

A STAKEHOLDER-ORIENTED SUSTAINABILITY BRAND MANAGEMENT: AN INTRODUCTORY REVIEW

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Abstract

Sustainability management permeates all areas of business management. Nowadays, brand management is one of the things that are of great importance to business management. Sustainable brand management is described in several complex situations in a business context. This academic paper aims to present the relationship between branding and sustainable management from the perspective of stakeholders. This paper is based on concepts related to sustainable management, brand management and stakeholders. Data collection was searched for articles and research through the keyword database. However, the data analysis is read carefully according to a systematic document analysis approach and explained in this paper. Findings, articles present the following issues: Stakeholder orientation as the basis of sustainability management, Stakeholder relationship management as part of sustainability management, corporate brand as an object of brand management, Customer-oriented and stakeholder-oriented brand management, Risks and opportunities of sustainability brand management. This paper offers a broad perspective of sustainability brand management that scholars and entrepreneurs can further condense into action in the future.

Keyword: Sustainability management, Brand Management, Stakeholders

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Introduction

Ecological and social issues are becoming increasingly relevant to success for companies (Abid, Abid & Moulins, 2020). The business organization can choose the value or positively influence the reputation of a brand (Tatoglu, Sahadev & Demirbag, 2018). Therefore, sustainability brands are so important in business management (Kamkankaew, 2020). This is understood to be a corporate brand whose differentiating power is based on sustainability issues. It is built up and strengthened in sustainability brand management (Lin & Siu, 2020). Due to the increasing relevance, more and more companies face the challenge of positioning a brand to be perceived as ecologically and socially responsible (Otubanjo & Adegbile, 2019; Kamkankaew, 2020). However, a brand's sustainability promises can lead to uncertainty and reservations of trust on the part of the stakeholders lead to actual sustainability performance (Choi, Park, Lee & Hwang, 2017). Due to immateriality, it is usually challenging to verify. Information asymmetries concerning actual sustainability performance represent a central challenge in the sustainability positioning of a brand. These issue mentioned above seems to be particularly relevant for a sustainability brand compared to an established brand (Kamkankaew, 2020). Since ecological and social issues, among other things, problematic present flexible subject areas (Kamkankaew, Thanitbenjasith & Sribenjachote, 2018), there are conflicting goals between individual sustainability aspects, and there are diverse differences of opinion and interest (Casado-Molina, Ramos, Rojas-de-Gracia & Peláez Sánchez, 2020). Sustainability issues related to a brand, therefore, this issue can lead to controversial discussions between companies and stakeholders (Kiesnere & Baumgartner, 2019; Kamkankaew, 2020; Yazici, 2020; Talbot, Raineri & Daou, 2021). Due to their increase in power in the external business environment, stakeholders can express their opinions and demands more (Panigyrakis & Veloutsou, 2000). Therefore, there may be a risk that criticism from stakeholders is given its dynamic through viral dissemination in the social web, which can hardly or not at all be controlled and steered by a business organization (Choi, Park, Lee & Hwang, 2017). These can damage the reputation of a sustainability brand. The interactive possibilities of various factors also offer opportunities to manage a sustainability brand; relationships with stakeholders can be maintained through dialogues, and stakeholders' recommendations can increase awareness of a sustainability brand. Therefore, the credibility of a sustainability brand is called considered particularly important. The question arises of how an established corporate brand can be further developed into a credible sustainability brand.

Management of corporate sustainability

Corporate sustainability relates the described understanding of sustainability to a business organization (Moiescu, 2018; Soderstrom & Weber, 2020). The guideline for action is, in particular, the triple bottom line approach (Lin & Law, 2021). Corporate sustainability is understood to mean a simultaneous consideration of economic, ecological and social goals in all actions of a business organization (Hoppmann, Sakhel & Richert, 2018; Moiescu, 2018; Soderstrom & Weber, 2020; Jadoon, Ali, Ayub, Tahir & Mumtaz, 2021). In the theoretical debate, weak sustainability and strong sustainability are differentiated (Elg, Hultman, & Welinder, 2021). In the case of weak sustainability, one of the three target dimensions can be neglected; strong sustainability is neglected (Kim, Lee & Ahn, 2018; Elg, Hultman & Welinder, 2021). In this paper, it is assumed that solid sustainability can be achieved through corporate sustainability. These may not always be possible due to conflicting goals between ecological and social issues.

The implementation of corporate sustainability takes place within corporate sustainability management (Dyllick & Hockerts, 2002; Kamkankaew, 2016; Mohammadi, Mardani, Khan & Streimikiene, 2018). Given the triple bottom line approach, corporate sustainability management's challenge lies in integrating the three dimensions of ecology, social affairs and economy, and the associated relationships between these dimensions (Klapper, Upham & Blundel 2021). Dyllick & Hockerts (2002) presented these diverse relationships in a model. The triple bottom line approach results in four central target values for sustainability management: eco-effectiveness, socio-effectiveness, eco-efficiency and socio-efficiency. Since the effectiveness denotes a degree of target achievement, the eco-effectiveness indicates how negative ecological impacts have been reduced, and the socio-effectiveness indicates the extent to which negative social impacts have been reduced (Nilsen, 2019). Eco and socio-efficiency are about making environmental and social management as economical as possible (Kashan, Mohannak, Perano & Casali, 2018). The aim is to integrate the mentioned target values and the simultaneous increase in eco-and socio-efficiency and eco- and socio-effectiveness.

Another goal of sustainability management is to increase economic effectiveness and achieve the best economic result (Kim, Lee & Ahn, 2018). Since positive economic effects are also dealt with in conventional management, economic effectiveness is usually not explicitly emphasized as a target value in sustainability management. Given the economic effectiveness, the business case for sustainability is discussed in the literature, which a business organization must achieve in sustainability management. The business organization is increasing economic performance by voluntarily considering ecological and social issues (Kamkankaew, 2014; Mohammadi, Mardani, Khan & Streimikiene, 2018). In these ways, sustainability management aims to reduce ecological and social problems and increase economic indicators such the brand value. Sustainability



management, therefore, means all systematic activities of a business organization to measure, analyze and improve the ecologically, socially and economically relevant actions and effects of the organization (Sasse-Werhahn Bachmann & Habisch, 2020). Besides, it aims to secure the business organization's future viability and enable the organization to make a positive contribution to the sustainable development of the environment and society with its core business (Nwoba, Boso & Robson, 2021).

One approach that is often mentioned and used synonymously in sustainability management - and therefore needs to be differentiated - is corporate social responsibility or CSR. Commonly, CSR is understood as corporate social responsibility. The term CSR is used differently, and so far, there is no uniform definition that excludes consideration of ecological aspects (Bowman & Haire, 1975; Buehler & Shetty, 1975; Fitch, 1976; Bucaro, Jackson, & Lill, 2020). Accordingly, there are views that CSR is part of sustainability management (Nwoba, Boso & Robson, 2021). There may be significant differences between sustainability management and CSR. First, CSR relates to voluntary activities, whereas sustainability management also includes involuntary ecological and social activities (Bowman & Haire, 1975; Buehler & Shetty, 1975; Fitch, 1976; Liu, Dai, Liao & Wei, 2021). Second, the CSR approach assumes that a business organization has social issues merely received; in sustainability management, on the other hand, it is assumed that it takes an active role in shaping the environment and society (Bowman & Haire, 1975; Buehler & Shetty, 1975; Fitch, 1976; Kirana & Prasetyo, 2021). Thirdly, there are differences between social and economic goals in the CSR approach, while links are sought in sustainability management (Bowman & Haire, 1975; Buehler & Shetty, 1975; Fitch, 1976; Zhou, Arndt, Jiang & Dai, 2021). Fourth, sustainability management requires integration into conventional management. Fifthly, in the CSR approach, ecological and social issues are viewed as business-related activities, whereas in sustainability management, they are understood as activities that shape the core business (Bowman & Haire, 1975; Buehler & Shetty, 1975; Fitch, 1976; Bartov, Marra & Momente, 2021). In the business area for sustainability, sustainability management is about increasing economic performance through ecological and social issues (Seuring & Gold, 2013; Hu, Chong & Wang, 2019; Dremptec, Klein & Zwergel, 2020). However, CSR can also refer to socially themed environmental issues (Nwoba, Boso & Robson, 2021). CSR can thus be understood as a concept that affects social and ecological, and ethical responsibilities (Dremptec, Klein & Zwergel, 2020; Kirana & Prasetyo, 2021). In these views, CSR would be just as comprehensive an approach as sustainability management (Zhou, Arndt, Jiang & Dai, 2021). As there can be significant differences between the sustainability and CSR approaches, this work, on the one hand, follows the understanding that CSR is part of sustainability because a relationship can be established between the two approaches, the CSR's literature is also considered.

In addition to CSR, corporate citizenship (CC) is another approach used in sustainability management and needs to be differentiated (Ganguly, 2017). Commonly, the CC is understood to mean a business organization's role to behave as a good citizen embedded in society (McEachern, 2015; Carini, Rocca, Veneziani & Teodori, 2021). In addition to different CC definitions, these term is often used synonymously with the CSR term (Akbari & McClelland, 2020). There are different views on their relationship: CC is mainly understood as a sub-area of CSR. According to Akbari & McClelland (2020), because of its rights and obligations as a citizen, a business organization takes an active part in shaping society, and its framework conditions, whereby this understanding of CC goes beyond the understanding of CSR and CC can be seen as an umbrella term for CSR (Campopiano, Rinaldi, Sciascia & De Massis, 2019). In further definitions, the CC and the CSR are equivalent approaches. In this paper, the view is followed that CC is part of CSR and corporate sustainability to focus the literature on the essential terms sustainability and CSR.

The previous discussions on corporate sustainability, corporate social responsibility and corporate citizenship show that entrepreneurial activity impacts the environment and society and that a business organization operates in an environment of different interest groups. These groups each have different claims towards a business organization. Based on the sustainability concept, it is essential to consider all groups' demands and not just those who have a direct relationship with a business organization. This is discussed next section in the context of stakeholder orientation.

Stakeholder orientation as the basis of sustainability management

Barney (1986) and Mahoney (1995) defined a business organization as a bundle of human assets and relationships, seen as the starting point for the stakeholder approach. A stakeholder approach attention. Kor & Mahoney (2000) pointed is that a business organization has stakeholders, which was any group or individual who can affect or is affected by the achievements of an organization's purpose and individuals or groups who have a material or immaterial claim towards

a business organization. Rugman & Verbeke (2002) also later defined stakeholders as persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present or future. In Jayasuriya, Zhang & Yang (2020) viewpoint of the stakeholder management approach, stakeholders' interests must be considered in operational decisions and shareholders. The central assumption of his stakeholder management approach is that a focal business organization operates in an environment of different stakeholders and exchanges relationships between a business organization and its stakeholders. Cohen (2019) differentiates between different internal and external



stakeholder groups, including interest groups such as employees, customers, investors, society, government, competitors, and suppliers.

Stakeholder relationship management as part of sustainability management

It should be noted that stakeholders' relevance can change over time due to the increasing importance of other sustainability issues or changes in the corporate environment (Pimentel Da Silva, 2021). A continuous review of stakeholder relevance, therefore, seems to be necessary. According to de Chernatony (1999), a business organization must become aware of users' influence on its brand. Therefore, the explained identification of relevant stakeholders is based on both the sustainability management and the brand management for the sustainability brand management necessary (Couto & Ferreira, 2017). After identifying, prioritizing and selecting the stakeholders and their interests, it is essential to design how the relevant internal and external stakeholders are dealt with in stakeholder relationship management (Cannatelli, Pedrini & Grumo, 2017). Stakeholder dialogues represent a central means for stakeholder relationship management (Jo & Vieira Cunha, 2001). In dialogue with the relevant stakeholders, a business organization can obtain further information about their claims and opinions (Urde, 1999) and, for example, discuss ecological and social target conflicts, weigh contradicting interests, or find a common consensus (Brexendorf, Bayus & Keller, 2015). New sustainability issues also require a dialogue with them in order to adapt to the business organization accordingly. Morgan & Rego (2009) also argued that it is good to reveal controversies, make decisions transparently and then use the dialogue to take concrete action. A business organization cannot take all interests into account (Laforet, 2017), conflicts and adverse reactions (Ahn, 2019), which, therefore, argued that a business organization should deal with stakeholder interests at an early stage (Kamkankaew, Thanitbenjasith & Sribenjachote, 2018), listen to stakeholders (Cohen, 2019), and enter into a dialogue with them when they express criticism (Wang, Lin & Tian, 2020). Besides, a reaction to stakeholders' comments is necessary to signal to them that their comments will be noticed and valued.

In addition to the stakeholder dialogues, stakeholder involvement is another necessary means of stakeholder relationship management (Francis, Hasan & Wang, 2019), especially about ecological and social issues. These include the need to not only inform stakeholders about a business organization's ecological and social activities but also to involve them actively and to invite them to participate in the business organization's innovation actively (Pimentel Da Silva, 2021), solution and value creation processes even think that a CSR strategy can not only be controlled by a business organization but must also be discussed with internal and external stakeholders (McEachern, 2015; Ganguly, 2017; Carini, Rocca, Veneziani & Teodori, 2021). Brexendorf,

Bayus & Keller (2015) understood it to be a proactive and interactive process between a business organization and its stakeholders, aiming to develop sustainability strategies. Through stakeholder involvement, the transparency of entrepreneurial action and the trust of stakeholders can be increased (Rugman & Verbeke, 2002). Concerning these sections, it can be summarized that relevant internal and external stakeholders must be identified and selected within stakeholder relationship management based on their legitimacy (Jayasuriya, Zhang & Yang, 2020). Their market and non-market interests must be weighed in dialogue or through their involvement.

Corporate brand as an object of brand management

Originally brand is used to mark a product, a service or a business organization which is why a distinction is made between a product (Hawkins, 1970; Jacoby, 1971), service or business organization brand (Schmitt & Pan, 1994; Kamkankaew, 2017). Also, other options for differentiating brands, such as the target groups of a brand (Pyper, Doherty, Gounaris & Wilson, 2020). Therefore, there are other types of brands, such as the B2B brand, in which organizations are addressed. This paper deals with the corporate brand, which is aimed at various internal and external stakeholders.

According to Barney (1986) and Mahoney (1995), a business organization's detailed image is firmly anchored in internal and external stakeholders' minds. Based on Aaker, (1996) Oh, Keller, Neslin, Reibstein & Lehmann (2020), it is understood as a bundle of benefits with specific features that ensure that these bundles of benefits are differentiated from other bundles of benefits that meet the same basic needs from benefits are group's perspective. These bundle of benefits consists of physical-functional and symbolic benefit components expressed in a benefit promise and essentially determine the differentiating power of a brand (Keller, 2020). Brand differentiation using material value promises is usually not possible in the long term due to the products' technical alignment (Sood & Keller, 2012); symbolic value promises may significantly influence purchasing behaviour (Keller, 1999).

As the brand definition explained by Oh, Keller, Neslin, Reibstein & Lehmann (2020) shown, a brand is an immaterial and subjective image in a viewer in the context of identity-based brand understanding's psyche. Thus, a brand encompasses an external image of a brand - the individual image of a brand from external viewers' perspective (Brexendorf & Keller, 2017), also referred to as a brand image. It can, therefore, be perceived and varied differently by different viewers. The identity-based brand understanding goes beyond the one-sided consideration of a brand's perception by a viewer and the outside-in perspective (Parker, Lehmann, Keller & Schleicher, 2018). It also considers a brand's self-image from its perspective and looks at it from an inside-out perspective (Luping, Zheng, Su & Keller, 2017). In this context, brand identity is understood



by self-image. In the identity-based understanding, a brand is therefore shaped by identity and an image. The aim is to match the identity and image of a brand as closely as possible.

Customer-oriented and stakeholder-oriented brand management

A brand is built, strengthened and maintained within brand management, including corporate branding, corporate brand management, brand management, brand policy, brand management. According to Montanari & de Moura Engracia Giraldi (2018) Baumgarth, Boltz, Schmidt & Roper (2020), conventional brand management is understood to mean decision-oriented information processing used to control brands. In called classic brand management, the focus is on consumers and customers. It is about the satisfaction of their wishes (Thaichon Quach, 2015), and their satisfaction is the primary goal of brand management (Ahn, 2019). Therefore, all entrepreneurial activity is geared towards them, so there is also market orientation (So, Wu, King & Xiong, 2018). Besides, traditional brand management is only about a brand's image (Montanari & de Moura Engracia Giraldi, 2018). Therefore, these image-oriented approaches of brand management are based on the market-based view (Casado-Molina, Ramos, Rojas-de-Gracia & Pelaez Sanchez, 2020). Because of the customer, market and image orientation, classic brand management also assumes a pure outside-in perspective. Here, the management of a brand is made from the outside since the consumer wishes to determine management's direction.

The brand understanding and thus also the brand management have been further developed. Development away from a pure consumer orientation can be observed because different stakeholder groups increasingly came into brand management (Iyer, Davari, Srivastava & Paswan, 2021). Therefore, the focus is no longer only on customers but also on non-customer stakeholders and stakeholders (Choi, Park, Lee & Hwang, 2017). Furthermore, the brand is understood as a strategic value of an entire business organization, whereas a brand in traditional brand management primarily marked products. A brand no longer only serves to satisfy customer's wants but is understood as the strategic centre of a business organization (Kamkankaew, 2020); therefore, it differentiates between the market orientation already explained and the brand orientation. According to these points, a brand is no longer driven by the market, but the corporate brand determines how the business organization should act.

The development of the strategic management of a corporate brand belongs in these contexts (Bogers, Chesbrough, Heaton & Teece, 2019; Ketchen & Craighead, 2020). This is also dealt with under the heading of corporate brand management (Kamkankaew, 2020). Depending on the target group, consumers, and stakeholders, Kapferer (2005) pointed differences between product and business organization brands.

Stakeholder-oriented brand management is based on the resource-based view since the competitive advantage is created by combining internal resources and competencies (Soderstrom & Weber, 2020).

Thus, the brand becomes a strategic instrument (Kamkankaew, 2020), with identity as the starting point and the direction of action. Besides, the satisfaction of stakeholder needs is tracked (Morgan & Rego, 2009). The aim is to achieve a uniform and transparent brand image for all stakeholders (Laforet, 2017). According to this further developed understanding of brand management, a business organization pursues further goals beyond customer wants and needs (Keller, 2020). Therefore, it is about an integrated view of a brand, in which both the internal and the external perspective are brought in (Jo & Vieira Cunha, 2001). These also result in a change from the pure outside-in perspective to the inside-out perspective and their integration. Various currents in corporate brand management integrate the inside-out perspective and take up the stakeholder orientation (Mossberg & Getz, 2006; King & Halpenny, 2014; Yazici, 2020; Talbot, Raineri & Daou, 2021). To differentiate them, Kernstock & Brexendorf (2012) noted three perspectives as the behaviour-oriented, the strategy-oriented and the identity-oriented school, whereby they show overlaps. The behaviour-oriented school deals with the design options and mechanisms, whereby the brand is viewed as an essential part of the value chain (Brexendorf & Kernstock, 2007). A brand is viewed in the strategy-oriented school to increase the business organization's value and corporate strategy decisions. In the identity-oriented school, brand management is understood as an external and internal management process, and the reciprocity of image and identity are taken into account (Brexendorf, Kernstock & Powell, 2014). In this paper, the stakeholder-oriented understanding of brand management is followed. The pure customer orientation, in particular, pursues commercial goals-other social issues would then be neglected (Lydekaityte & Tambo, 2020), which given the triple bottom line approach, does not combine with sustainability brands management in this paper. Besides, this understanding can be classified in the stakeholder orientation in the context of sustainability management.

Furthermore, this paper joined the identity-oriented concept and identity-based brand management, as different stakeholder groups are explicitly considered. Besides, identity-oriented brand management is considered the art and the most widely implemented concept of brand management in science and practice (Balmer, Brexendorf & Kernstock, 2013). After the conventional brand management was explained in this section, the second basis of the sustainability brand management understanding to be developed was discussed and sustainability management. Building on these, the following focuses on ecologically and socially oriented brand management, as it is part of the research topic.



The understanding of sustainability brand management based on sustainability and brand management

In this section, based on the explained understanding of sustainability and brand management, the subject of investigation sustainability brand management is concretized. Understanding sustainability brand management is based on the sustainability brand's subject matter, which is why this is first discussed. Then it is differentiated from conventional brand management, and its understanding is explained. Finally, possible risks and opportunities of sustainability brand management are discussed.

Sustainability brand as an object of sustainability brand management

The central concept of the investigation of the paper subject is the sustainability brand. The term sustainability brand has not yet been clearly defined (Seele, 2017; Yi, 2019; Yazici, 2020; Talbot, Raineri & Daou, 2021). Roper & Davies (2007) explained that a sustainability brand is a corporate brand with sustainability embedded in its covenant or brand promise Wolf (2014) referred more to the benefits aspect of a sustainability brand. They defined them as follows the sustainability brands are products and services that are branded to signify to the consumer a form of particular added value in terms of environmental and social benefits. Furthermore, Talbot, Raineri & Daou (2021) understood that a sustainable corporate brand as a firmly anchored in the minds of external stakeholders, a distinctive image of the sustainability performance of a business organization, which is the result of the individual, subjective perception and decoding of all signals emanating from the business organization as well as the individual and subjective results with the business organization.

Since no definition could be identified that also considers the actual sustainability performance of a corporate brand and thus the credibility of a sustainability promise (Seele, 2017; Yi, 2019; Yazici, 2020; Talbot, Raineri & Daou, 2021), a different understanding of a sustainability brand is defined, in its definition, Sehnem, Martignago, Farias Pereira & Chiappetta Jabour (2019) referred to the conception of sustainability performance; however, these definition does not say anything about the real and therefore actual sustainability performance of a business organization. In this paper, the sustainability brand is defined in continuation of the explanations on sustainability management, an established brand and the current understanding as a sustainability brand is a brand that has a sustainability- oriented identity whose differentiating power is based on sustainability aspects, which is happed by the image of various stakeholder groups and makes an economic, ecological and social value proposition based on actual sustainability performance. Concerning the first point of the definition, the present paper deals with corporate brands as an example. Concerning the latter conception, the assumption applies that the business organization and product brands are identical to reduce the paper subject's complexity (Kiesnere & Baumgartner, 2019). Other products or service

brands are not considered, and the corporate brand in the design (Dyllick & Hockerts, 2002).

About the second point of the definition, the identity perspective, based on identity-based brand management, represented the core of a sustainability brand whose differentiating power is based on ecological and social aspects (Kernstock & Brexendorf, 2012). Therefore, the definition implies anchoring ecological and social issues in identity. However, these do not necessarily have to occur in each of their components. According to Seele (2017) Yi (2019) Yazici (2020) Talbot, Raineri & Daou (2021), sustainability can be anchored in one or more identity components. Depending on the degree of a brand's sustainability orientation, it is possible to integrate sustainability aspects into the brand as a dominant, complementary or business organization aspect. In analogy to these, Wagner & Schaltegger (2004) distinguished three brands as the consistent sustainability brand, the combined sustainability brand and the established brand. Sustainability aspects dominate and address smaller core target groups or niches (Garcia-Blandon, Castillo-Merino & Chams, 2020).

Sustainability is then a core identity. With a combined sustainability brand, ecological and social aspects play a less central role - they are used here equally as complimentary benefit arguments and are aimed at niche or mass markets (Wagner & Schaltegger, 2004; Roper & Davies, 2007; Schaltegger, Hoerisch & Freeman, 2019). Sustainability is a peripheral brand value (Nuber, Velte & Hoerisch, 2020) it is then an extended identity. Sustainability aspects play little or no role in conventional brands (Sood & Keller, 2012). Social and environmental aspects are not addressed directly and are at most coincidental side effect (Nwoba, Boso & Robson, 2021). Therefore, a sustainability brand is understood to be a complementary or consistent sustainability brand (Talbot, Raineri & Daou, 2021). The extent to which sustainability aspects are taken into account in identity can depend on the particular situation of a business organization and include are influenced by the following factors; Sustainability competence of a brand (Soderstrom & Weber, 2020), compatibility of sustainability performance with traditional quality elements (Aman, Saleh, Shukur & Jaafar, 2021), size and strength of the target group's sustainability orientation (Elg, Hultman & Welinder, 2021), the perceptibility of the sustainability advantage by buyers (Kamkankaew, 2020), durability and uniqueness of the environmental and social benefits and opportunity to differentiate through sustainability advantages in competition (Gunarathne & Lee, 2020).

The third point of the definition clarifies how different internal and external stakeholders perceive a brand and not just how the consumers perceive it (Perez, Moreno & Barkemeyer, 2015). Due to the stakeholder orientation, many different stakeholder groups shape the image of a sustainability brand (Wolf, 2014). Even if other stakeholders, in addition to customers, are taken into account in conventional brand



management, all stakeholder groups are explicitly taken into account in the context of a sustainability brand (Sehnm, Martignago, Farias Pereira, & Chiappetta Jabour, 2019).

In the fourth point of the definition, the ecological and social value proposition is formulated based on the sustainability identity. This promise is based on an actual sustainability performance since an ecological and social benefit promise might otherwise only be a communicative assurance (Gunarathne & Lee, 2020), but these might not be followed by action. Then a sustainability promise would not necessarily be credible (de Villiers, Rouse & Kerr, 2016). According to the triple bottom line approach, special attention is paid to the ecological, social, and economic aspects and integrates these three target dimensions (Bartov, Marra & Momente, 2021). The sustainability brand can also only have a social or only an ecological orientation, even if the triple bottom line approach and strong sustainability take account of all three dimensions at the same time demand (Pimentel Da Silva, 2021).

Nevertheless, a brand that claims to be anti-social or violates social issues would probably not be called a sustainability brand (Bartov, Marra & Momente, 2021). According to point two, the economic benefit is not explicitly mentioned in the definition since the differentiating power lies in the ecological and social aspects (Liu, Dai, Liao & Wei, 2021). Also, the economic aspect is not explicitly emphasized (Carini, Rocca, Veneziani & Teodori, 2021), as it is also dealt with in conventional management (Klapper, Upham & Blundel, 2021). This assumption is also made in order to reduce the complexity of the paper.

Because of this definition, it is vital to concretize the understanding of the sustainability brand, specifically for the business organization. Therefore, in the next step, a business organization would have to develop an operationalization of sustainability brands' concept. These seem necessary so that the various characteristics of a sustainability brand can be empirically recorded. Depending on the business organization, the personal understanding of sustainability brands can vary.

As explained above, a sustainability brand is built up and strengthened as part of sustainability brand management. To get closer to this paper subject, essential differences to conventional brand management are discussed below.

Differences between conventional brand management and sustainable brand management

The differences between conventional brand management and sustainable brand management appear are based on anchoring sustainability issues in a brand's identity (Otubanjo & Adegbile, 2019). With a sustainability brand, ecological and social aspects determine its differentiating power (Lin & Siu, 2020); in the case of an established brand, on the other hand, it is based on conventional topics, and sustainability topics

tend to play a random role. The significant differences manifest themselves, among other the target groups, the target values and the goals.

Due to the stakeholder orientation, all stakeholder groups represent the relevant target group for sustainability brand management (So, Wu, King & Xiong, 2018). Therefore, it is essential to consider consumers and all internal and external stakeholder groups, thus taking into account the interests of the market and non-market partners or core and fringe stakeholders and managing relationships with them (Ahn, 2019). This is why sustainability brands affect more stakeholder groups than conventional topics since sustainability is a complex topic. As described, in conventional brand management, the focus is mainly on consumers, even if other stakeholder groups are taken into account in corporate brand management (Panigyrakis & Veloutsou, 2000). Peattie & Belz (2010) illustrated the differentiation concerning the target groups by describing the relationship with consumers as the essential difference between conventional and sustainability-oriented marketing. In sustainability marketing, the marketer pointed a development away from exclusive products and transactions with consumers (Belz & Peattie, 2009). At the same time, the marketer noticed a development from the customer-brand relationship to a stakeholder-brand relationship (Urde, 1999; Jo & Vieira Cunha, 2001; Laforet, 2017; Soderstrom & Weber, 2020). In their opinion, this is necessary because the integration of sustainability issues into conventional approaches does not yet lead to an improvement in actual sustainability performance.

Sustainability brand management is viewed as part of conventional brand management; it can have brand value as a target in common (Ahn, 2019). Utilizing the brand value, sustainability brand management can help achieve the corporate goal (Brexendorf, Bayus & Keller, 2015), aiming to secure the business organization's future viability (Balmer, Brexendorf & Kernstock, 2013). Casado-Molina, Ramos, Rojas-de-Gracia, & Pelaez Sanchez (2020) criticized the brand value concept because it only takes economic target values into account. It demands equal consideration of economic and ethical target values for evaluating a brand. If sustainability brand management is viewed as part of sustainability management, then the triple bottom line approach and strong sustainability are given (Montanari & de Moura Engracia Giraldi, 2018). It would also have to pursue the target parameters of eco and socio-efficiency, eco- and socio-effectiveness and economic efficiency (Lin & Siu, 2020). Accordingly, increasing the brand value cannot be the sole goal of sustainability brand management (Iyer, Davari, Srivastava & Paswan, 2021), which means a difference in conventional brand management in terms of target values.

Accordingly, it is assumed in this paper that the goal of sustainability brand management is to increase the sustainability of brand value and ecological and socio-efficiency, the ecological and socio-effectiveness, and economic efficiency.

The overriding goals are to achieve the business organization's future viability, preserve ecological and social livelihoods and inter-and in regenerative justice.

Table 1: Differences between conventional brand management and sustainable brand management

Dimension	Conventional brand management	Sustainable brand management
Stakeholder orientation	– Focused only on consumers.	– All stakeholder groups such as consumers and all internal and external stakeholder groups,
Marketing development	– Developed Marketing plan on exclusive products and transactions with consumers.	– Developed Marketing plan on customer-brand relationship to a stakeholder-brand relationship
Objective	– Aim to customer value and marketing performance – Focused on the short term performance	– Aim to create the long term performance of business – Aim to increase ecological and socio-efficiency and socio-effectiveness
Brand value	– Driving for customer value	– Driving for corporate goal and business organization's future viability

Source: Author

Understanding of A Stakeholder-oriented Sustainability Brand Management

In continuation of the conventional understanding of brand management, a sustainability brand is established and maintained within sustainability brand management (Montanari & de Moura Engracia Giraldi, 2018). There is no generally recognized view of sustainability brand management. Roper & Davies (2007) considered it from an identity-oriented perspective and understood it to include anchoring sustainability in the brand identity. Kamkankaew, Thanitbenjasith & Sribenjachote (2018) Kamkankaew (2020) noted corporate sustainability branding as the sustainability-oriented management and profiling of corporate brands. Also, Wolf (2014) defined sustainable corporate branding as the

planning, coordination and control of all measures for the targeted profiling and differentiation of a corporate brand through the integration of sustainable aspects into the brand identity and their communicative implementation in order to have both psychographics and economic effects for the Business organization. Furthermore, Talbot, Raineri & Daou (2021) described that sustainability brand management could be seen as an instrument to serve justified expectations of different stakeholders simultaneously.

Besides, Bucaro, Jackson, & Lill (2020) understood that sustainability brand management should reposition a corporate brand with CSR as a differentiating feature and repositioning in the context of a sustainability brand. When it comes to repositioning, it is generally assumed that a brand's positioning will be further developed. In the course of a brand's existence, it may be necessary to review a brand's defined positioning and change it if necessary (Seele, 2017). A traditional brand is also faced with adapting to current developments, but that does not mean that the original brand positioning has to be abandoned (Brexendorf, Bayus & Keller, K. (2015). The more different the new positioning is compared to the original positioning, the higher the repositioning costs (Cannatelli, Pedrini & Grumo, 2017). The more radical the image change, the more difficult it is for a business organization to communicate its sustainability positioning to stakeholders and internalize it (Montanari, & de Moura Engracia Giraldi, 2018). Therefore, a radical change from an established brand to a consistent sustainability brand seems challenging to implement.

Because of the increasing relevance of sustainability brands, it seems reasonable that ecological and social issues can represent a reason for further developing a brand. Wolf (2014) pointed out that ecological and social aspects have no relevance for a brand if stakeholders do not value them but should only be integrated into a brand if they contribute to differentiation and are also honoured by the stakeholders. On the other hand, Wagner & Schaltegger (2004) argued that taking sustainability aspects into account can also be necessary for brand manufacturers if end consumers currently do not value it, as ecological and social issues, which can suddenly and unpredictably gain in relevance and relevance. Many Studies (Jo & Vieira Cunha, 2001; Panigyrakis & Veloutsou, 2000; Peattie & Belz, 2010; Wolf, 2014; Abid, Abid & Moulins, 2020; Pyper, Doherty, Gounaris & Wilson, 2020) also shown that consumer demand for sustainable products has increased continuously in recent years, sustainability awareness has grown among young adults, and the lifestyle of health and sustainability have become increasingly important. Many consumers, therefore, want a sustainable range of services from companies and want to have ecological and social aspects taken into account (Morgan & Rego, 2009). In addition to consumers, other stakeholder groups also demand that business organizations act responsibly (Montanari & de Moura Engracia Giraldi, 2018),



whether market or non-market issues. Sustainability is, therefore, seen as a relevant brand aspect (Seele, 2017).

There are several repositioning strategies such as expansion, consolidation, evolution or rebuilding of a brand (Lydekaityte & Tambo, 2020). The process of brand repositioning can be compared to building a new brand (Wagner & Schaltegger, 2004). Therefore, the management process of identity-based brand management practically does not differ in further developing a brand from the rebuilding of a brand (Soderstrom & Weber, 2020). According to the sustainability brand understanding, the ecological and social aspects can be anchored in a brand and conventional positioning aspects (Oh, Keller, Neslin, Reibstein & Lehmann, 2020). The concept of repositioning a brand corresponds to the understanding of the sustainability brand development in this paper.

Based on the sustainability brand's understanding and previous findings on sustainability management and conventional brand management, sustainability brand management is discussed in this section. Sustainability brand management is a management process that includes the planning, implementation and control of all measures to further develop an established corporate brand into a complementary sustainability brand (Seele, 2017), to increase the sustainability brand value (Yi, 2019), the ecological and socio-effectiveness (Talbot, Raineri & Daou, 2021), the ecological and socio-efficiency (Yazici, 2020) and the economic efficiency and thereby to secure the future viability of the business organization (Perez, Moreno & Barkemeyer, 2015), to main organizational and social livelihoods as well as an inter- and to pursue in regenerative justice (Kamkankaew, 2020).

The first point of the definition is based on a business organization controlled organization noted in sustainability brand development. This process is classically divided into the three phases of planning, implementation and control (Lydekaityte & Tambo, 2020). According to the triple bottom line approach (Gunarathne & Lee, 2020), the consistent consideration of economic (Kiesner & Baumgartner, 2019), social and ecological aspects in all strategic and operational brand management decisions is necessary (Dyllick & Hockerts, 2002).

According to the second point of the definition, implementing and developing a new sustainability brand or developing an existing (Garcia-Blandon, Castillo-Merino & Chams, 2020), established corporate brand into a combined or consistent sustainability brand is generally a question (Seele, 2017). The following assumption is made in this paper. An established corporate brand is assumed, whose proven image is to be retained and which is to be additionally strengthened through ecological and social issues (Kernstock & Brexendorf, 2012). Therefore, the conception is based on developing an established brand to a complementary sustainability brand or a complementary sustainability brand to a consistent sustainability brand (Wagner & Schaltegger, 2004).

The reason for this is also that a proven image should be retained. A radical image change could damage that different process intensities would therefore be conceivable (Yazici, 2020). The sustainability issues have not yet been dealt with; it could even be a radical change process (Talbot, Raineri & Daou, 2021). In these definitions, a moderate adjustment of the brand is assumed - also because brand and sustainability management are long-term processes.

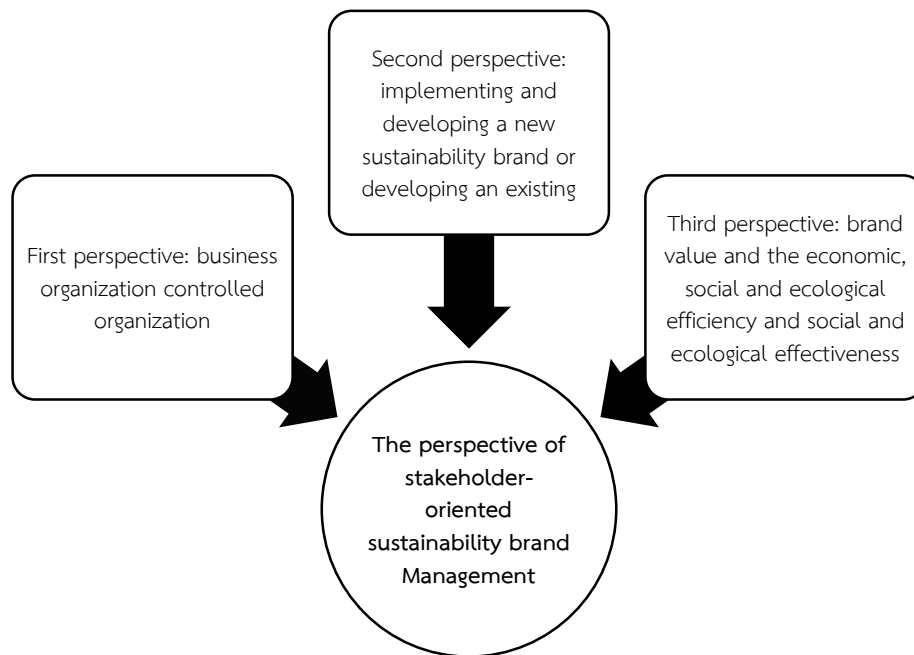


Figure 1: the perspective of stakeholder-oriented sustainability brand Management

In the third point of the definition, because of the similarities and differences to conventional brand management, conventional brand management goals, on the one hand, and sustainability brand management goals are integrated (Soderstrom & Weber, 2020). Therefore, the desired target values are the brand value and the economic, social and ecological efficiency and social and ecological effectiveness (Elg, Hultman & Welinder, 2021). After the relevance of sustainability, brand management has already been discussed, its risks and opportunities are discussed below.

Risks and opportunities of a Stakeholder-oriented Sustainability Brand Management

Nevertheless, sustainability brand management can also offer opportunities (King & Halpenny, 2014). Ecological and social issues can be relevant to a brand (Heiser, Yi-Cheon Yim & Sauer, 2015). Sustainability issues can include sympathy and reputation (Green, 2009), attractiveness (Morgan & Rego, 2009), image and reputation (Wu, Hu, Qi, Marinova & Shi, 2018), which increase a brand. As a result, the positive influence on stakeholders' behaviour towards a brand (Jun, 2020), such as their loyalty and positive attitude towards a brand (Soderstrom & Weber, 2020), positive word of mouth and

other recommendations, are discussed (Moiescu, 2018). In this respect, sustainability issues can strengthen a brand.

Risks of a Stakeholder-oriented Sustainability Brand Management		
Brand positions itself on sustainability	A lack of correspondence between sustainability communication and performance	Damaged sustainability when the commitment is perceived as dishonest

Figure 2: Risks of a Stakeholder-oriented Sustainability Brand Management

Furthermore, a sustainability brand can become a competitive advantage since a sustainability brand offers potential for profiling (Klapper, Upham & Blundel 2021), differentiation and preference formation (Hoppmann, Sakhel & Richert, 2018), reflected in consumer choice decisions (Loebnitz, Zielke & Grunert, 2020). These can positively influence purchasing decisions (Kaur, 2019), which may be even more critical because of the continuous increase in demand for sustainable products and increasing environmental brand awareness (Wu, Hu, Qi, Marinova & Shi, 2018). If sustainability aspects are not met, these can even harm the purchase decision (Moiescu, 2018). Boycotts or the purchase of competing products can be the result (Jun, 2020). For example, the selection and purchase decisions can be reflected in the sales volume and price level-these results in an economic value that can be recorded in the form of the brand value (Moiescu, 2018). Sustainability issues can also increase the value of a brand. This clarifies that a sustainable brand can also be reflected in tangible economic advantages and higher sales values (King & Halpenny, 2014). As a result, sustainability issues can increase corporate success. The publicly exposed to the companies that have to be taken into account, which showed that a sustainable brand has less influence on customer loyalty (Heiser, Yi-Cheon Yim & Sauer, 2015), price absorption or competitive positioning (Kaur, 2019) and thus on the economic brand value (Soderstrom & Weber, 2020), but is more critical for reputation pre-economic brand value.

Besides, organizations are significant for a sustainability-oriented business organization, such as reorganization information, trust, and reputation (Morgan & Rego,

2009). These seem to be particularly relevant for a sustainability-oriented business organization since the organization's ability performance can only be assessed and measured with stakeholders' difficulty (Hoppmann, Sakhel & Richert, 2018), which is why there are often information deficits on stakeholders (Wu, Hu, Qi, Marinova & Shi, 2018). A brand can close the gaps of a sustainability-oriented business organization in term organization on trust and reputation (Jun, 2020). Given the orientation, relief, quality assurance and trust functions of a brand, a sustainability brand can stand, among other things (Kaur, 2019). Communicate information about the real sustainability performance can reduce any risk perception on the part of a stakeholder (Kamkankaew, 2020), signal the existence of a particular ecological and social quality (Klapper, Upham & Blundel 2021), and the competence to fulfil the sustainability promise (Moiescu, 2018). Brands can reduce information deficits and information searches' costs, increasing confidence in a promised value proposition (Heiser, Yi-Cheon Yim & Sauer, 2015). Given the information efficiency, a sustainable brand's economic potential (Soderstrom & Weber, 2020), such as increased sales, maybe better realized. Through the realized action function, a brand can also provide a symbolic benefit for the stakeholders (King & Halpenny, 2014). These lies in the correspondence of personal values with a brand's values or relief of conscience (Nwoba, Boso & Robson, 2021). A sustainability brand can give consumers a clear conscience when making a purchase and express individual important sustainable values and lifestyles (Moiescu, 2018). Since the symbolic benefits can significantly influence purchasing behaviour (Klapper, Upham & Blundel 2021), a sustainability brand can be assigned additional economic relevance (Kamkankaew, 2020).

Because of the prestige function, a sustainability brand can also convey an individual green image and social image since brands stand for specific lifestyles and values (Jun, 2020). It can even have a meaningful effect and transfer a certain prestige to the consumer because green is chic, and the lifestyle of health and sustainability (Kaur, 2019) which may become more critical. In this way, a feeling of belonging to a group can also be satisfied. Sustainability brand management is thus caught between the use of possible opportunities and the reduction of possible risks (Wu, Hu, Qi, Marinova & Shi, 2018). Therefore, with the introduction and further development of sustainability issues in brand management, extraordinary opportunity and risk management are required. Since sustainability repositioning - despite possible dangers - offers considerable potential for a brand (Soderstrom & Weber, 2020) and a sustainability brand can have high relevance for a sustainability-oriented business organization (Heiser, Yi-Cheon Yim & Sauer, 2015), its brand development is understood as an opportunity instead of a burden that can offer new competitive potential and secure future viability (Moiescu, 2018)

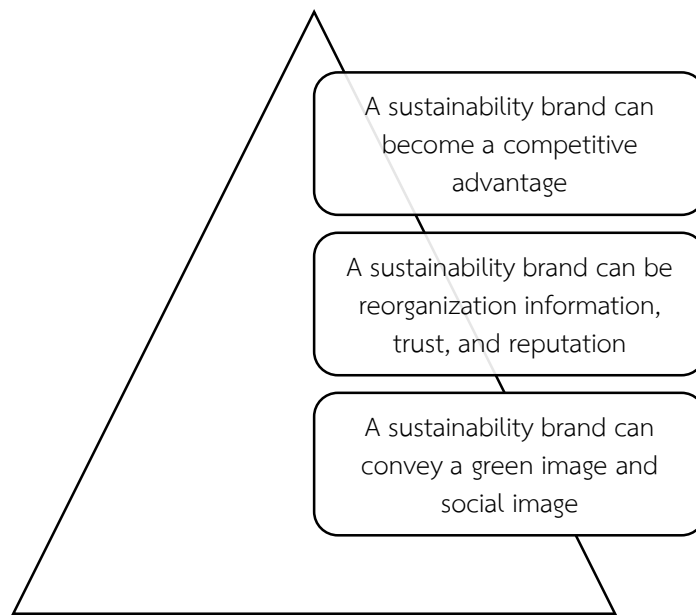


Figure 3: Opportunities of a Stakeholder-oriented Sustainability Brand Management

The contribution to sustainability brand management

While the management process for further developing a brand relates specifically to developing a credible sustainability brand, it is conceivable that social media's listed uses do not only apply to a sustainability brand. For example, social media can also be used for dialogue and consumers' involvement in conventional brand repositioning. Nevertheless, in the case of a sustainability brand, social media's use appears particularly relevant given the specific challenges posed by ecological and social issues. Due to the discussion above's application orientation, its transfer to different companies is made possible in practice. The discussion also illustrated stakeholders' empirical relevance for developing a sustainability brand; thus, it is characterized by characterized. Therefore, in the following, implications for innovative brand management and sustainable brand management are discussed based on the kinds of literature.

The business organization decides to develop its established brand into a credible complementary sustainability brand and use stakeholders. A continuous development process has to be carried out, the steps of which run in parallel and show feedback to previous steps can. The scope and strategic decisions for the sustainability positioning of the business organization and the organization made based on a decision-making basis developed in the situation analysis. Stakeholders can then be involved in order to jointly develop individual aspects of sustainability positioning such as the business organization-specific organization-specific inability, individual identity components and the promise of a sustainability brand. In the further course of the process, it is then essential to implement the sustainability brand in the business organization and

to organization sustainability brand commitment of the employees, to increase the sustainability performance and thus the sustainability brand substance as well as to communicate the sustainability brand externally and thus make it known. The sustainability-oriented identity components are not communicated externally, and great differentiation potential is wasted. It is also essential to monitor the measures taken to ensure the success of the sustainability brand development.

Against the background of the critical reflection on this paper, there is a need for further research. From a thematic and conceptual point of view, the aim must be to examine the sustainability of brand architecture in depth. In this paper, the focus was on a corporate brand. Besides, the business organization and organization responded. In addition to the corporate brand, corporations have other product and service brands that can also be positioned concerning sustainability issues. For effective sustainability management and integration of sustainability in all brands could be expedient, so future research should also deal with other types of brands such as product and service brands and their sustainability. The question also arises of how a business organization can provide organizational product and service brands if the umbrella brand is not sustainable. The consideration of ecological and social aspects in the entire brand architecture will increase its complexity. These can also increase the complexity of the application-oriented model developed and social media use, so these were not included in this paper. It could also be examined in the future to what extent the application-oriented model can be transferred to different brands such as an ingredient brand, a form of the B2B brand. An ingredient brand can stand for specific sustainability achievement. In these contexts, it can then also be essential to explore to what extent such a sustainability-oriented ingredient brand can be used for co-branding to underpin the credibility of a sustainability promise.

Conclusion

As a summary of this paper, it is stated that an understanding of sustainability brand management has been defined based on existing approaches to sustainability and brand management. These include the planning, implementing, and controlling all strategic and operational measures to develop a complementary sustainability brand to increase the value of an established corporate brand and reduce ecological and social problems. Social media were identified as a means of sustainability brand management. They are mainly characterized by the characterized enable the creation of stakeholder-generated content and interactions. Since they can help determine a sustainable brand's image and offer a business organization a new application for organization interaction with stakeholders, they focus on this paper.



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