

## SUSTAINABLE MARKETING

### Driving transformation for a sustainable future

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**Lecturer:** Nathalie FAYARD  
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**Department:** International affairs  
**Semester:** 2

**Course level:** L3 Undergraduate  
**Domain:** Business Management  
**Teaching language:** English  
**Number of in-class hours:** 33  
**Number of course sessions:** 10 + Exam  
**ECTS:** 6

### Course description and objectives

In a world racing against the clock to address urgent global challenges, we find ourselves at a transformative crossroads. Key systemic forces and prevailing trends are reshaping both society and business, from accelerated economic and demographic growth, which drive increased demand and consumption, alongside the imperative to combat social inequalities and the unprecedented environmental crisis we face. Business as usual is no longer an option if we are to realize the objectives laid out in the Paris Agreement. Organizations are now under substantial pressure to transform their existing models and contribute to a more sustainable and inclusive economy.

In this context, we must question the role of Marketing, which has historically been associated with overconsumption and sales-driven practices. Can Marketing evolve to become part of the solution, serving as a force for good through ethical practices and responsible innovations?

The purpose of this course is to explore contemporary marketing within the broader framework of business sustainability. We will delve into the 'why,' 'what,' and 'how' of both sustainable marketing practices and the integration of sustainability within marketing strategies.

The course aims to help students:

- Gain a profound understanding of key sustainability trends, challenges, and opportunities within today's business landscape.
- Foster critical thinking skills to evaluate and address ethical and environmental challenges.
- Embrace innovative approaches for ethically marketing and reimagining products and services for the creation of enduring value.
- Implement sustainable marketing principles throughout an organization's ecosystem.

This course encourages students to adopt a "triple posture" as marketers, responsible citizens, and conscious consumers, facilitating their understanding of key concepts for transforming business models and practices. The active pedagogy employed throughout promotes active learning and collaboration, allowing students to draw from their diverse experiences and perspectives, respond to questions, provide examples, engage in debates, and solve case studies. Each thematic discussion concludes with a summary and a key elements quiz to reinforce the acquired knowledge and skills.

## Prerequisites

- Basic knowledge and understanding of marketing, business, and management principles.
- An interest in sustainability issues, brands, and their role in CSR and sustainability.

## Learning outcomes

In this course, students will:

- Develop a comprehensive understanding of the role of a company in society and the multifaceted dimensions of CSR.
- Cultivate a systemic perspective to evaluate the environmental impact of marketing decisions and the interconnectedness of business and sustainability.
- Enhance critical thinking skills to assess marketing practices in the context of CSR, identify ethical and environmental challenges and formulate marketing strategies that incorporate CSR objectives.
- Understand key trends and evolving needs.
- Identify the dos and don'ts of a sustainable Marketing strategy.
- Explore a few labels and certifications as levers of change and value creation.
- Develop soft skills: communication, presentation, critical thinking, teamwork, creativity, innovation, ethical decision-making, essential for future leaders in marketing and business.

The course will include cases, presentations, readings, videos, group work, class discussions.

## Assignments, criteria and grading

**Individual participation (20%):** On-time and regular attendance and proactive in-class contribution.

Students are encouraged to prepare before the course looking for contextual readings on sustainability, CSR, the SDG's and new trends and best practices in Marketing to develop their critical thinking, knowledge and ability to find solutions...

**Team Project (40%):** In sub-groups, the students will select a sector and a company for a case study and do industry-specific research on specific topics throughout the course. The collective assessment will be based on regular work and communication, critical thinking, creativity, collaboration.

**Individual final exam (40%):** session 11 – MCQ, case study or essay

Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

## Course structure

Session	Topic
1	Introduction to sustainable marketing and CSR
2	CSR, sustainability, and the purpose of a business
3	Consumers and sustainability
4	Marketing challenges – greenwashing and other unethical practices
5	Brand management in the age of CSR
6	Focus on sustainability in the luxury industry
7	Impact management - from standards and labels to new business models
8	Innovate for sustainability
9	Communication, measurement and reporting sustainability
10	Enhancing creativity, cooperation and partnerships
11	<b>Final Exam</b>

## Bibliography

### Books

- Marketing durable - Sihem Dekhili, Aurélie Merle, Adeline Ochs
- Green Swans: The Coming Boom in Regenerative Capitalism – Kohn Elkington
- Sustainable marketing: How to drive profits with purpose - Michelle Carvill, Gemma Butler and Geraint Evans
- Le Monde sans fin / World without end - Jean-Marc Jancovici and Christophe Blain
- Better business: How the B Corp movement is remaking capitalism - Christopher Marquis
- The limits to growth - Donella and Dennis Meadows

### Websites

<https://www.ipcc.ch/report/sixth-assessment-report-cycle/>

<https://sdgs.un.org/goals>

<https://www.ellenmacarthurfoundation.org/>

<https://www.carbone4.com/en/analysis>

<https://www.ciridd.org/>

<https://www.worldwildlife.org/>

<https://www.bcorporation.net/en-us/>

<https://info.fairtrade.net/>

[https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en)

## Lecturer's biography



Nathalie FAYARD

Nathalie Fayard is the founder of Sensitis and serves as a Board Member, specializing in CMO responsibilities, strategy, responsible communication, and sustainable brand management consulting. With over 25 years of experience, she is a recognized expert in Brand Strategy and Sustainable Development. Her rich professional background includes roles at renowned companies such as Colgate-Palmolive and Heineken from 1988 until 2001.

In 2002, Nathalie founded Sensitis, a consultancy specializing in strategies for sustainable brands, CSR strategy, brand platforms, business models, eco-innovation, brand causes... She has helped organizations and brands like L'Oréal, Armani, Yves Rocher, Kenzoki, Yves Saint Laurent, Maison Margiela, Vichy, Elopak, and more to define sustainability strategies and create long-term value. Nathalie is certified in Sustainable Organizational Transformation, a B (Corp) Leader and a Climate and Biodiversity Education Facilitator.

Nathalie's extensive experience spans diverse sectors, from FMCG to Luxury, covering B2C and B2B. She excels in crafting powerful brand purposes, developing strategic and innovative solutions, and unveiling positive impact. Her career has involved driving transformations, leading teams and projects through change, and delivering value in cross-cultural, fast-paced environments.

Between 1995 and 2001, Nathalie held various positions at Heineken, including strategic planning, innovation, marketing, communication, and a role as a Managing Director responsible for a large brand portfolio.

Her career began in 1988 in Marketing and Sales at Colgate-Palmolive after graduating from ESLSA Paris and the University of Connecticut, where she earned an MBA with a major in international Marketing and Consumer behavior.

In addition to her consultancy role, Nathalie Fayard is a board member of Groupe Télégramme Medias. Her extensive experience, strategic mindset, and passion for sustainability make her a valuable asset in helping companies navigate the evolving landscape of business and marketing, driving meaningful and positive change in the world.

## Moodle

This course is on Moodle: **No**

## Academic integrity

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.