater level of engagement of the environmentally responsible shoppers, whereas the acceptability and visibility of the own-brand range that is sustainability-oriented increased (BBC, 2024). Even though sustainability efforts needed a lot of investment, the reputational resilience and long-term gains in brand equity played in favor of Tesco.

4.4 Case Study 2: Marks & Spencer (M&S)

Theme 2: The retail sector focuses on narrative-based green marketing strategy that upgrade the concept of sustainability, longevity and social responsibility (Based on Objective 3)

4.4.1 Introduction and Background

Marks and Spencer (M&S) is a leading British company in the retail business, which deals in food, clothes and homewares. Historically, M&S has been a quality company, with a reputation for trust and ethical practice, and competes in a very mature and highly competitive retail sector. Sustainability has been a core part of the company since the concept of corporate identity and its most well-known approach to it is its Plan A sustainability program (Marks & Spencer, 2026).

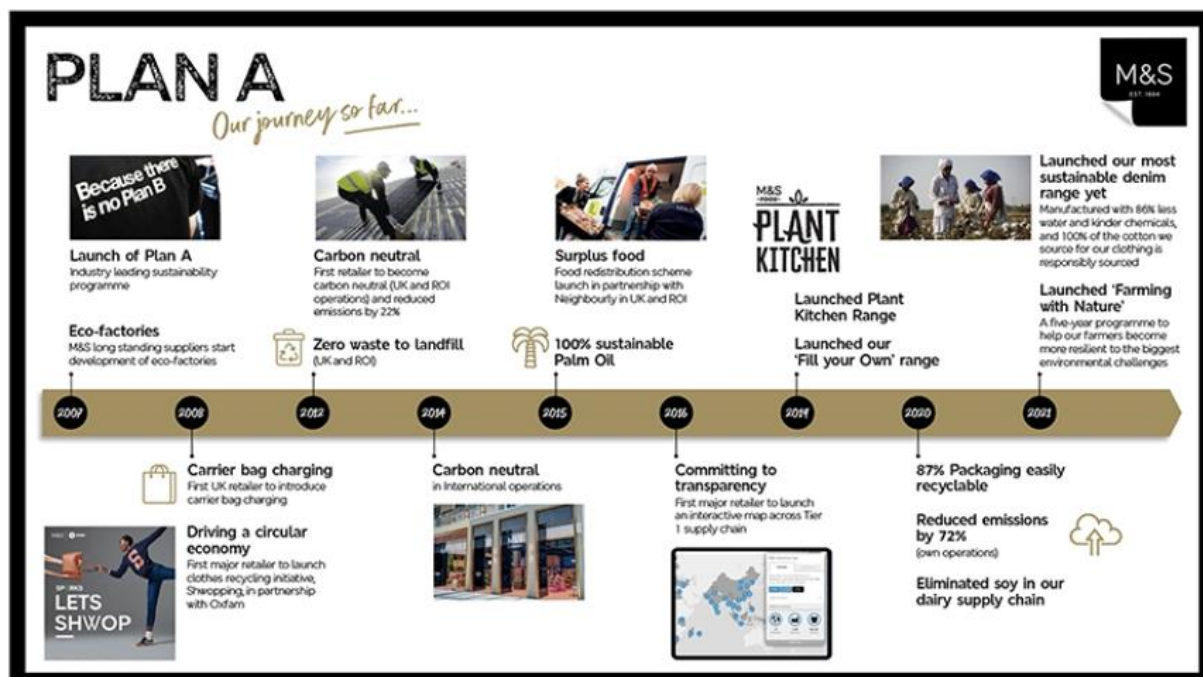


Figure 13: About the Plan A Sustainability Program initiated by M&S

(Source: Marks & Spencer, 2025)

4.4.2 The Challenge or Opportunity

M&S had to deal with the problem of relevance and differentiation when consumer preferences changed and competition grew between low-end and digitally-savvy retailers (Eustochos, 2024). The conventional quality-based positioning could no longer be used to win consumer

loyalty, especially among the younger and environmentally conscious customers. Sustainability was a reputational and strategic opportunity. M&S can build trust by reinforcing its environmental promises, as well as appealing to ethically conscious buyers and linking sustainability and premium product value (Marks & Spencer, 2025).

4.4.3 The Approach and Implementation

M&S has extended Plan A to encompass climate action, the idea of the circular economy and responsible sourcing. These efforts were integrated throughout the operations and were covered by the supplier standards and performance monitoring. M&S had followed a narrative-based green marketing strategy that linked the concept of sustainability to quality, longevity and social responsibility (LinkedIn, 2025).

4.4.4 Outcomes and Results

The results of the green marketing strategy of M&S show that the brand trust and perception of the consumer have been enhanced. The sustainability programs strengthened the brand in question in terms of its ethical ability, especially with the middle and upper-income consumers who appreciate environmentally friendly consumption. Recycling programmes of clothing helped in increasing customer interaction and customer retention, and open reporting made the stakeholders more confident (Statista, 2025).

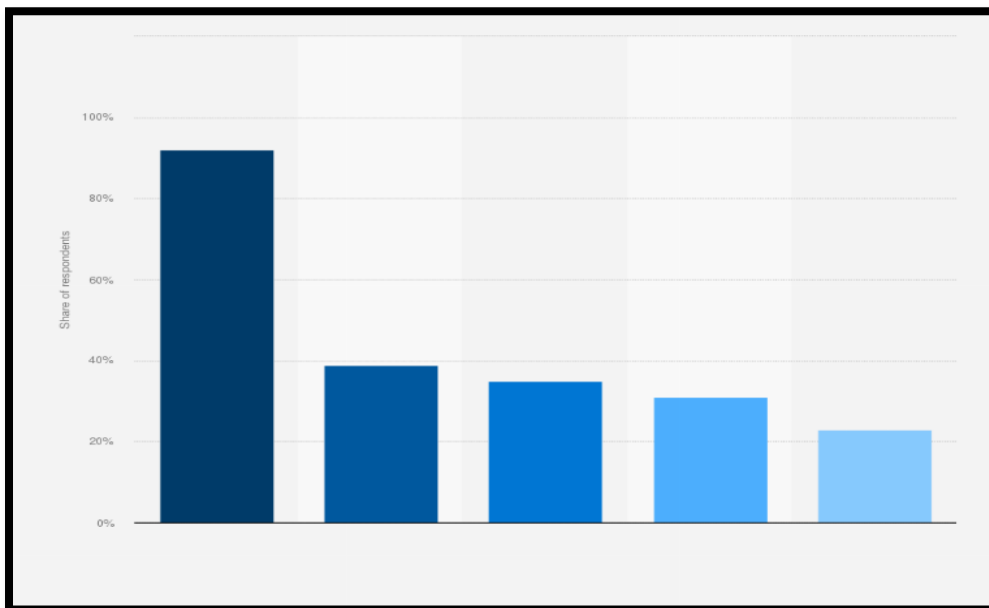


Figure 15: Number of IKEA Stores Globally

(Source: Statista, 2025)

4.5 Case Study 3: IKEA

Theme 3: The retail organizations focus on the transition to sustainable materials that are less reliance on non-renewable resources and made supply chain more resilient

4.5.1 Introduction and Background

IKEA is a home furnishings multinational retailer based in Sweden, best known for its low-cost, flat-pack furniture and unique self-service business concept. IKEA has a wide base of customers with a competitive position in the international retail and home improvement industry, making it operate in over 60 markets (Statista, 2025). Sustainable product design, principles of responsible sourcing and circular economy have been closely associated with the vision of IKEA to create a better everyday life for the many people. In one of the most competitive retailing markets in the world, the company focuses on the increased consumer awareness of climate change and green consumption.

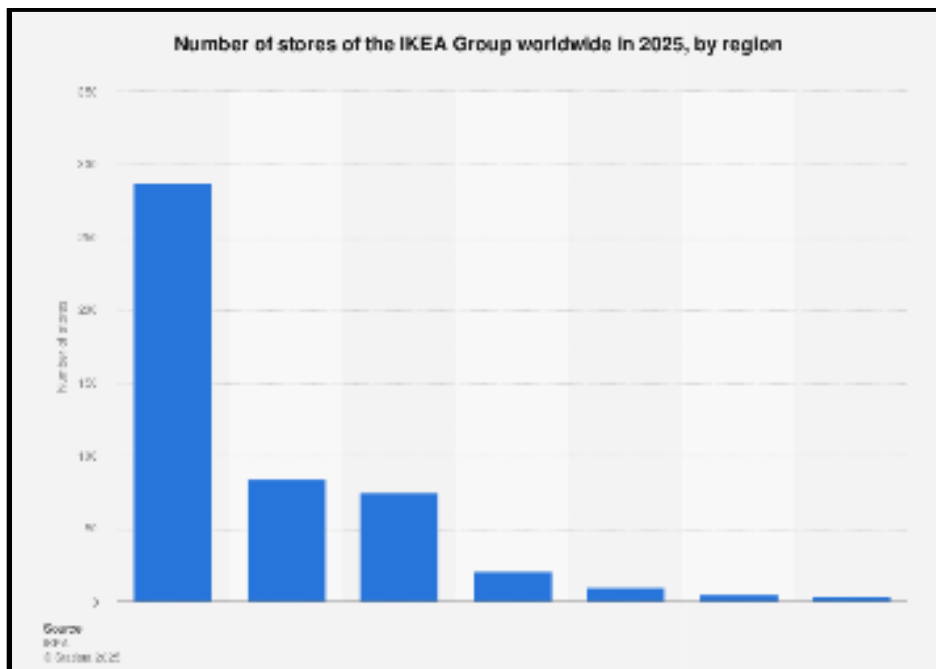


Figure 15: Number of IKEA Stores Globally(Source: Statista, 2025)

4.5.2 The Challenge or Opportunity

The biggest dilemma that IKEA had to grapple with was to strike a balance between speed of expansion all over the globe, cost leadership and pressure to impact the environment. Since

IKEA is a large-scale furniture retailer, its processes were linked to high resource use, such as timber, energy-related, and logistics-related emissions (IKEA, 2026). Meanwhile, the pressures provided the strategic opportunity for IKEA to distinguish itself by integrating sustainability into its value proposition. Inaction would have led to a negative reputation, loss of environmentally aware consumers and ultimate inefficiency in cost (Renaissance, 2024).

4.5.3 The Approach and Implementation

To deal with this problem, IKEA has assumed a long-term sustainability approach based on its model of People and Planet Positive. This strategy had three major aspects, such as sustainable materials, energy efficiency and circular business models. IKEA made a pledge to use renewable and recycled materials, especially in the use of responsibly sourced wood and recycled plastics in the greater part of its products (IKEA, 2023).

As regards implementation, the concept of sustainability was incorporated in product design processes such that the design of products was done in a manner that they could be durable, repairable and ultimately recycled. Other programs, like furniture buy-back programs and resale centres in specific markets, were also initiated by IKEA in order to help customers prolong the lives of their products (IKEA, 2026).

4.5.4 Outcomes and Results

The results of the sustainability-based strategy of IKEA have been both functional and image-based. On the environmental front, the company claimed to have achieved major gains through the reduction of climate impact through the use of more renewable energy and a reduction in emissions per unit of the products. The transition to sustainable materials ensured less reliance on non-renewable resources and made the supply chain more resilient. Business-wise, these projects helped in long-term cost efficiency by saving on energy and optimising resources. Regarding brand performance, IKEA's sustainability efforts helped to increase consumer confidence and brand image, especially in the customer segments that are more environmentally conscious (AM World, 2025).

4.6 Chapter Summary

This chapter has provided three case studies that indicate how green marketing is being implemented and experienced in the retail sector. Some of the common themes within Tesco, Marks and Spencer and IKEA are the significance of authenticity, transparency and congruency of sustainability actions with brand values. All cases reveal that green marketing has the potential to increase consumer perception, reinforce brand equity and competitive positioning

when it is incorporated into the fundamental business strategies. These results constitute one of the practical bases of the critical analysis of the interview process through transcripts.

Chapter 5: Discussion and Analysis

5.1. Purpose and Positioning

The chapter focuses on interpreting the primary data analysis (interview transcripts) and case study findings through the lens of the theories and different other empirical insights that are presented within the study. This particular data analysis such as interview transcripts and case study is evaluated in the previous chapter 4. In addition, the main scope of these research findings focuses on synthesising across the case narratives based on the retail companies such as Tesco, Marks and Spencer (M&S) and IKEA. The chapter also analyses the interview process of 3 managers through which the information is analysed for developing the themes that are further aligned with the case study. The case also brings out sustainability-related efforts, provides comparative information and strategic performance and incentives. The case studies consider three large retail organisations that are active in the highly competitive markets and have implemented the use of green marketing strategies as one of the key elements of the business model. Both cases bring out unique sustainability-related efforts, strategic incentives and performance, and provide comparative information on how the practice of green marketing influences consumer perception and brand image in various retail settings.

5.2 Analytical Framework and Logic

The theoretical lens that is analysed within the research is through the Triple bottom line (TBL) theory and Institutional theory. Based on the literature of the research, the Triple bottom line (TBL) theory focuses on analysing the three components such as People, Planet, and Profit which conceptualises the main strategic goals that are aligned with the overall marketing efforts of the organisation with a broader sustainable process (Srivastava *et al.*, 2022). Apart from that, institutional theory focuses on determining the sustainable marketing and other processes related to the retail sector. In addition, it also focuses on illustrating the sustainable practices to gain legitimacy and determine the pressure from the industry norms, governmental process and customers (Gold *et al.*, 2022). Moreover, the conceptual framework includes analysing the literature review with the help of narrative models that structure overall analysis with the help of independent and dependent variables.

The cross-case themes associated with the study is based on the information of the interview process that conceptualises the green marketing strategy on changed operations with partnership. It also includes narrative strategies which upgrade the main concept of sustainability and social responsibility (Sergeeva and Kapetanaki, 2022). In addition, another

theme also includes the transition to the sustainable materials which are less reliant on the non-renewable process with a resilient supply chain.

5.3 Cross-case Synthesis

5.3.1 Discussion of Theme 1: The retail company focuses on implementing the holistic green marketing strategy based on change in its operations and partnership with suppliers (Based on Objective 1 and 2)

The retail companies have incorporated the main efforts in analysing the green marketing strategies, with in-store communication, online platforms and sustainability publications to clearly outline what is done, progress and restrictions. Based on objective 1, this green marketing strategy of the retail company like Sainsbury was focused on realness as opposed to advertisement. It also includes a challenge that constitutes a strategic opportunity for the organisation to take a differentiation step by integrating plausible green marketing efforts, incorporating environmental responsibility with the everyday consumer's values (Rawat and Pande, 2024). Based on the literature, the main competing perspectives include the main conditions that are identified in the literature including the green marketing process for the online retail industries (Majeed *et al.*, 2022). From the interview transcripts, it is also analysed that all the retail products in the online marketplace have different beliefs in different retail organisations through the green marketing for purchasing decisions of customers.

The first objective determines the effective green marketing initiatives that are adopted by Sainsbury and it focus on determining the comprehensive Plan for Better strategy that are heavily integrated within different areas. It also aims to reduce the environmental impact and also influence the overall customer behaviour towards the sustainable choices (Nogueira *et al.*, 2023). In addition, the manager within the interview process also explains that green marketing strategy help to build brand image and earning customer trust which positively upgrade purchase decisions. They also explains the integrated plan for better sustainability strategy by green marketing strategy and other tactics that shape consumer brand (Kuria, 2024). In addition, the second objective analyses the overall impact of the green initiatives to shape the overall consumer perceptions and different buying patterns. Moreover, within the interview process, the manager also illustrated that the integrated green marketing process by building brand reputation for the consumers.

Through this theme, the cross-case finding that is analysed within the study is about Tesco as it is a competitor of Sainsbury and it also focuses on the overall influence of ethical consumption trends. It has seen environmental responsibility increasingly take the centre stage

in the Tesco corporate strategy in the past ten years. The findings also support or extend the literature that analyse the relationship of the green marketing initiatives based on the brand reputation and competitive positioning of the retail companies. According to Bari *et al.*, (2022), the competitive advantage of the retail companies through different highlights based on the genuine commitment for sustainability. The most significant ones were the elimination of hard-to-recycle plastics in own-brand packs, the growth of refill and reuse tests, and the launch of carbon footprint labelling in specific products (Roy, 2022). Based on objective 2, the green initiatives of the company also focus on shaping consumer perceptions and buying patterns. Based on the interview process, it includes the information that focuses on determining the key strategies and different initiatives which lead to the net zero targets. The consumer trust was enhanced because Tesco informed about quantifiable objectives and updates of progress instead of idealistic statements.

The targeted outcome of the literature in comparison with the main research findings by extending the literature based on the company. Moreover, it was especially prone to reputational risk in case its sustainability statements were seen as shallow or inconsistent (Baier *et al.*, 2022). In addition, compared with the literature, the different initiatives of strategy focus on waste management and sustainable sourcing that make them differentiate from the competitors (Kaur *et al.* 2022). Moreover, the interview process also explains that the ability of green marketing is based on building the long-term resilience within the business and service competitive positioning in a strife-ridden retail setting.

5.3.2 Discussion of Theme 2: The retail sector focuses on narrative-based green marketing strategies that upgrade the concept of sustainability, longevity and social responsibility of brand (Based on Objective 3)

The retail sector includes in determining the narrative-based green marketing strategies which upgrades the overall concept of sustainability, social responsibility and longevity. Moreover, the interview process also analyses that sustainability processes upgrades the main concept of the corporate identity with well-known processes with a strategic view. Based on the objective 3, this green marketing strategy focus on strengthen the brand reputation and overall competitive positioning of Sainsbury. This study includes in generalising the program which covers the strategic view of M&S that good business policies increase brand value in the long run. Within the literature, Majeed *et al.* (2022) stated that the overall green marketing strategies focus on determining the purchasing decisions of the customers effectively. With consumer demands on ethical sourcing, climate responsibility and transparency escalating, M&S needed

to strengthen its values-based retailer brand by adopting regular green marketing strategies (Sansome *et al.*, 2025). It is another cross-case finding which conceptualises the poor performance of M&S which could destroy the credibility and could water down the ethical heritage of the brand.

On the point of view of Objective 3, within the retail sector, the marketing communications emphasised material practices and promoted consumer involvement, and consolidated shared responsibility as opposed to passive consumption. It also focuses on generalising the main outcomes of the literature that extend the information of the research regarding the factors. Moreover, it mainly influences the main initiatives for shaping the consumer perceptions with different buying patterns (Al Kurdi *et al.*, 2022). In addition, the interview process focus on analysing the green marketing influence the immediate perception fosters long-term brand loyalty and provides better competitive stage. Even though the financial recovery was slow, the innovation based on sustainability helped to maintain the positive brand sentiment, enhanced differentiation and strengthened the premium positioning of M&S. Based on the literature, Smith and Sweet, (2021) illustrated the factors of the retail industry that analyse the overall requirements of the customers that upgrade purchasing decisions. This case illustrates that the green marketing long-term commitment can sustain brand resilience and trust in a tough retailing environment.

The literature also determines the concept of strengthening the brand reputation with the competitive position of the retail sector that analyse the eco-friendly products designs. The interview transcripts also focus on the consumers that will pay high prices for sustainable products and reach the net-zero level of emissions. It also focuses on using more materials that were sustainably sourced, and launch the clothing take-back and recycling programs (Sansome *et al.*, 2025). The third objective determines the overall extent of different initiatives that strengthen the brand reputation and have the competitive positioning of Sainsbury. The green marketing approaches enhance the brand image by building trust, perception and loyalty among the environmentally conscious customers.

The managers within the interview process explained that green marketing upgrade brand image by transparent communication and sustainable practices. They also explained that the green marketing approaches fosters genuine commitment that fosters emotional connection with advocacy (Alhomaidd, 2025). Moreover, this marketing approach analyse the strategic alignment of the brand values with environmental responsibility. The manager also stated that green marketing efforts shapes consumer trust and credibility by using authentic communication. Moreover, this strategy built overall credibility through transparency and

authenticity through which the consumers prefer the brand to align with the values and ethical compass. Furthermore, the green marketing efforts of Sainsbury directly shape the view of the consumers through perceived trust and credibility (Durmaz *et al.*, 2026). Through this, the organisation focuses on determining the key strategies and different initiatives which lead to the net zero targets. Therefore, with these initiatives Sainsbury analyzes key strategies and initiative for reaching net zero targets with action implementation.

5.3.3 Discussion of Theme 3: The retail organizations focus on the transition to sustainable materials that are less reliant on non-renewable resources and make the supply chain more resilient (Based on Objective 4)

The retail organisations also focus on determining the transition of different sustainable materials which are less resilient to the non-renewable process. Moreover, the companies focus on placing sustainability and environmental responsibility at the centre of its corporate approach and strategy in the last ten years (Le *et al.*, 2024). It also implies matching commercial development with long-term social and ecological objectives. Based on objective 4, the strategic improvement of the sustainable marketing communication related to stakeholder insights is determined. It also focus on upgrading the competing perspectives associated with the literature includes in determining the green the marketing initiatives which strengthen the overall brand reputation with the competitive positioning of retail organisations (Turkcu and Tura, 2023). On the other hand, the cross-case findings are based on IKEA and it is a topical case to explore how big retailers can turn sustainability intentions into a business reality and quantifiable results. Moreover, the interview transcripts also determining the challenge that leads to the increasing regulatory attention, stakeholder pressure and consumer demands on sustainable goods posed threats. It also impacts the consumer perception and destroys the overall brand credibility in case environmental promises were viewed as being shallow.

The main targeted outcome that is associated with the literature includes the foundational work of the retail companies which analyse the main tactics to achieve the green certifications with eco-friendly processes. It also includes collaborating with different retail companies and also has an impact on the brand positioning strategies on the market performance (Cheng and Hou, 2024). On the other hand, being proactive on sustainability provided IKEA with a chance to increase the level of brand trust, make its operations more resilient and in line with the new market demands of circularity and responsible consumption. Based on the objective 4, another improvement is integrating renewable energy which was another area that the company had

heavily invested in. Moreover, it was one of the biggest corporate purchasers of wind and solar power, with most of the stores and distribution centres running on renewable electricity.

The literature involves illustrating the activities that were reinforced by open communication using sustainability reports and in-store communication, and this enhanced consistency between strategic intent and operational practice. It also includes the new opportunities for customer engagement, which were brought about by the integration of circular economy practices and strengthened the loyalty. The interview transcripts also demonstrate the eco-friendly marketing strategies that help to enhance the overall brand reputation of Sainsbury. Based on the literature, Thanasoulas and Molinari, (2025), stated that the operation integration in the retail sector includes in determining the energy efficiency and overall renewable energy for the retailers to invest in the energy saving technology. In addition, the fourth objective focuses on determining the strategic improvements for managing the challenges for the sustainable marketing communication. It also includes in building the long-term resilience within the business and across the overall supply chain of retail sector (Butt, 2022). Through this, the supply chain resilience can be done by risk assessment, technology integration and others.

The managers within the interview process explained that the supply chain can be enhanced through mapping vulnerabilities and implementing real-time monitoring. Moreover, it will also focus on fostering transparent data and create robust plans through recovery and agility. In addition, the managers also discussed that the green marketing influence the immediate perception fosters long-term brand loyalty and provides better competitive stage (Agu *et al.*, 2024). It also builds foundation of trust for developing long-term brand loyalty and also create the competitive stage that grow market segment for the consumers. Therefore, the consumers will be willing to pay high prices for sustainable products by determining the marketing strategy from traditional to green marketing.

5.4 Integration to conceptual model or proposition

The integration of the conceptual model includes in determining the relation between the dependent and independent variables associated with the research. Moreover, the required modification includes in determining the Dependent Variable (Consumer Perception, Independent variable (Green marketing strategies, Mediator (Brand Trust) and Moderator (Consumer Effectiveness). This conceptual framework includes in determining the research perspectives that are based on the green marketing strategies that influence consumer perception approach and the brand image (Majeed *et al.*, 2022). This conceptual pathway conceptualises the components that are important for making a relation between the variables

that leads to the specific settings that analyses the market dynamics to raise the overall demand for the sustainable products.

5.5 Robustness Considerations

The alternative explanations analysed within the literature includes in determining the importance of green marketing processes that are experienced and implemented within the retail sector. The overall influence of the data source type is the primary (Interview) and secondary (case study analysis) that are considered as the publication bias and attribution bias of the research (Thallapureddy *et al.*, 2023). Moreover, it also determines the multiple sources associated with the research that strengthen the credibility by analysing the similarities and differences between cases will be analysed within the framework of theory and research purposes.

5.6 Practical Synthesis

The study includes different types of cases which are based on retail companies such as Tesco, M&S and IKEA. Moreover, the insights associated with the case studies are illustrated within the managerial implications and further aligned with the literature and theoretical approaches (ANNAMALAH, 2024). The practical contributions of these approaches are much more important for the retail sector as it helps in determining the environmental and eco-friendly perspectives of Sainsbury that influence customer purchasing behaviour.

5.7 Chapter Summary

The study includes in determining the discussion of the case study and the interview findings which is further compared with the literature review of the research. Moreover, it also focuses on determining the component libraries that include general sources of the research findings. This chapter also conceptualises the integration of the conceptual and theoretical model by determining the overall relationship of the variables.

Chapter 6: Conclusion

6.1 Introduction

This study focuses on green marketing strategies of Sainsbury that helps to influence consumer perception and also enhances brand reputation. Through linking with objectives, aligning with findings helps to provide detailed description about key implications. Theoretical implication shows the contribution of theories for this study which helps to meet research objectives. Research limitation based on research method and future scope of this study also analysed which increases overall efficiency of extracted outcome. Positivist research philosophy helps this study to analyse research data in an objective manner based on real-world implication. This study focuses on primary data and with the help of Interview transcript overall findings also analysed.

6.2 Brief summary of key findings

Linking with objective 1

The first objective of the study focuses in the effectiveness of green marketing initiatives adopted by Sainsbury. Through their effective marketing strategies this company easily attracted their customers and enhances their engagement rate. Based on this marketing strategy, Sainsbury 's showcase their different initiatives related to waste management, sustainable sourcing, eco-friendly packaging and many others. Based on the Interview transcript researcher shows that green marketing strategies also influences overall consumer perception and builds loyalty of customers in an effective manner.

Linking with objective 2

The second objective of the study also analyses the impact of green initiatives on consumers' perception and their buying patterns. Green marketing strategy influences different factors related to consumer perception and with the help of social norms purchasing decision of consumers has been analysed which increases their brand value. Based on perceived trust and credibility this organisation easily shapes their consumer perception. Green marketing efforts help to enhance transparency as well as credibility among consumers in an effective manner.

Linking with objective 3

The third objective of the study focuses on different initiatives that strengthen brand reputation and strengthen the competitive position of Sainsbury. Eco-friendly product design of Sainsbury leads to sustainable packaging and with the help of these initiatives the company easily attracted their customers. Brand perception has been stronger which make a strong competitive

position within the market. Net zero targets of this organisation influences business opportunities and with the help of renewable energy eliminating energy consumption rate.

Linking with objective 4

The fourth objective of the study focuses on strategic improvement for sustainable marketing communication aligning with stakeholder perspectives. Sustainable marketing integrating social as well as environmental responsibility improves core business operations. Transparent communication easily attracts environment conscious consumers and identifies their purchasing pattern with the help of energy saving technology. Integration of technology also helps to build supply chain stronger which helps to eliminate vulnerabilities. Real-time monitoring data helps to mapping risk and build a strong relation with suppliers. Long-term brand loyalty provides better competitive stage to Sainsbury and builds a strong foundation.

6.3 Theoretical Contributions

Contribution 1: Clarify the theoretical base addressed

This study relies on the Triple bottom line (TBL) theory and Institutional theory for this research which significantly contribute on research objectives. TBL theory helps to analyse sustainable marketing efforts of Sainsbury through three components which includes People, plant and people (Purnama, 2024). Based on this theory the impact of the green marketing strategy of Sainsbury on people, planet and profit has been also analysed. This theory helps to extract relevant findings through exploring different components of green marketing strategy which positively impact consumer purchasing decisions. Apart from this, institutional theory helps to describe the importance of sustainable marketing strategy based on highlighting industrial norms, customers and government practices (Bhuiyan *et al.*, 2023). External norms and legitimacy of Sainsbury also determine through this theoretical underpinning which helps to enhance environmental performance. Relevant case studies related to Tesco, Marks & Spencer (M&S) and IKEA also showcase the importance of sustainable marketing efforts on consumer perception. Based on this theory, competitors of Sainsbury's also understand reliable sustainable practices which positively impact the environment.

Contribution 2: Boundary conditions and contingencies

TBL and institutional theory both have weak points which impacted the overall findings of the study. Data quality of organisation is one of the weak factor which directly linked up with performance of organisation. Through misalignment data Sainsbury does not understand their sustainable initiatives which impacted their findings. Profits has been easily measures but find out environment challenges and social impact become challenging for organisations which leading to limited progress. Apart from this, institutional theory is another important

theory which has field level limits, organisational agency, institutional ambiguity and many others (Neukam *et al.*, 2025). This theory generalises the sustainable impact with institutional logic which does not related with Sainsbury. Apart from this, based on this theory Sainsbury passively complies with institutional pressure and fails to measure all external pressure which also becomes challenging to get relevant findings.

Contribution 3: Mechanisms and process insights

TBL theory helps to measure different sustainable efforts of Sainsbury aligning with waste reduction, eco-friendly packaging and many others. Based on highlighting their best practice this theory easily enhances customer engagement rate and also influences their profitability rate in the competitive market. Through green marketing initiatives Sainsbury also positively impacted the environment and ensured their social responsibilities. Apart from this, institutional theory easily determines different regulations, laws and rules followed by Sainsbury during sustainable efforts. Values and shares of sustainable initiatives are also measured through this theoretical underpinning (Orazalin *et al.*, 2024). Moreover, this theory also helps to measure effective sustainable measures which are accepted by consumers in an effective manner.

Contribution 4: Integrative refinement of the conceptual model

TBL theory helps to determine sustainable impact of Sainsbury on consumer purchasing behaviour and also identify patterns of customer buying behaviours. Through this theory different sustainable factors of this organisation are also analysed which helps to link findings with literature. Based on this theory the regulatory environment of this organisation also measures which directly implies profitability rate (Chen *et al.*, 2022). On the other hand, institutional theory helps to manage effective strategies and directly shows the value of sustainable efforts linking with literature. The impact of the environment was also analysed with the help of this theory which directly impacted consumer engagement rate in an effective manner.

6.4 Practical Contributions

The practical contributions includes in implementing the interview process for the study by interviewing the managers for extracting the information of the research. Apart from this, the interview process is also implemented that includes 12 questions which discusses about the better engagement with sustainable initiatives by 3 different managers from the retail companies. The practical contributions of this study lead to boost the brand equity and foster customer loyalty by implementing sustainable products and transparent communication within the core business for driving the long-term financial success. Moreover, it also includes the

analysing information of green marketing strategies which helps to enhance organisational performance in an effective manner. Based on that, the conservation rate, error time, CSAT and many other metrics such as sustainability adoption rate of consumer also analysed which enhances their brand reputation of Sainsbury.

6.5 Managerial Implications

This study significantly contributes to literature and with the help of different aspects of research gets relevant outcomes. This theory helps to showcase the importance of green marketing strategy based on Profit, planet and people. Purchasing decisions of consumers also impacted through green marketing initiatives Apart from this, different influencing factors and their initiatives for reshaping consumer perception also analysed through this theoretical underpinning (Rachwal-Mueller and Fedotova, 2024). Based on this literature, the brand consistency of Sainsbury increases which enhances twitch government clarity. KPIs of Sainsbury have been effectively measured through this theoretical underpinning to reinforce high quality sources. Apart from this, based on this theory, environmental responsibility of this organisation also measures through their different initiatives related to eco-friendly packaging, waste reduction and many others (Shaikh and Hyder, 2023). Apart from this, strategic initiatives of Sainsbury related to sustainable marketing also analysed through this study which helps to get relevant findings.

6.6 Limitations and Directions for Future Research

Limitation

The research limitations included in determining the weakness within the study design and it includes in analysing the main flaws associated with research methodology. One of them is secondary-data reliance which includes lack of specific data for answering the research question precisely. Moreover, the study also lacks the industry concentration of the selected case study which might have the information that is biased. It can also include the inaccessible data through which the conduct process of comprehensive data is not processed. Another is measurement constraints that include the lack in attribution of the study with the availability of different counterfactuals. It leads to the misalignment of the research objectives and potential inaccuracies.

Future research

This study significantly analyses the impact of green marketing initiatives of Sainsbury and also analyses their impact on consumer purchasing behaviour. Based on this study researcher easily enhance their interest level on consumer behaviour, adoption level of Human-AI initiative and many more. Researchers can also analyse integration of technology on managing

sustainable initiatives which influence consumer purchasing behaviour in an effective manner. This study focuses on primary data for this research and with the help of linking with web analytics financial outcome has been measured rapidly which increases feasibility of outcome.

6.7 Closing Statement

Summarising findings helps to extract proper outcomes through addressing the right impact of sustainable efforts. Theoretical understanding such as TBL and Institutional theory is also annals through this study. The contribution of theories on research is also analysed through this chapter and also evaluates managerial implication of study with defining reliable metrics.

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Appendices

Appendix 1: Interview Questions

1. How green marketing strategies of Sainsbury significantly influence the overall consumer perception?
2. How green marketing approaches enhance the brand image by building trust, perception and loyalty among the environmentally conscious customers?
3. How green marketing efforts of Sainsbury directly shape the view of the consumers through perceived trust and credibility?
4. How an organisation focuses on determining the key strategies and different initiatives which lead to the net zero targets?
5. What is the process of building the long-term resilience within the business and across the overall supply chain of retail sector?
6. How a green marketing influence the immediate perception fosters long-term brand loyalty and provides better competitive stage?
7. Why the consumers are willing to pay high prices for sustainable products by determining the marketing strategy from traditional to green marketing?
8. How the relationship between green marketing strategy and consumer perception impacts brand reputation?
9. What are the benefits of a green marketing strategy that have an impact on consumer perception?
10. What are the key core challenges faced by this company which also impacted the consumer perception?
11. What eco-friendly marketing strategies help to enhance the overall brand reputation of Sainsbury?
12. How operational efficiency of an organisation helps to run business practices smoothly in the market?

Appendix 2:



Figure 1: Sustainable initiatives of Sainsbury

(Source: Sainsbury, 2025)

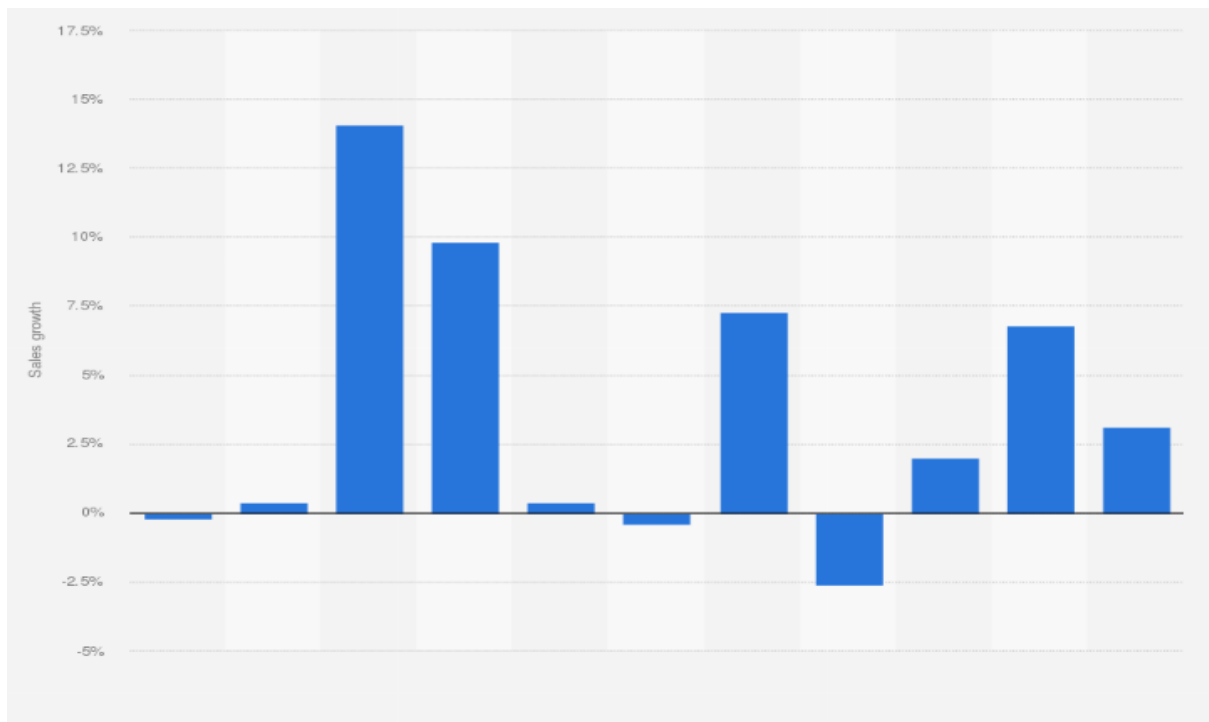


Figure 2: Decreased retail sales of Sainsbury

(Source: Ozbun, 2025)

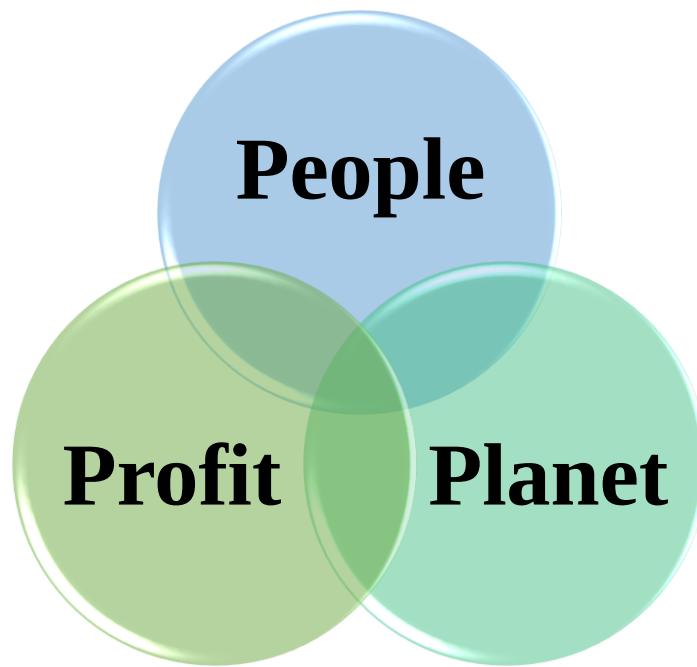


Figure 4: Triple bottom line (TBL) theory
(Source: Self-developed)

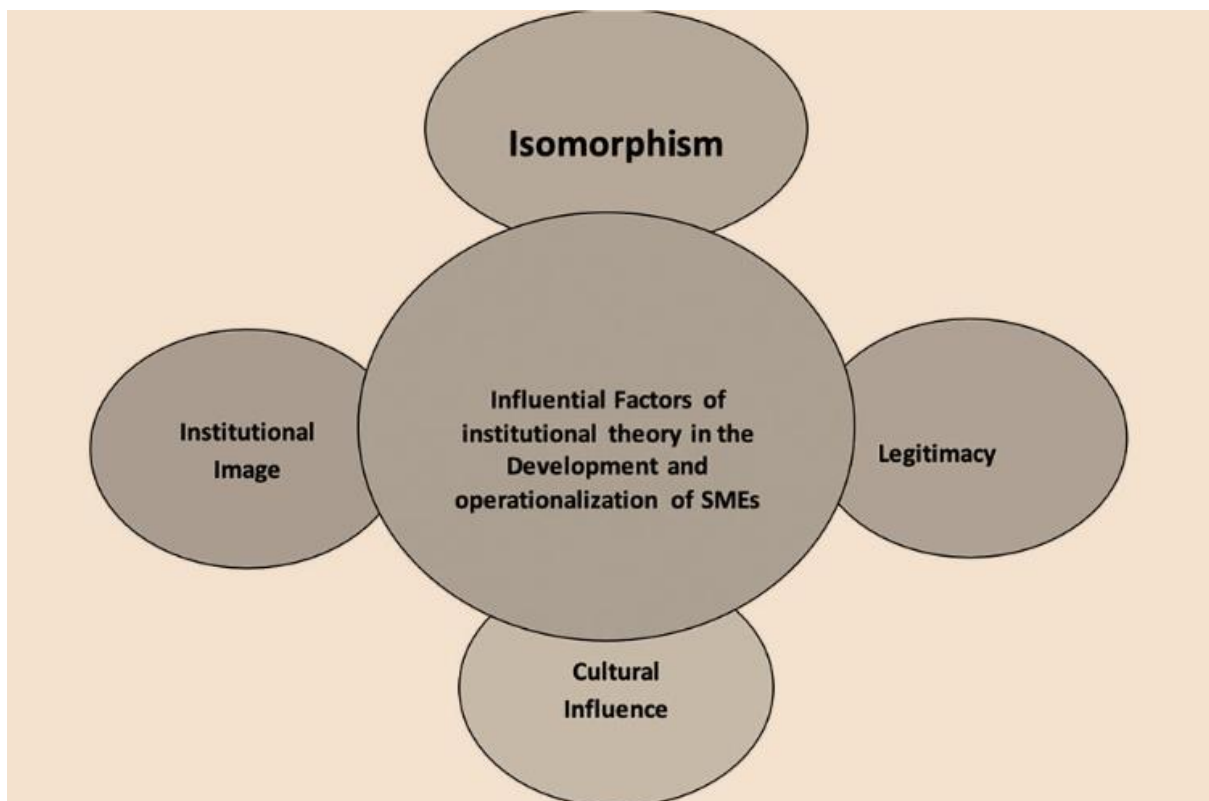


Figure 5: Institutional theory
(Source: Self-developed)

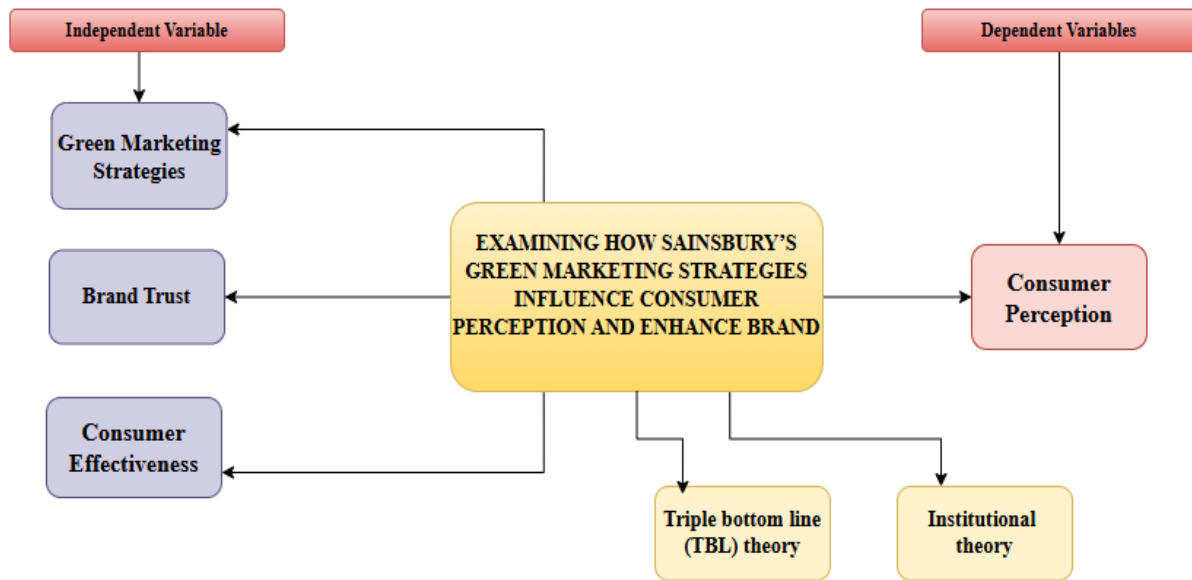


Figure 6: Conceptual Framework

(Source: Self-developed)

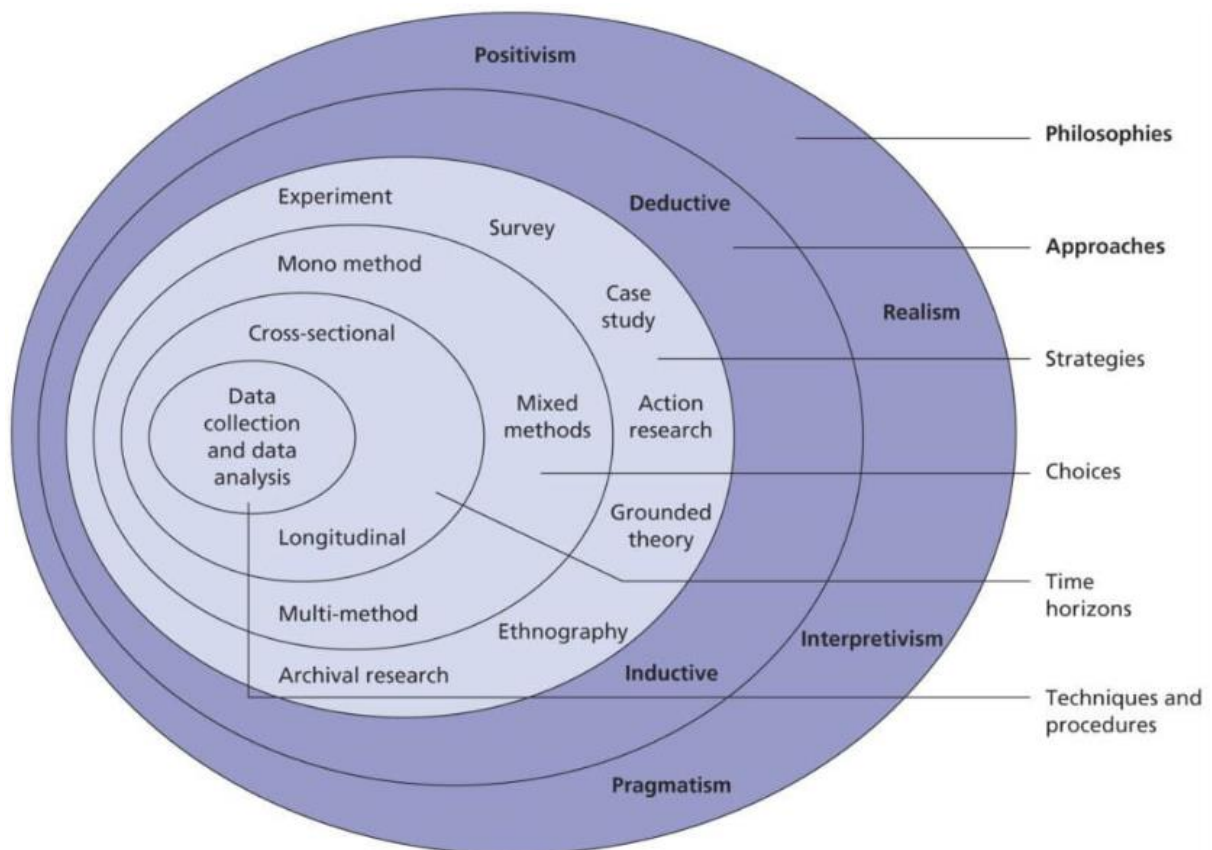


Figure 7: Research Onion

(Source: Alturki, 2021)

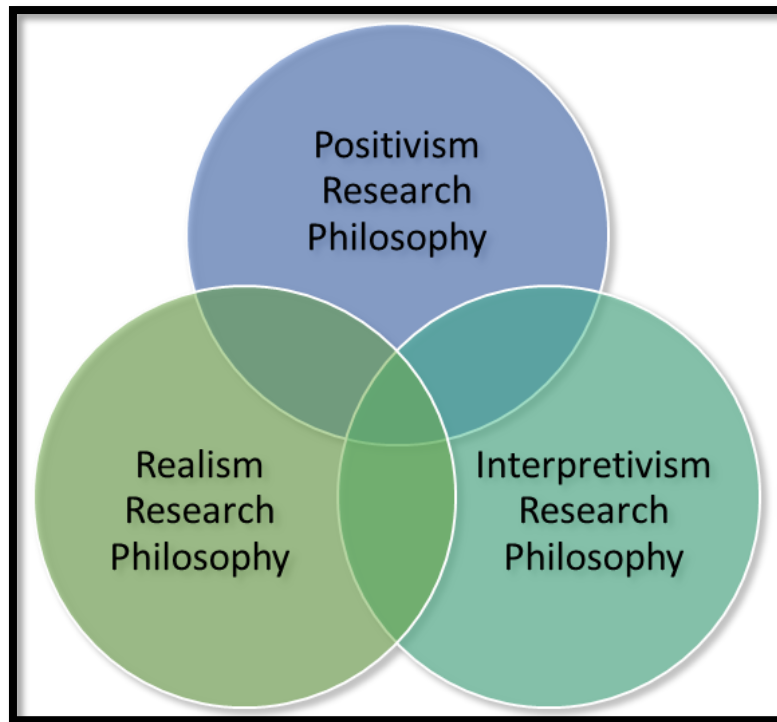


Figure 8: Research Philosophy

(Source: Self-developed)

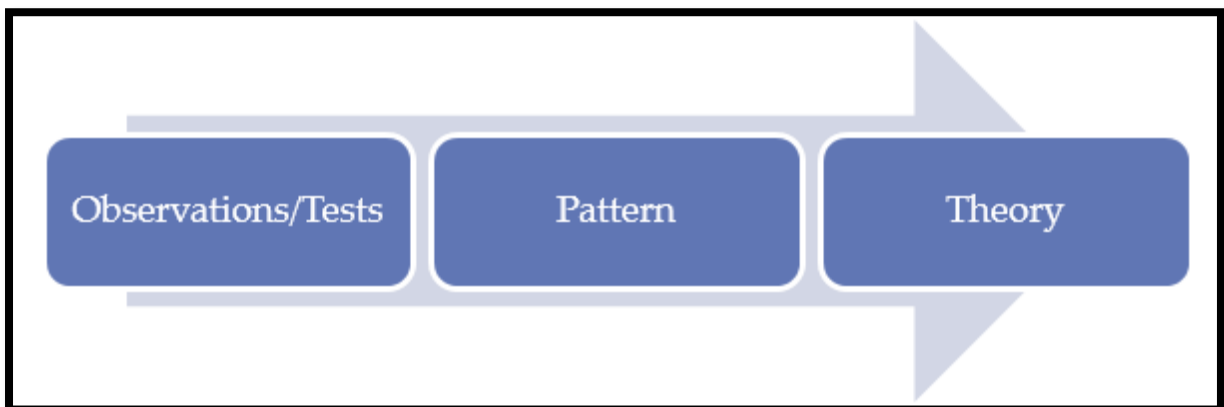


Figure 9: Inductive Research Approach

(Source: Self-developed)

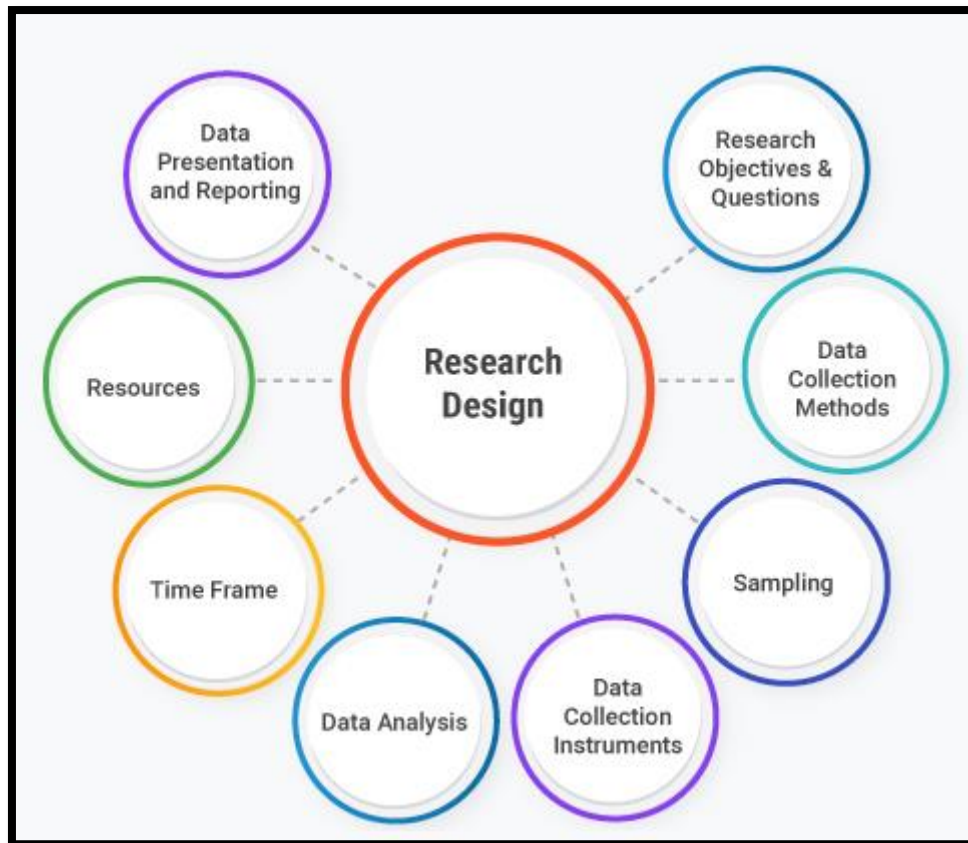


Figure 10: Research Design
(Source: Self-developed)

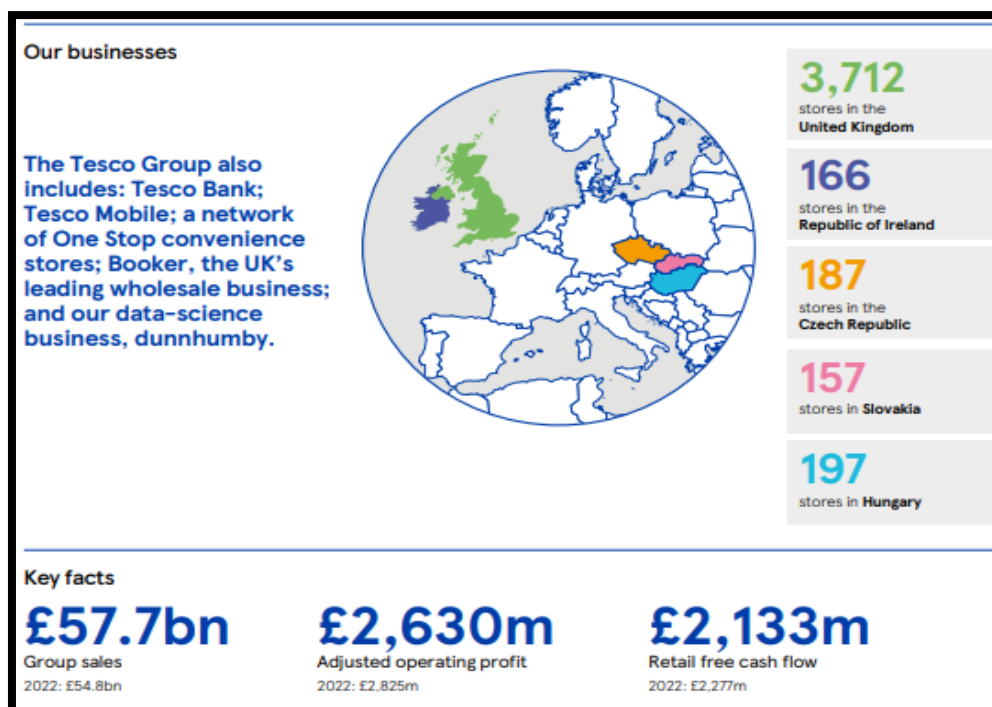


Figure 11: Tesco Organisational Performance
(Source: Tesco Plc, 2023)

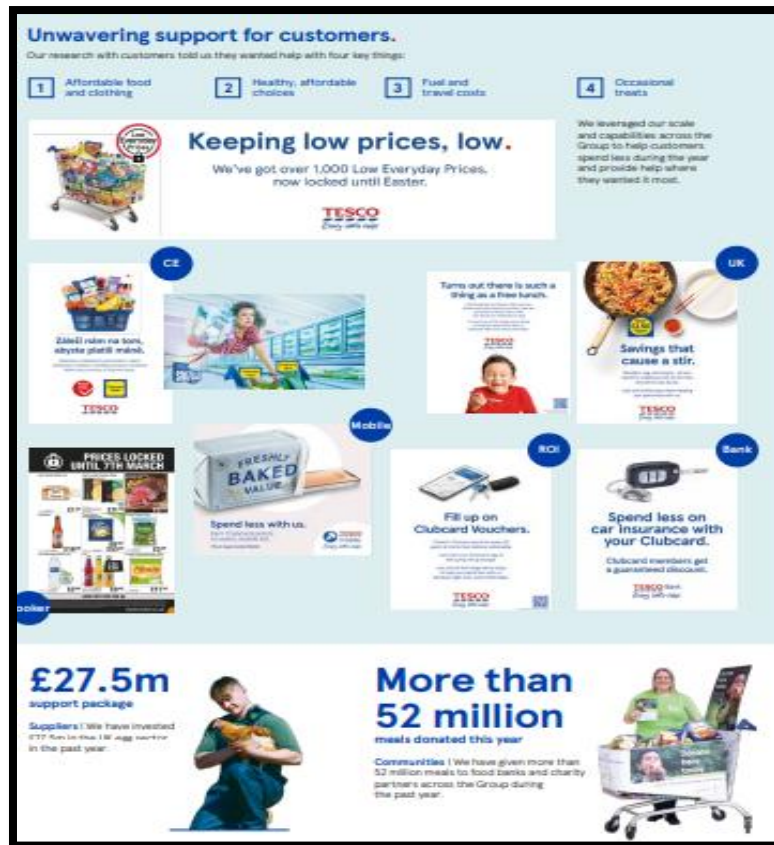


Figure 12: Customer Support from Tesco

(Source: Tesco Plc, 2023)

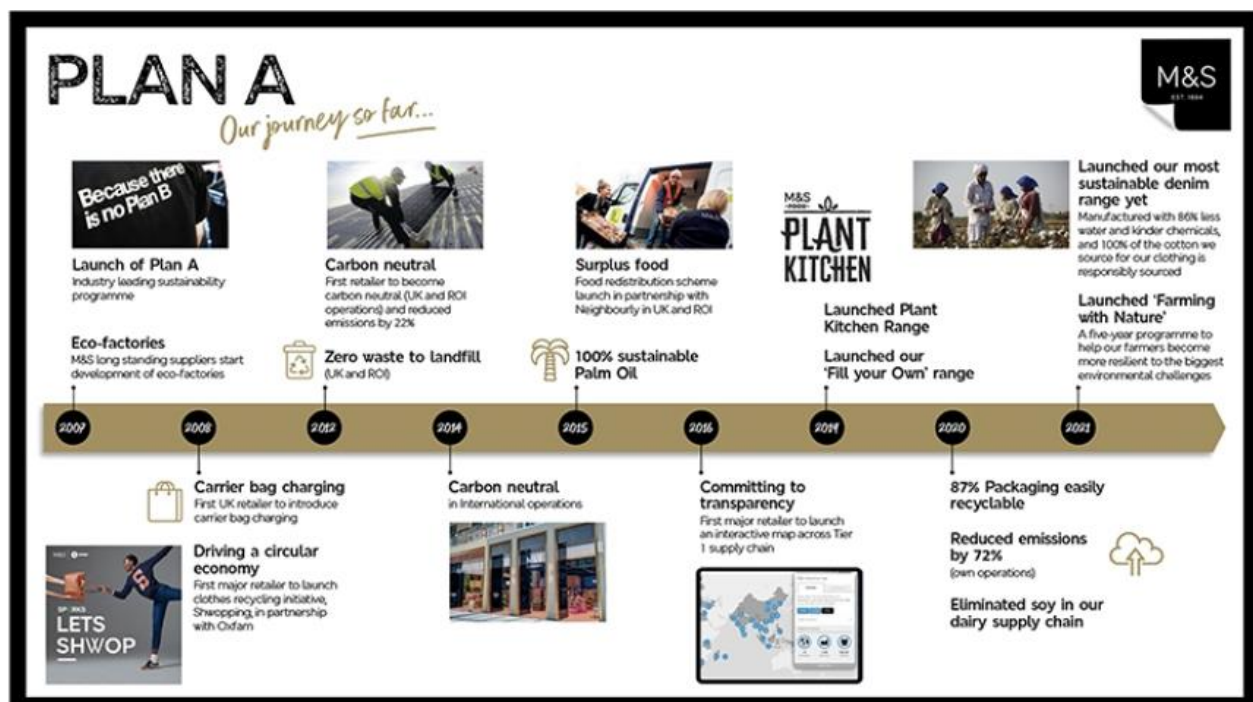


Figure 13: About the Plan A Sustainability Program initiated by M&S

(Source: Marks & Spencer, 2025)

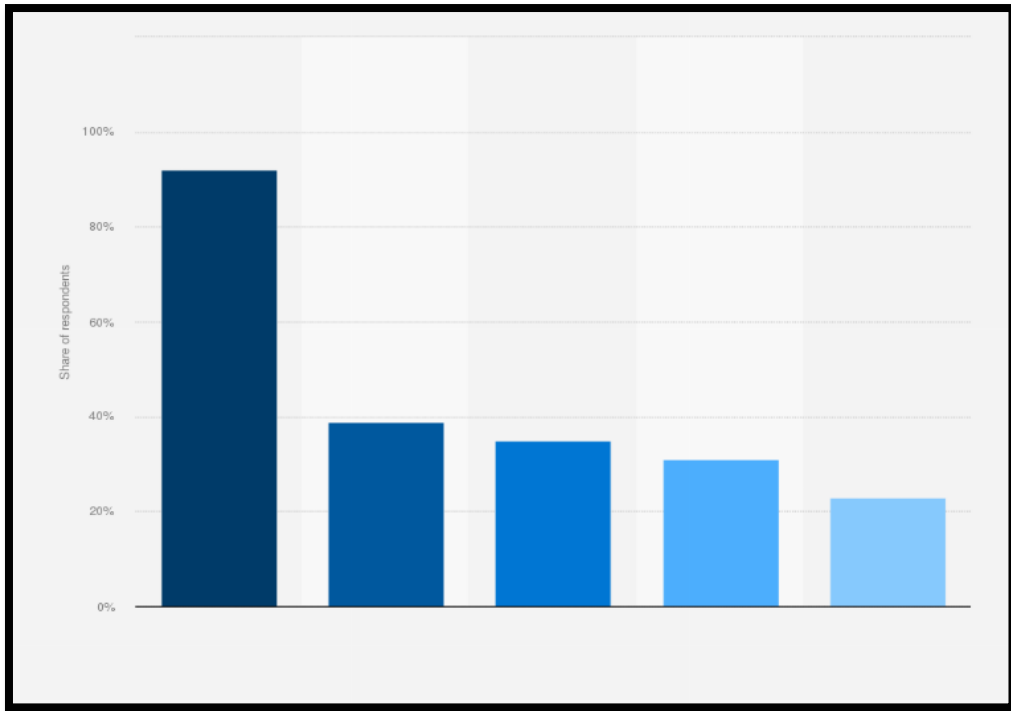


Figure 14: M&S UK Brand Perception in 2024

(Source: Statista, 2025)

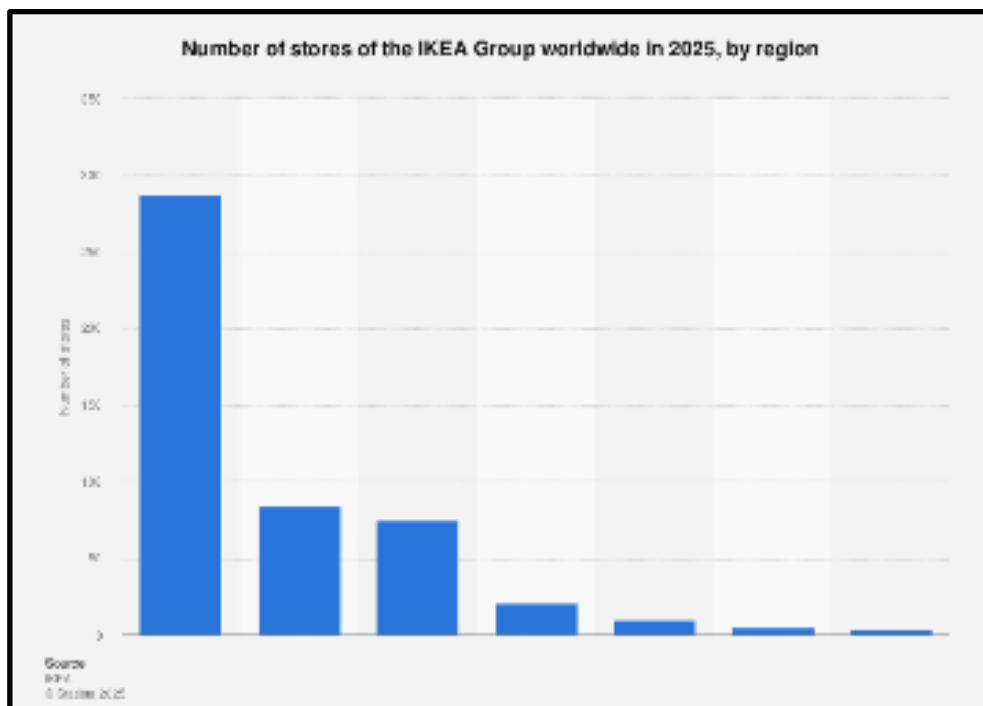


Figure 15: Number of IKEA Stores Globally

(Source: Statista, 2025)