

**The Role of Patagonia's Green Demarketing Strategies in Driving
Consumer Sustainable Behavior in Taiwan**

By

Hsin-Hsuan Tsou

鄒欣璇

Submitted to the Faculty of
Department of International Affairs in partial fulfillment
of the requirements of the degree of
Bachelor of Arts in International Affairs

Wenzao Ursuline University of Languages
2023

WENZAO URSULINE UNIVERSITY OF LANGUAGES
DEPARTMENT OF INTERNATIONAL AFFAIRS

This senior paper was presented

by

Hsin-Hsuan Tsou

鄒欣璇

It was defended on

November 18, 2023

and approved by

Reviewer 1: Margarita Sheu, Associate Professor, Department of International Affairs

Signature: _____ Date: _____

Reviewer 2: Daniel Lin, Associate Professor, Department of International Affairs

Signature: _____ Date: _____

Advisor: Ren-Her Hsieh, Associate Professor, Department of International Affairs

Signature: _____ Date: _____

Copyright © by Hsin-Hsuan Tsou 鄒欣璇
2024

The Role of Patagonia's Green Demarketing Strategies in Driving Consumer Sustainable Behavior in Taiwan

Hsin-Hsuan Tsou

Wenzao Ursuline University of Languages, 2023

ABSTRACT

In the era of sustainability, businesses, notably exemplified by Patagonia, are actively aligning with SDGs. As brands promote green products and environmental consciousness, a critical challenge persists despite consumer endorsement of green values, this often fails to convert into actual purchases. Enter green demarketing, an emerging marketing strategy aimed at reducing overall consumption and guiding consumers toward conscious, sustainable choices. Thus, this study explores the disparity between values and behaviors among Taiwanese consumers concerning Patagonia's green demarketing. Findings from 301 questionnaire responses reveal: (1) The level of environmental concerns has a positive impact on sustainable behavior; (2) Consumers perceived personal relevance has positive association with of Patagonia's green demarketing; (3) Consumers with high levels of perceived personal contribution have higher intentions to engage in sustainable behaviors. Ultimately, this research seeks a deeper understanding of the various consumer responses to green demarketing, aiming to enhance the promotion of sustainable behavior and bridge the gap between value and action.

Keywords : Patagonia, sustainability, sustainable behavior, green demarketing

Patagonia 綠色限制性行銷在推動台灣消費者永續行為中的角色

鄒欣璇

文藻外語大學，2023

摘要

在現今追求永續的時代，企業為實現聯合國永續發展目標而積極轉型。當品牌在推廣綠色產品及宣揚環保意識時，此舉雖受到消費者支持，卻無法將正向態度及行為意圖轉化為實際的購買行為。然而綠色限制性行銷作為一種新興行銷策略，旨在減少整體需求和消費量，促使消費者產生有意識的消費及永續行為。因此本研究旨在探討台灣消費者在面對 Patagonia 的綠色限制性行銷時，其產生的價值觀和實際行為之間落差的影响因素。本研究共蒐集 301 份問卷調查，其結果顯示：(1) 環境關心程度與永續行為參與有顯著的正向影响；(2) 消費者感知與 Patagonia 綠色限制性行銷有正向相關性；(3) 感知個人貢獻程度高的消費者參與永續行為的意圖越高。因此透過本研究，我們能更深入了解不同性質的消費者對於綠色限制性行銷的影响，以更好地推動永續行為，並縮小價值觀和實際行動之間的差距。

關鍵字：Patagonia、永續性、永續行為、綠色限制性行銷

TABLE OF CONTENTS

INTRODUCTION	4
Background	4
Motivation.....	6
Research Purpose	6
Research Questions	7
Contribution	7
Limits	8
Delimits.....	8
LITERATURE REVIEW	9
Green Demarketing Strategy.....	9
Definition and Types of Demarketing Strategies	9
The Evolution of Marketing toward Environmental Friendliness	10
Contrasting Approaches Between Green Marketing and Green Demarketing to Reach Environmental Sustainability.....	10
Consumer Attitudes towards Green Demarketing	12
The Attitude-Behavior Intention Relationship: Theory of Planned Behavior Framework (TPB) Application	13
Environmental Concerns (EC) as an Intermediary Factor in Attitude- Behavior Intention Relationship Examination.....	14
Value-Action Gap (VAG) Towards Green Consumer Behavior	15
Case Study of Patagonia	16
Patagonia’s Sustainability Efforts	16
"Don't Buy This Jacket" Campaign	17
"Worn Wear: Better than New"	18
"Buy Less, Demand More" Initiative.....	19
Summary	19
METHODOLOGY	21
Research Design.....	21
Sources of Data	21
Instrumentation and Data Collection	22
DATA ANALYSIS	23
Overview of Demographic Data	23
Environmental Concerns (EC) and Sustainable Behavior Engagement and Intention	27
Multiple Linear Regression.....	27

Perception of Environmental Concerns	28
Behavior of Environmental Concerns.....	30
Perceived Personal Relevance of Patagonia’s Green Demarketing	32
Multiple Linear Regression.....	32
Perceived Personal Contribution and Sustainable Behavior.....	35
Independent Samples T-test	35
CONCLUSION AND SUGGESTION	40
Discussion One: Environmental Concerns and Sustainable Behavior	40
Discussion Two: Perceived Personal Relevance of Patagonia’s Green Demarketing	41
Discussion Three: The Association Between Levels of Perceived Personal Contribution and Sustainable Behavior	41
APPENDIX A	43
Google Form and Questionnaire	43
Google Form	43
Questionnaire	43
BIBLIOGRAPHY	47

LIST OF TABLES

Table 1: The gender distribution from the questionnaire	24
Table 2: The age distribution from the questionnaire	24
Table 3: The location distribution from the questionnaire	25
Table 4: The education distribution from the questionnaire	26
Table 5: The occupation distribution from the questionnaire	26
Table 6: The income distribution from the questionnaire	27
Table 7: The questions of intention of sustainable behavior.....	28
Table 8: The questions of perception of environmental concerns	28
Table 9: EC perception impact on sustainable behavior in multiple linear regression	29
Table 10: The questions of behavior of environmental concerns	30
Table 11: EC behavior impact on sustainable behavior in multiple linear regression	31
Table 12: The questions of attitudes towards Patagonia's green demarketing and perceived personal relevance	33
Table 13: The attitudes towards Patagonia's GD and the intention of sustainable behavior in multiple linear regression.....	34
Table 14: The questions of perceived personal contribution	35
Table 15: The frequency analysis of PPC questions	36
Table 16: The impact of levels of perceived personal contribution (PPC) on SB1.....	36
Table 17: The impact of levels of perceived personal contribution (PPC) on SB2.....	37
Table 18: The impact of levels of perceived personal contribution (PPC) on SB3.....	37
Table 19: The impact of levels of perceived personal contribution (PPC) on SB4.....	38
Table 20: The impact of levels of perceived personal contribution (PPC) on SB5.....	39

INTRODUCTION

Background

The clothing industry, one of the global economic heavyweights, has long thrived on cost-effective labor and strategically located manufacturing hubs near raw material sources, creating the threads of a global supply chain. However, recent trends in fast fashion, driven by low prices, have led to an increased demand for disposable clothing. From 2000 to 2014, clothing production doubled, and the average number of clothing items purchased by consumers increased by 60% yearly.¹ By 2020, global clothing consumption had risen by 400% since 2000.² In the past, the clothing industry followed a linear economic model, a production approach that extended from raw material extraction to manufacturing, usage, and disposal. This linear model has resulted in massive resource wastage and carbon emissions, making it the second-largest global polluting industry.³

However, some brands have started realizing these issues and actively seeking solutions. In this journey, Patagonia, a "slow fashion" brand, has emerged as a prominent pioneer. Originally known as Chouinard Equipment for Alpinists Inc., a leading American rock-climbing hardware supplier founded in 1970, Patagonia's founder, Yvon Chouinard, came to notice the harmful environmental effects of traditional climbing hardware. In response, he adopted environmentally friendly alternatives over higher profits, marking the beginning of its sustainability journey.

In 1991, Patagonia initiated an environmental study, revealing that the

¹ Remy, Nathalie, Eveline Speelman, and Steven Swartz. 2016. "Style That's Sustainable: A New Fast-Fashion Formula."

² Chen, Xuandong, Hifza A. Memon, Yuanhao Wang, Ifra Marriam, and Mike Tebyetekerwa. 2021. "Circular Economy and Sustainability of the Clothing and Textile Industry." *Materials Circular Economy* 3 (1). <https://doi.org/10.1007/s42824-021-00026-2>.

³ Aguiar Hugo, Andreza de, Jeniffer de Nadae, and Renato da Silva Lima. 2021. "Can Fashion Be Circular? A Literature Review on Circular Economy Barriers, Drivers, and Practices in the Fashion Industry's Productive Chain." *Sustainability* 13 (21): 12246. <https://doi.org/10.3390/su132112246>.

production process consumed extensive amounts of water, energy, and chemicals, primarily contributing to their carbon footprint. 2 years later, they innovated by developing Synchronilla, a wool material made from recycled plastic bottles, significantly reducing their environmental impact. In 1994, Yvon Chouinard decided to replace all cotton apparel with 100% organic cotton, despite the high cost and production challenges. This change led to a 25% boost in Patagonia's sales and spurred the growth of the organic cotton industry in California. This movement encouraged other brands, such as H&M, Nike, and Walmart, to follow the lead and focus on the use of sustainable and eco-friendly materials.⁴

While the rising environmental awareness among consumers, personal interests and hedonistic tendencies often influence their choices when buying fashion products, especially when prices are higher. With 'We're in business to save our home planet' as their mission⁵, Patagonia takes a different approach compared to fast-fashion brands. As competitors tend to promote their 'conscious' sustainability, their core focus remains on generating profit through the 'green' market. Patagonia's uniqueness lies not only in its sustainable products but also in its marketing strategy. Differing from fast-fashion brands, Patagonia employs a non-traditional marketing strategy, known as 'demarketing,' to convey a fundamental message to consumers: 'Buy Less, Demand More.' This concept encourages consumers to rethink their purchasing behavior, reduce consumption, and contribute to improving environmental protection, a strategy that surprisingly led to sales exceeding the company's initial expectations and allowing them to stand out in the competitive market.

⁴ Rattalino, Francesco. 2017. "Circular Advantage Anyone? Sustainability-Driven Innovation and Circularity at Patagonia, Inc." *Thunderbird International Business Review* 60 (5): 747–55. <https://doi.org/10.1002/tie.21917>.

⁵ Rabia, Badreddine, and Karim Bichari. 2021. "Creative Advertising as a Profitable Tool in De-Marketing -Patagonia:, Inc Case Study." *Revue Administration et Développement Pour Les Recherches et Les Études* 10. <https://doi.org/10.51991/2230-010-002-025>.

Motivation

Business operations are undergoing transformations as they adopt more eco-friendly and sustainable models, collectively working to improve the current environment and social state while also earning a stronger environmental reputation. However, the responsibility does not solely rest on the enterprises, consumers must adapt their behavior as well.

During the increasing trend of green marketing and eco-friendly products, surveys on attitudes and intention-behavior have revealed a significant phenomenon. While consumers often express positive attitudes or agreement with pro-environmental ideas, still a disparity exists between these attitudes and their actual purchasing behaviors. On the other hand, the core concept of green demarketing (GD) does not intend to urge people to "buy our environmentally friendly products." Instead, it aims to enlighten people about the current environmental situation and, subsequently, how individuals can change in their daily lives to enhance sustainability efforts. Hence, the question arises: Can this innovative social marketing approach, green demarketing, effectively manifest itself among Taiwanese consumers? Can it inspire more people to strive for sustainability?

Research Purpose

This study aims to explore how different levels of consumers' sustainability perceptions and intention of the sustainable behavior towards green demarketing (GD) strategies in Taiwan, employing three GD strategies implemented by Patagonia as a case study. The ultimate goal is to examine whether these strategies can effectively cultivate green consumption habits, environmentally friendly behavior, and actual sustainable behavior among consumers, which correspond to the intended objectives of GD.

The research method adopts the Theory of Planned Behavior (TPB) framework as the foundation and extends its application with the Value-Action Gap (VAG) concept. A questionnaire survey is designed to investigate the relationship and gaps between consumers' environmental value and the actual sustainable behavior towards Patagonia's green demarketing strategies, thus, the purpose is to provide insight into the feasibility and effectiveness of GD in promoting sustainable behavior in Taiwanese consumers.

Research Questions

- (1) To what extent do Taiwanese consumers' level of environmental concerns influence their engagement in sustainable behaviors?
- (2) How do Taiwanese consumers perceive the personal relevance of Patagonia's green demarketing strategies?
- (3) Do consumers' levels of perceived personal contribution associate with their intentions of sustainable behavior?

Contribution

This research provides insight of the effectiveness of Patagonia's GD strategies work, and deep understanding of whether Taiwanese consumers with different levels of environmental concerns, perceived personal relevance, and personal contribution would adopt and integrate the messages conveyed by GD, and thus more actively develop their own sustainable behaviors, while also provides a reference for brands that plan to develop green or pro-environmental demarketing.

Limits

Due to the time limitation, this study uses the questionnaire instead of the face-to-face interview or in-person observation to collect data, some measures might not represent the actual consumer sustainable behavior directly, also various regions exist the various environmental issues, the respondents from different areas could pay attention to several points, it would influence their viewpoint when answering the questions, this study provides a wide and general prospectives within Taiwan, some specific influential factors did not be discussed here.

Delimits

The researcher selected this apparel brand with GD strategies by excluding ‘fashion’ brands, the literature on fashion brands and sustainability in Taiwan already suggested informative results. Given that the study population was Taiwanese consumers, the researcher provided a quick and concise video for Patagonia’s GD introduction in the questionnaire, however, not all respondents did watch them completely, which might affect the validity of the result.

LITERATURE REVIEW

Green Demarketing Strategy

Definition and Types of Demarketing Strategies

The primary objective of the marketing strategy is to create consumer demand for products or services through advertising. On the contrary, the demarketing strategy aims to suppress consumer demand temporarily or continuously or reduce the purchases of partial customers.

According to Kotler and Levy, Demarketing can be categorized into three types. First, *General demarketing* is the most used among three types of demarketing. Companies use general demarketing to reduce overall demand when their product quantity is insufficient, consumer demand is excessive, or production is interrupted.⁶ Second, *Selective demarketing* aims to emphasize and stabilize specific consumer groups or to strengthen the loyalty of core consumers. Also, the companies would use it to increase the access of their ideal target segments.⁷ Therefore, the function of selective demarketing applies for discouraging the nonprimary customer categories from demanding, reducing inappropriate demand, and negative effects on the company.⁸ Third, *Ostensible demarketing* takes advantage of the scarcity of goods as a feature to convey a message to consumers, prompting them to raise a desire to difficult-to-obtain or limited products and services.

⁶ P. Kotler, & Levy, S. J, "Demarketing, yes, demarketing," (1971).

⁷ Dominic Medway, Gary Warnaby, and Sheetal Dharni, "Demarketing places: Rationales and strategies," *Journal of Marketing Management* 27, no. 1-2 (2010), <https://doi.org/10.1080/02672571003719096>.

⁸ Nigel Bradley and Jim Blythe, *Selective demarketing: A value destruction approach* (2013).

The Evolution of Marketing toward Environmental Friendliness

Generally, the start of traditional marketing is based on the most beneficial way for the company to meet and satisfy the needs of the consumer; it could be called a company-customer exchange.⁹ However, companies use marketing as a tool to communicate with the market, the impact of social phenomenon plays a crucial role in determining the direction of marketing, hence, companies began to adapt and create a new relationship from three parties: the company, the customer, and the environment. Moreover, the original corporate responsibility was mainly focused on economic responsibility, so the focus is gradually being placed on social responsibility. Moreover, the original corporate responsibility was mainly focused on economic responsibility, so it gradually emphasized social responsibility after the tripartite relationships were adopted.¹⁰

Contrasting Approaches Between Green Marketing and Green Demarketing to Reach Environmental Sustainability

Green marketing, which is a kind of social marketing¹¹, was first introduced in 1975 by the American Marketing Association (AMA) in a seminar on ecological marketing, based on this concept, later in 1980 when green marketing first appeared.¹² Green marketing is the use of environmental advertising to market products or services that are considered environmentally friendly, from manufacturing to sales, such as transforming the manufacturing process, environmentally friendly packaging, applying

⁹ Antonio Chamorro* and Tomás M. Bañegil, "Green marketing philosophy a study of Spanish firms with ecolabels," (16 August 2005), <https://doi.org/10.1002/csr.083>

¹⁰ S. Punitha and Roziah Mohd Rasdi, "Corporate Social Responsibility: Adoption of Green Marketing by Hotel Industry," *Asian Social Science* 9, no. 17 (2013), <https://doi.org/10.5539/ass.v9n17p79>.

¹¹ Margareta Nadanyiova, Lubica Gajanova, and Jana Majerova, "Green Marketing as a Part of the Socially Responsible Brand's Communication from the Aspect of Generational Stratification," *Sustainability* 12, no. 17 (2020), <https://doi.org/10.3390/su12177118>.

¹² Bed Nath Sharma, "Green Marketing and Environment," (2018).

for green labels, and also conveying environmental consciousness to consumers.¹³ Therefore, the purpose of green marketing is to alter the concept of commodity as it was generally perceived by the public and still maintain the profitability.

On the other hand, GD is a brand strategy that aims to achieve the reduction of consumption across a whole product category,¹⁴ or through the purchase of key environmentally attractive focus brands.¹⁵ For profit-making companies, the use of GD is not intended to promote products but rather to emphasize the need for and how to increase awareness of environmental protection and environmentally friendly lifestyles.¹⁶

Although the 4Ps principle (product, price, place, and promotion) is applied in both general marketing and GD, the mode of operation is different; however, demarketing is more capable of making an impact in a specific situation or area. For instance, demarketing was used to promote in an arid climate environment, influencing consumers to be willing to reduce water consumption.¹⁷ Since GD is a more innovative type of marketing than green marketing, the main focus on responsible consumer behavior has been reported to be more environmentally friendly than the encouragement of buying green products instead of regular products, and the company would also benefit from a more sustainable CSR and brand image.¹⁸

¹³ Wong FuiYeng & Rashad Yazdanifard, "Green Marketing: A Study of Consumers' Buying Behavior in Relation to Green Products," *Double Blind Peer Reviewed International Research Journal*, 15, no. 5 (2015).

¹⁴ Andreas Hesse and Sofie Rünz, "'Fly Responsibly': a case study on consumer perceptions of a green demarketing campaign," *Journal of Marketing Communications* 28, no. 3 (2020), <https://doi.org/10.1080/13527266.2020.1842483>.

¹⁵ Brandon J. Reich and Catherine A. Armstrong Soule, "Green Demarketing in Advertisements: Comparing "Buy Green" and "Buy Less" Appeals in Product and Institutional Advertising Contexts," *Journal of Advertising* 45, no. 4 (2016), <https://doi.org/10.1080/00913367.2016.1214649>.

¹⁶ Shina Kim, Eunju Ko, and Sang Jin Kim, "Fashion brand green demarketing: Effects on customer attitudes and behavior intentions," *Journal of Global Fashion Marketing* 9, no. 4 (2018), <https://doi.org/10.1080/20932685.2018.1503557>.

¹⁷ Edward Ramirez, Saeed Tajdini, and Meredith E. David, "The Effects of Proenvironmental Demarketing on Consumer Attitudes and Actual Consumption," *Journal of Marketing Theory and Practice* 25, no. 3 (2017), <https://doi.org/10.1080/10696679.2017.1311219>.

¹⁸ Kim et al., "Fashion brand green demarketing," 6.

Consumer Attitudes towards Green Demarketing

GD has emerged as a powerful strategy that not only facilitates sustainable business development but also ensures profitability. Research has suggested that consumers are willing to pay a higher price for products they perceive as environmentally friendly.¹⁹ By implementing GD strategies and using negative environmental advertisements, brands can stimulate consumers' environmental concerns and cultivate awareness of green and responsible consumption. Ultimately, the objective is to enhance consumers' intention to engage in green behavior.

As in doing a literature review on GD strategies, we find diverse, yet interconnected frameworks that examine the influence and correlation between attitudes and behavior intentions. For instance, a study conducted by Huang, Su, Zhou & Liu introduced a framework that measures perceived knowledge and attitudes towards advertisements or brands to infer behavior intentions. Another study by Shina Kim, Eunju Ko, and Sang Jin Kim explored consumer responses based on different cognitive response models. It revealed that both analytical and intuitive consumers respond more positively and exhibit stronger intentions of green behavior when exposed to concrete claims rather than abstract ones in GD advertisements, such as highlighting specific data on water resource waste, for instance, yields a more significant impact compared to abstract narratives about environmental harm caused by discarded clothing.²⁰

Moreover, some organizations utilized pro-environmental demarketing by encouraging consumers to reduce the use of environmentally harmful products and promote sustainable behaviors. Applying Bagozzi's appraisal-emotional response-coping framework, the research found that organizations leveraging demarketing

¹⁹ Ramirez, "The Effects of Proenvironmental Demarketing," 11.

²⁰ Kim et al., "Fashion brand green demarketing," 6-7.

strategies to reduce consumption and promote environmentally favorable behavior positioned themselves positively in consumers' minds.²¹ This approach not only strengthened consumers' environmental consciousness, but also countered the perception of greenwashing. However, it is important to note that some consumers may attribute companies' use of GD or green marketing strategies as mere attempts at greenwashing. Consequently, the path of demarketing needs to take into account whether the brand currently has a good environmental reputation so that consumers generate altruistic motives and positive attitudes rather than skepticism or distrust.²² Overall, GD strategy plays a pivotal role in promoting sustainable business practices while maintaining profitability.

The Attitude-Behavior Intention Relationship: Theory of Planned Behavior

Framework (TPB) Application

Regarding the TPB framework, which is considered an effective way to broadly explain human behavior using psychological aspects, it consists of three main factors, firstly 'Attitude', it indicates the individual's evaluation or emotional response to a specific behavior. Second, 'Subject Norms', the individual perceives the pressure from society or the influence and expectation of others to prompt certain specific behaviors. The last, 'Perceived Behavior Control (PBC)', which means that the individual's perceived ease or control of performing a specific behavior after the evaluation of external conditions.²³

TPB has been widely applied in the context of green and pro-environmental behaviors, such as energy-saving products or organic food. It has been shown to

²¹ Ramirez, "The Effects of Proenvironmental Demarketing," 11.

²² Catherine A. Armstrong Soule and Brandon J. Reich, "Less is more: is a green demarketing strategy sustainable?," *Journal of Marketing Management* 31, no. 13-14 (2015), <https://doi.org/10.1080/0267257x.2015.1059874>.

²³ Icek Ajzen, "The Theory of Planned Behavior" (University of Massachusetts at Amherst, 1991).

improve the predictability of purchasing green products. As a result, numerous studies have effectively used this framework to investigate consumer behavior intentions towards green consumption. However, in the study of green behaviors, subjective norms have been identified as the weakest influential factor. People are less likely to alter their consumption patterns based on the approval or recognition of others or society. On the other hand, attitude and PBC serve as more favorable indicators. They contribute to the positive evaluation of sustainable products, paving the way for subsequent cognitive processes and behavioral intentions. Therefore, in the process of TPB, PBC is considered a strong predictor of individuals' green purchasing behavior.

24

Environmental Concerns (EC) as an Intermediary Factor in Attitude-Behavior Intention Relationship Examination

EC can be defined not only as the understanding of environmental issues and the degree of support for efforts to solve them, but also as the level of personal contribution individuals are willing to make to address these problems.²⁵ The research revealed that higher levels of EC could prompt consumers to actively seek sustainable alternatives and also search for related knowledge. When consumers believe that their individual efforts can contribute to solving environmental problems, they are more inclined to engage in green behaviors. For example, consumers with higher levels of EC demonstrate a greater willingness to pay a green premium and a greater intention to purchase green products.²⁶ Therefore, in the literature on TPB and green consumption

²⁴ Justin Paul, Ashwin Modi, and Jayesh Patel, "Predicting green product consumption using theory of planned behavior and reasoned action," *Journal of Retailing and Consumer Services* 29 (2016), <https://doi.org/10.1016/j.jretconser.2015.11.006>.

²⁵ Ibid., 4.

²⁶ Ibid.

and behavior, consumers' EC play a direct role in shaping their attitudes, which subsequently influences their behavior intentions.

Value-Action Gap (VAG) Towards Green Consumer Behavior

Consumer attitudes and behavior intentions have been widely studied in the field of pro-environmental behavior. The results often indicate that individuals with positive environmental attitudes are "willing" or show an "increased willingness" to engage in green behavior and green consumption. However, it is important to note that the TPB is a powerful framework, but having positive intentions does not always lead to the corresponding actions of individuals.

It still exists a significant gap between behavior intentions and actual behavior. Previous research has focused mainly on exploring consumers' own environmentally friendly behaviors and environmental knowledge, followed by investigating their attitudes towards green marketing strategies, green products, and green advertising. This approach then leads to the development of behavior intentions based on their perceptions of the specific events merely. However, such studies overlook some internal factors of consumers and sociodemographic factors.²⁷ Particularly when it comes to consumer behavior, considering individual and situational variables, many factors can confound the relationship between consumers' environmental attitudes and their actual consumption behavior. Dr. Vilas Z. Chauhan's literature review identified several key influencing variables in green consumption. For example, the level of environmental knowledge literacy cannot be a sufficient factor, as individuals with both lower levels may still engage extensively in pro-environmental behavior. Additionally, it is crucial to consider whether consumers perceive a specific behavior as related to their own

²⁷ Dr. Vilas Z. Chauhan, "Value-Action Gap Towards Green Consumer Behavior A Theoretical Review and Analysis," 8, no. 4 (April 2020).

values, goals, and needs. The higher the perceived relevance, the higher the level of participation.²⁸

Therefore, rather than focusing solely on predicting behavior intentions, it has become more urgent to understand the gap between intentions and actual behavior, known as the VAG, which is used to assess the effectiveness of sustainable brand promotions and assist in further refinement.

Case Study of Patagonia

Patagonia's Sustainability Efforts

Patagonia, known for its strong commitment to responsible practices as a B Corporation, has earned many awards for its sustainability efforts.²⁹ Founded in 1973 by Yvon Chouinard in California, Patagonia has always been dedicated to reducing its environmental impact while innovating outdoor gear. Their approach to sustainability is clear, such as using eco-friendly materials like organic cotton and being pioneers in making clothes from recycled plastic bottles.³⁰ These actions not only reduce waste but also raise awareness about environmental issues. Since 1985, Patagonia has donated either 1% of total sales or 10% of profits to support environmental groups. This generous behavior encouraged other companies to follow suit, leading to the creation of '1% for the Planet' in 2002, a movement focused on donating at least 1% of profits to environmental organizations worldwide,³¹ until 2023, it already donated more than

²⁸ Ibid., 7.

²⁹ B Corporation. 2022. "B Corp Certification Demonstrates a Company's Entire Social and Environmental Impact." *Www.bcorporation.net*. 2022. <https://www.bcorporation.net/en-us/certification/>.

³⁰ Rattalino, Francesco. 2017. "Circular Advantage Anyone? Sustainability-Driven Innovation and Circularity at Patagonia, Inc." *Thunderbird International Business Review* 60 (5): 747–55. <https://doi.org/10.1002/tie.21917>.

³¹ Patagonia. 2017. "1% for the Planet." Patagonia. 2017. <https://www.patagonia.com/one-percent-for-the-planet.html>.

\$500M.³² Also, Patagonia's 'The Footprint Chronicles' helps consumers to track the environmental impact of their products from production to sale, promoting consumer consciousness.

However, Patagonia's dedication to sustainability goes beyond these initiatives. The company's core values—Quality, Integrity, Environmentalism, and Not Bound by Convention—guide every aspect of its operations.³³ These values not only reinforce Patagonia's commitment to sustainability but make it a pioneer in the industry as well. Especially did numerous environmental awards and honors were received by Patagonia. For example, the “Accenture Strategy Award for Circular Economy Multinational” in 2017³⁴ and the “International Fabric of Life Award” in 2022³⁵, highlighting its remarkable sustainability achievements. Recently, Time magazine also recognized Patagonia as one of the 100 most influential companies³⁶, strengthening its consistent dedication to sustainability and serving as a role model for other businesses.

"Don't Buy This Jacket" Campaign

On Black Friday in 2011, Patagonia launched an advertisement titled "Don't Buy This Jacket" in The New York Times, featuring their best-selling jacket on the cover. This deliberate action aimed to convey an essential message to consumers during the peak of consumption: to reevaluate their buying behavior, purchase items only when necessary, and cultivate conscious consumption habits. However, this demarketing

³² 1% for the Planet. 2019. “1% for the Planet.” 1% for the Planet. 2019.

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

³³ Rattalino, Francesco. 2017. “Circular Advantage Anyone?”, 3.

³⁴ Byars, Tessa. 2017. “PATAGONIA WINS CIRCULAR ECONOMY MULTINATIONAL AWARD at WORLD ECONOMIC FORUM ANNUAL MEETING in DAVOS.” Patagonia Works. January 17, 2017. <https://www.patagoniaworks.com/press/2017/1/17/patagonia-wins-circular-economy-multinational-award-at-world-economic-forum-annual-meeting-in-davos>.

³⁵ SUSTON. 2022. “Patagonia Awarded 2022 Fabric of Life Award.” Suston Magazine. October 26, 2022. <https://sustonmagazine.com/2022/10/26/patagonia-awarded-2022-fabric-of-life-award/>.

³⁶ “TIME100 Most Influential Companies 2023: Patagonia.” 2023. Time. June 21, 2023. <https://time.com/collection/time100-companies-2023/6285107/patagonia-leaders/>.

strategy made unexpected results. In the 9 months after the advertisement, Patagonia's sales actually increased by over 30%.³⁷ This situation raised doubts among some consumers, questioning whether Patagonia was using sustainability as a promotional tactic.

In fact, this demarketing strategy not only impacted environmentally conscious consumers but also encouraged some individuals to recycle or sell their old clothes and use the money they got to purchase Patagonia's new products. It was driven by the trust consumers developed in the brand, known for its high-priced merchandise and a strong commitment to social responsibility.³⁸ Consequently, consumers were more willing to replace low-cost apparel with higher-priced sustainable alternatives. This generated higher sales revenue for Patagonia and strengthened consumer loyalty to the brand.

"Worn Wear: Better than New"

Driven by Patagonia's commitment to sustainability, aims to transition the linear consumption pattern towards a circular economy model, advocating responsible consumer behavior and waste reduction. Their purpose is that the repetitive cycle of consumer purchase, disposal, and constant manufacturing will eventually lead us towards ecological bankruptcy.³⁹ To address this, Patagonia introduced the "Worn Wear" program in 2013, offering comprehensive guidelines encompassing repair, recycling, and education. Consumers can send their used Patagonia gear for repair, while old clothing can be recycled or refurbished for resale and earning credits as a reward. Also, "Stories We Wear" platform enables consumers to share their stories of

³⁷ Chanmi Hwang et al., "'Don't Buy This Jacket': consumer reaction toward anti-consumption apparel advertisement," *Journal of Fashion Marketing and Management: An International Journal* 20, no. 4 (2016), <https://doi.org/10.1108/jfmm-12-2014-0087>.

³⁸ Chanmi Hwang et al., "'Don't Buy This Jacket'", 19.

³⁹ Nina Bürklin, "Worn Wear: Better than New—How Patagonia's Social Marketing Campaign Enhances Consumers' Responsible Behavior," (2019), https://doi.org/https://doi.org/10.1007/978-3-030-13020-6_12.

repairing and reusing clothing, in order to expand sustainability practices.

"Buy Less, Demand More" Initiative

Linking with the principles of Don't Buy this Jacket and Worn Wear, the "Buy Less, Demand More" initiative launched on Black Friday in 2020 was an embodiment of Patagonia's commitment. While continuing to advocate for extending the lifespan of clothing, this campaign emphasizes the significant power that consumers hold in driving change, as meeting the core message of "You have the power to change the way clothes are made." Patagonia's dedication goes beyond product sustainability, extending to concerns about internal working factors such as employee and supplier conditions. As a result, this initiative not only aims to promote consumer education but also urges end consumers to address their demands to the upstream fashion industry. This includes advocating for higher-quality products, fair trade practices, improved working conditions, and increased use of recycled fibers.⁴⁰

Summary

With the growing contemporary environmental consciousness, businesses have shifted their focus from economic responsibilities to social responsibilities. Consequently, green demarketing has become a prevalent and novel marketing approach, simultaneously advocating environmental protection and profitability. Patagonia, the American outdoor apparel brand with a steadfast commitment to environmental preservation, employs green demarketing strategies that urge consumers to reduce their purchases, even going so far as to run front-page ads on Black Friday encouraging people not to buy their products. These strategies align with their motto,

⁴⁰ Andrew Weaver, "Patagonia Encourages Shoppers to Buy Used Gear This Holiday Season" Outside, Dec 3, 2020. <https://www.outsideonline.com/business-journal/issues/patagonia-buy-less-demand-more-campaign/?scope=anon>

"We're in business to save our home planet." Despite these efforts, Patagonia's sales have not declined but rather increased.

When consumers encounter green demarketing, the inclusion of negative environmental information and concrete data in advertisements can evoke strong green intentions. This stimulates consumer environmental consciousness, leading to more responsible consumer behaviors. Consequently, green demarketing not only ensures profitability and enhances brand image but also encourages consumer sustainable awareness and participation. Although the Theory of Planned Behavior (TPB) is a robust framework for predicting green consumption intentions, it may not consistently translate into actual behaviors. This value action gap must be addressed to enhance consumers' everyday sustainable behaviors.

METHODOLOGY

Research Design

This research aims to know how Taiwanese consumers react when encountering innovative demarketing strategies and reflect the different influential factors towards the intention of sustainable behavior.

The researcher conducted the questionnaire, focusing on the “Value-Action Gap” between consumer intentions and actual behavior, it was divided into 6 sections, the first part is basic information, including their gender, age, current residence area, education, occupation status, and average monthly income. The second part is environmental concerns, the level of environmental concerns can directly affect the intention of green behavior. The third part is the attitudes towards Patagonia’s GD strategies, to know about if Taiwanese consumers’ adaption and holding a positive or negative concerns. The fourth part is perceived personal contribution, to know the extent of environmental pessimism or environmental optimism. The fifth part is perceived personal relevance of Patagonia’s GD, to measure if consumers have correlation with their value and the messages of Patagonia’s GD. The last part is sustainable behavior, to understand more about consumers’ behavior intention and engagement towards sustainability. All of the indicators are based on Dr. Vilas Z. Chauhan’s literature for measuring an individual’s likelihood of actually applying sustainable behavior in reality.

Sources of Data

The reason for setting the target population as Taiwanese consumers is to capture a wide spectrum of responses and behavior intention from diverse range of individuals. Therefore, this questionnaire was distributed in the online survey of Google Forms, via

various social platforms, including LINE, Facebook, Dcard, and Instagram, and through colleagues of the researcher's family through private messages. Utilizing online surveys enables a wide and rapid spreading, a broader reach rate, and different age groups of respondents, as well as organizing a raffle to increase the number of samples.

Instrumentation and Data Collection

First of all, the design and classification of questions were referred to in the review of the literature including environmental concerns, TPB framework, and VAG indicators. Second, this questionnaire was primarily constructed with the “5-point Likert Scale “as the response options, which include "strongly agree," "agree," "neutral," "disagree," and "strongly disagree", some questions were also incorporated based on frequency and impact levels, the score of each option respectively represents 5,4,3,2,1. Moreover, in the fourth part of Patagonia's GD strategies, a brief introduction of the three GD strategies is provided. Considering the importance of respondent time and patience, the researcher adopted a combination of images with concise descriptions, and two official brief introduction videos with English and Mandarin subtitles, within approximately 1 more minute, to make it easier to grasp the core concepts by the respondents. Overall, the data collecting started from August 16, 2023, to September 24, 2023, it has received 301 responses in total, and all of the responses are valid through the examination.

DATA ANALYSIS

In this chapter, the author conducts data analysis using SPSS, organized into four sections. The first section focuses on demographic data with employing descriptive statistics. The second section addresses the first research question, examining how consumers' environmental concern level impacts their engagement of sustainable behavior. The third section delves into the second research question, exploring whether Taiwanese consumers perceive personal relevance in Patagonia's GD by age and income. The fourth section will discuss the third research question, investigating how different levels of perceived personal contribution influence the increase or decrease of intentions towards sustainable behavior after exposure to Patagonia's GD messages. The three research questions are as follows:

- (1) To what extent do Taiwanese consumers' level of environmental concerns influence their engagement in sustainable behaviors?
- (2) How do Taiwanese consumers perceive the personal relevance of Patagonia's green demarketing strategies?
- (3) Do consumers' levels of perceived personal contribution associate with their intentions of sustainable behavior?

Overview of Demographic Data

To gain insight into the responders' backgrounds and their evaluation of various influencing indicators, Demographic Data contains gender, age, location, education, occupation (occupational status), and income (average monthly income). These factors are considered as potential variables for investigating variations.

Table1 presents the gender distribution of the respondents. Out of a total of 301 respondents, 68 (22.6%) identified as male, while the majority, 233 (77.4%), identified as female. This gender distribution reflects the most of respondents are female.

Table 1: The gender distribution from the questionnaire

Gender	Amount
Male	68 (22.6%)
Female	233 (77.4%)

Source: Sorted by the author

Table 2 presents the age distribution among the respondents, The largest group consists of individuals aged 21-30 years old, representing 175 respondents (58.1%). Following this, there are 63 respondents (20.9%) who are below 20 years old, 34 (11.3%) in the age group of 31-40 years, 18 (6.0%) aged 41-50 years, and 11 (3.7%) who are over 51 years old. The data reflects that mostly the young age people took more part than the middle age and the elderly in this survey, especially the 21-30 years old people took the most part.

Table 2: The age distribution from the questionnaire

Age	Amount
Below 20 years old	63 (20.9%)
21-30 years old	175 (58.1%)
31-40 years old	34 (11.3%)
41-50 years old	18 (6.0%)
Over 51 years old	11 (3.7%)

Source: Sorted by the author

In Table 3, it displays the location distribution of the respondents, as we can know the majority of respondents are located in Southern Taiwan, with 124 individuals, constituting the largest portion at 41.2% of the total population. Following this, Northern Taiwan is the second most common location, representing 105 respondents (34.9%). Central Taiwan comprises 66 respondents (21.9%) of the population. In contrast, Eastern Taiwan is less represented, with 5 individuals (1.7%), and the Outlying Islands have the smallest representation, with just 1 respondent (0.3%). It presents the highest concentrations observed in northern and southern Taiwan, these two regions.

Table 3: The location distribution from the questionnaire

Location	Amount
Northern Taiwan	105 (34.9%)
Central Taiwan	66 (21.9%)
Southern Taiwan	124 (41.2%)
Eastern Taiwan	5 (1.7%)
Outlying Islands	1 (0.3%)

Source: Sorted by the author

In terms of Table 4, the majority of respondents possess a bachelor's degree, accounting for 235 of total (78.1%), this category comprises the largest portion, and 33 respondents (11.0%) having education beyond a master's degree, while 31 respondents (10.3%) have completed senior high school. A notably smaller proportion of the respondents, only 2 individuals (0.7%), reported having education up to junior high school.

Table 4: The education distribution from the questionnaire

Education	Amount
Junior high school	2 (0.7%)
Senior high school	31 (10.3%)
Bachelor's degree	235 (78.1%)
Over master's degrees	33 (11.0%)

Source: Sorted by the author

About occupation, Table 5 shows the most prevalent category among respondents is students, representing 140 individuals (46.5%). Full-time employees make up the second largest group, comprising 128 respondents (42.5%). There are 14 individuals (4.7%) who reported being unemployed. In contrast, retired individuals and part-time employees constitute the smallest proportions, each with 1 (0.3%) and 7 (2.3%) respondents respectively.

Table 5: The occupation distribution from the questionnaire

Occupation	Amount
Student	140 (46.5%)
Full-time	128 (42.5%)
Part-time	7 (2.3%)
Self-employed	11 (3.7%)
Retired	1 (0.3%)
Unemployed	14 (4.7%)

Source: Sorted by the author

In Table 6, it presents the respondents' average monthly income. 30,001-50,000 NTD emerged as the most common income range, with 104 respondents (34.6%). The 10,001-30,000 NTD range has 60 respondents (19.9%). In contrast, 70,001-100,000 NTD and over 100,001 NTD represent the least frequent income categories, with 6 (2.0%) and 5 (1.7%) respondents respectively. Also, there are 56 respondents (18.6%) reported having 0 NTD income, which is the same as the 1-10,000 NTD income category.

Table 6: The income distribution from the questionnaire

Income	Amount
0 NTD	56 (18.6%)
1-10,000 NTD	56 (18.6%)
10,001-30,000 NTD	60 (19.9%)
30,001-50,000 NTD	104 (34.6%)
50,001-70,000 NTD	14 (4.7%)
70,001-100,000 NTD	6 (2.0%)
Over 100,001 NTD	5 (1.7%)

Source: Sorted by the author

Environmental Concerns (EC) and Sustainable Behavior Engagement and Intention

Multiple Linear Regression

Initially, the researcher designed the EC questions into two distinct dimensions—perception and behavior, based on the definition of “The understanding and the willingness to support or solve the environmental problems.” These two dimensions

were intended to investigate the influence of engagement in sustainable behavior based on the level of environmental concerns within these dimensions. Therefore, for research question one, multiple linear regression analysis was employed to examine the collective impact of EC on sustainable behavior. Sustainable behavior questions are as follows:

Table 7: The questions of intention of sustainable behavior

SB1	Preference for environmentally friendly products
SB2	Willingness to send old items for repair
SB3	Willingness to buy second-hand products
SB4	Consideration of environmental impact on consumption decisions
SB5	Participation in civil or international environmental activities

Perception of Environmental Concerns

In this section, the author uses the perception of EC as independent variables to do the multiple linear regression analysis, to test their impacts on sustainable behavior engagement. The questions of EC in the perception group are as follows:

Table 8: The questions of perception of environmental concerns

EC1	Environmental protection issues in Taiwan are one of my concerns.
EC2	I support the plastic limitation, even if it changes my choices regarding the packaging and materials at beverage shops.
EC6	I think companies should avoid harming the habitats of animals and plants during their development is important.
EC8	Discarding cigarette butts at will harm the environment.

In Table 9, the multiple linear regression analysis shows noteworthy associations between Environmental Concerns (EC) perceptions and distinct Sustainable Behaviors (SB). EC1 demonstrates a significant positive influence on SB1 ($B = 0.324, p \leq 0.001$ ***) and SB2 ($B = 0.144, p \leq 0.05$ *), marking a robust relationship. EC2 displays a significant influence on SB2 ($B = 0.242, p \leq 0.001$ ***), SB3 ($B = 0.169, p \leq 0.05$ *), SB4 ($B = 0.16, p \leq 0.05$ *), and SB5 ($B = 0.147, p \leq 0.001$ ***)).

In contrast, EC6 presents varied impacts, positively affecting SB2 ($B = 0.28, p \leq 0.001$ ***) and SB3 ($B = 0.237, p \leq 0.01$ **), but negatively influencing SB4 ($B = -0.175, p \leq 0.05$ *) and SB5 ($B = -0.111, p \leq 0.05$ *). Additionally, EC8 doesn't show a significant relationship in any sustainable behaviors. Overall, this group shows significant relationship with sustainable behavior engagement.

Table 9: EC perception impact on sustainable behavior in multiple linear regression

	SB1		SB2		SB3		SB4		SB5	
	β	Sig.	β	Sig.	β	Sig.	β	Sig.	β	Sig.
Constant	0.708	0.143	0.832	0.045*	1.193	0.009**	2.831	0.000***	0.062	0.805
EC1	0.324	0.000***	0.144	0.013*	0.088	0.160	0.08	0.228	0.055	0.116
EC2	0.072	0.354	0.242	0.000***	0.169	0.020*	0.16	0.039*	0.147	0.000***
EC6	0.144	0.098	0.28	0.000***	0.237	0.004**	-0.175	0.044*	-0.111	0.015*
EC8	0.074	0.263	0.077	0.176	0.110	0.075	0.066	0.314	0.054	0.121
R ²	0.142		0.195		0.135		0.042		0.095	
Adjusted R ²	0.130		0.184		0.120		0.029		0.083	

Source: Sorted by the author

Note: *** for $p \leq 0.001$, ** for $0.001 < p \leq 0.01$, * for $0.01 < p \leq 0.05$

This comprehensive analysis reflects the unique effects of each EC perception factor on different sustainable behaviors. EC1 notably impacts SB1 and SB2. Meanwhile, EC2 positively impacts SB2, SB3, SB4, and SB5, indicating that the plastic

reduction perception has a significant relationship with sustainable behavior with the engagement of environmentally friendly programs and conscious purchases.

As for EC6 has positive impacts on SB2 and SB3, but negative impacts on SB4 and SB5, this discrepancy might indicate a higher general environmental consciousness among consumers concerning broader issues but a lesser focus on individual self-behaviors related to sustainability. However, EC8 the disposal of cigarette butts might not have a direct influence on the measured sustainable actions such as conscious purchasing or participating in environmental programs.

Behavior of Environmental Concerns

In this section, the author uses the behavior of environmental concerns (EC) to do the multiple linear regression analysis, to test their impacts on sustainable behavior engagement. The questions of EC in the behavior group are as follows:

Table 10: The questions of behavior of environmental concerns

EC3	I try to conserve energy in my daily life, such as saving water and electricity.
EC4	I set the air conditioning temperature between 26-28 degrees regardless of how hot the weather is.
EC5	I have a habit of bringing my own water bottle.
EC7	I prefer using environmentally friendly tableware if provided by a restaurant.

In Table 11, the multiple linear regression analysis highlights substantial relationships between Environmental Concerns (EC) perceptions and various Sustainable Behaviors (SB). Notably, EC3 exhibits a significant positive association with SB1 ($B = 0.297, p \leq 0.001$ ***), SB2 ($B = 0.219, p \leq 0.001$ ***), and SB3 ($B =$

0.196, $p \leq 0.001$ **) indicating a robust influence. EC4 demonstrates a significant influence on SB4 ($B = 0.181$, $p \leq 0.001$ ***), marking an important relationship. Similarly, EC5 displays notable effects on SB2 ($B = 0.101$, $p \leq 0.05$ *), and SB3 ($B = 0.130$, $p \leq 0.01$ **). However, EC7 doesn't exhibit a significant relationship with any of the measured sustainable behaviors, even turn out to be the negative relationship with SB4 ($B = -0.025$) Overall, this group showcases a substantial relationship with sustainable behavior engagement.

Table 11: EC behavior impact on sustainable behavior in multiple linear regression

	SB1		SB2		SB3		SB4		SB5	
	β	Sig.	β	Sig.	β	Sig.	β	Sig.	β	Sig.
Constant	0.941	0.020*	2.000	0.000***	1.941	0.000***	2.115	0.000***	-0.200	0.355
EC3	0.297	0.000***	0.219	0.000***	0.196	0.001**	0.109	0.078	0.059	0.083
EC4	0.091	0.063	0.082	0.058	0.070	0.126	0.181	0.000***	0.029	0.271
EC5	0.074	0.178	0.101	0.039*	0.130	0.010**	0.033	0.538	0.047	0.111
EC7	0.103	0.187	0.090	0.195	0.056	0.370	-0.025	0.746	0.059	0.159
R^2	0.149		0.140		0.118		0.086		0.057	
Adjusted R^2	0.137		0.128		0.106		0.074		0.045	

Source: Sorted by the author

Note: *** for $p \leq 0.001$, ** for $0.001 < p \leq 0.01$, * for $0.01 < p \leq 0.05$

The comprehensive analysis underscores the distinct effects of each EC behavior factor on diverse sustainable behaviors. EC3 notably influences SB1, SB2, and SB3 this shows that people might heighten their awareness of the environmental impact of consumption, and also reflect the individuals' sustainability value for extending the lifecycle of possessions and second-hand products. EC4 demonstrates significant impacts on SB4, indicating the mindset of reducing footprint and consumption habits. EC5 has a significant positive relationship with SB2 and SB3, it could be related to the

practice of reuse and reducing waste. While EC7 shows a negative relationship with SB4, emphasizing the lack of a significant association might suggest that its related environmental concern may not directly correlate with the measured sustainable actions in this context.

Perceived Personal Relevance of Patagonia's Green Demarketing

Multiple Linear Regression

For research question two, multiple linear regression will be utilized to test the attitudes towards Patagonia's GD and the perceived personal relevance of Patagonia's GD. The objective is to measure the level of association or interaction between these dimensions and their potential role in influencing consumer behavior. This approach is aimed at discerning the extent of influence exerted by attitudes toward Patagonia's green demarketing and perceived personal relevance in relation to engaging in sustainable behaviors. The questions of "Attitudes towards Patagonia's GD (PGD)" and "Perceived personal relevance of Patagonia's GD (PPR)" are as follows:

Table 12: The questions of attitudes towards Patagonia's green demarketing and perceived personal relevance

PGD1	When considering similar products, I would increase my willingness to purchase Patagonia products.
PGD2	I believe Patagonia is serious about sustainability.
PGD3	I think Patagonia's messages can effectively influence consumer behavior.
PGD4	Through Patagonia's messages, I have become more environmentally conscious.
PPR1	I believe Patagonia's products are durable.
PPR2	I think conscious consumer behavior is important.
PPR3	Patagonia's messages encourage me to reconsider my old items' disposal.
PPR4	Patagonia's messages align with my personal values.

In Table 13, the multiple linear regression analysis aimed to explore the relationship between the attitudes towards Patagonia's green demarketing (PGD) and the perceived personal relevance (PPR) to the message conveyed by Patagonia. The regression analysis demonstrated varying impacts of PGD factors on the intention to engage in sustainable behavior, represented by the PPR dimensions. Notably, PGD1 shows a significant positive influence on PPR1 ($B = 0.180, p \leq 0.001$ ***), PPR3 ($B = 0.162, p \leq 0.001$ ***), and PPR4 ($B = 0.161, p \leq 0.001$ ***).

PGD2 displays the significant relationship with PR1 ($B = 0.202, p \leq 0.001$ ***), PR2 ($B = 0.180, p \leq 0.001$ ***), PR3 ($B = 0.355, p \leq 0.001$ ***), PR4 ($B = 0.394, p \leq 0.001$ ***). Moreover, PGD3 exhibited a significant relationship with PPR1 ($B = 0.246, p \leq 0.001$ ***), PPR2 ($B = 0.580, p \leq 0.001$ ***), and PPR4 ($B = 0.154, p \leq 0.05$ *), while PGD4 only indicated one substantial effect on PPR3 ($B = 0.205, p \leq 0.01$ **). The model itself appeared to have reasonable explanatory power (R^2 range: 0.340 - 0.456), signifying that PGD factors collectively account for a notable portion of the

variance in the intention to adopt sustainable behaviors. The Adjusted R-squared values (0.331 to 0.556) reflect how significantly the measured Attitudes and PPR towards Patagonia's Green Demarketing influence the intention to adopt sustainable behaviors.

Table 13: The attitudes towards Patagonia's GD and the intention of sustainable behavior in multiple linear regression

	PPR1		PPR2		PPR3		PPR4	
	β	Sig.	β	Sig.	β	Sig.	β	Sig.
Constant	1.355	0.000***	0.485	0.030*	1.044	0.000***	0.957	0.000***
PGD1	0.180	0.001***	0.039	0.413	0.162	0.001***	0.161	0.001***
PGD2	0.202	0.000***	0.149	0.002**	0.355	0.000***	0.394	0.000***
PGD3	0.246	0.000***	0.580	0.000***	0.040	0.528	0.154	0.016*
PGD4	0.027	0.729	0.124	0.073	0.205	0.004**	0.051	0.486
R ²	0.340		0.562		0.440		0.456	
Adjusted R ²	0.331		0.556		0.432		0.448	

Source: Sorted by the author

Note: *** for $p \leq 0.001$, ** for $0.001 < p \leq 0.01$, * for $0.01 < p \leq 0.05$

The comprehensive analysis shows there's significant impacts on perceived personal relevance. PGD1's significant correlations with PR1, PR3, and PR4 might be attributed to the persuasive impact of Patagonia's product consideration and alignment with personal values. Meanwhile, the significance of PGD2 with PR1, PR2, PR3, and PR4 could reflect the consensus between the belief in Patagonia's sustainability seriousness and various conscious consumer attitudes and behaviors. PGD3's significant relationships with PR1, PR2, and PR4 may indicate the Patagonia's messages on perceived durability, the importance of conscious consumer behavior, and alignment with personal values. Conversely, PGD4 only have significant relationship with PPR3, it embodies a narrower focus of environmental consciousness and the

consideration of old items disposal, which may not equally impact other aspects of personal relevance in this context.

Perceived Personal Contribution and Sustainable Behavior

Independent Samples T-test

For research question three, the study adopts an independent samples t-test to examine the impact of distinct levels of perceived personal contribution on the intention and engagement with sustainable behaviors among consumers. The analysis involves comparing high and low levels of perceived personal contribution to discern the differences in sustainable behavior engagement. The questions of perceived personal contribution (PPC) are as follows:

Table 14: The questions of perceived personal contribution

PPC1	I believe that reducing my unnecessary shopping needs will cause less waste.
PPC2	I think my behavior of buying green products is good for the environment.
PPC3	I believe that trading in my old products for new ones is a way for me to contribute to the environment.
PPC4	I believe that I can have a positive impact on the environment by being conscious of my consumption behavior.
PPC5	I believe I have the ability to contribute to environmental protection.

By grouping the high level and low level of PPC, the researcher uses the frequency analysis to see each PPC question's mean and median and adapt the median as the cutoff point to give 2 scores for the high level of PPC (score = 1) and low level of PPC (score = 0), both levels are in the same group "PPC_group" to do analysis.

Table 15: The frequency analysis of PPC questions

	PPC1	PPC2	PPC3	PPC4	PPC5
Mean	4.166	4.113	4.359	4.199	3.731
Median	4.000	4.000	5.000	4.000	4.000

Source: Sorted by the author

In Table 16, the independent samples t-test compared the levels of consumers' levels of perceived personal contribution (PPC) with the sustainable behavior of preference for environmental products. Consumers with high PPC levels ($M = 3.403$, $SD = 0.933$) and consumers with low PPC levels ($M = 2.926$, $SD = 0.935$) have a significant difference between high PPC levels, $t(299) = 3.706$, $p = 0.000$, and low PPC levels, $t(108.924)$, $p = 0.000$, suggesting that high PPC levels consumers express a greater intention of buying environmentally friendly products than the consumers with low PPC level.

Table 16: The impact of levels of perceived personal contribution (PPC) on SB1

SB1	PPC(N)	M(SD)	t	df	Sig.	MD
Preference for environmentally friendly products	High level (233)	3.403 (0.933)	3.706	299	0.000	0.477
	Low level (68)	2.926 (0.935)	3.701	108.924		

Source: Sorted by the author

In Table 17, the independent samples t-test compared the levels of consumers' levels of perceived personal contribution (PPC) with the sustainable behavior of the willingness to send old items for repair. Consumers with high PPC levels ($M = 4.176$, $SD = 0.798$); and consumers with low PPC levels ($M = 3.647$, $SD = 0.877$) has a significant difference between high PPC levels $t(299) = 4.700$, $p = 0.000$, and low PPC

levels, $t(101.591) = 4.463$, $p = 0.000$, suggesting that high PPC levels consumers express a greater intention of buying environmentally friendly products than the consumers with low PPC level.

Table 17: The impact of levels of perceived personal contribution (PPC) on SB2

SB2	PPC(N)	M(SD)	t	df	Sig.	MD
Willingness to send old items for repair	High level (233)	4.176 (0.798)	4.700	299	0.000	0.529
	Low level (68)	3.647 (0.877)	4.463	101.591		

Source: Sorted by the author

In Table 18, the independent samples t-test compared the levels of consumers' levels of perceived personal contribution (PPC) with the sustainable behavior of willingness of buying second-hand products. Consumers with high PPC levels ($M = 3.931$, $SD = 0.817$) and consumers with low PPC levels ($M = 3.456$, $SD = 0.969$) has a significant difference between high PPC levels, ($t(299) = 4.042$, $p = 0.000$), and low PPC levels, ($t(96.515) = 3.683$, $p = 0.000$), suggesting that high PPC levels consumers express a greater willingness of buying second-hand products than the consumers with low PPC level.

Table 18: The impact of levels of perceived personal contribution (PPC) on SB3

SB3	PPC(N)	M(SD)	t	df	Sig.	MD
Willingness to buy second-hand products	High level (233)	3.931 (0.817)	4.042	299	0.000	0.475
	Low level (68)	3.456 (0.969)	3.683	96.515		

Source: Sorted by the author

In Table 19, the independent samples t-test compared the levels of consumers' levels of perceived personal contribution (PPC) with the sustainable behavior of consideration of environmental impact on consumption decisions. It shows a significant difference between consumers with high PPC levels ($M = 3.382$, $SD = 0.893$); $t(299) = 2.357$, $p = 0.019$, and consumers with low PPC levels ($M = 3.265$, $SD = 0.765$); $t(104.399) = 2.284$, $p=0.024$, suggesting that high PPC levels consumers express a greater consideration of environmental impact on consumption decisions than the consumers with low PPC level.

Table 19: The impact of levels of perceived personal contribution (PPC) on SB4

SB4	PPC(N)	M(SD)	t	df	Sig.	MD
Consideration of environmental impact on consumption decisions	High level (233)	3.382 (0.893)	2.357	299	0.019	0.157
	Low level (68)	3.265 (0.765)	2.284	104.399	0.024	

Source: Sorted by the author

In Table 20, the independent samples t-test compared the levels of consumers' levels of perceived personal contribution (PPC) with the sustainable behavior of participation in civil or international environmental activities. Consumers with high PPC levels ($M = 0.657$, $SD = 0.476$) and consumers with low PPC levels ($M = 0.500$, $SD = 0.504$) has a significant difference between high PPC levels, $t(299) = 0.982$, $p = 0.327$, and low PPC levels, $t(125.128) = 1.069$, $p = 0.287$, indicating that there's no significant difference between these two groups' engagement of the environmental activities.

Table 20: The impact of levels of perceived personal contribution (PPC) on SB5

SB5	PPC(N)	M(SD)	t	df	Sig.	MD
Participation in civil or international environmental activities	High level (233)	0.657 (0.476)	0.982	299	0.327	0.117
	Low level (68)	0.500 (0.504)	1.069	125.128	0.287	

Source: Sorted by the author

CONCLUSION AND SUGGESTION

In an era where sustainability is a prevailing concern across industries, clothing brands adopt more environmentally friendly production methods and materials. Patagonia even incorporates green demarketing to encourage reduced purchasing. However, whether the implementation of green demarketing effectively reaches Taiwanese consumers, thereby elevating consumer sustainability consciousness and extending it to sustainable behavior, remains a question. To understand the varying environmental concern levels among consumers regarding the acceptance of green demarketing and its relationship with intent to participate in sustainable behavior, an online survey was designed and distributed on social platforms such as LINE, Facebook, Dcard, and Instagram. Mainly utilizing the factors of environmental concern, perceived personal contribution, and perceived personal relevance, the study measured the degree to which Taiwanese consumers were inclined towards various aspects. Following this, the study explored the attitudes-behavior relationship to understand consumer attitudes toward Patagonia's Green Demarketing and the subsequent intent to engage in sustainable behavior.

Discussion One: Environmental Concerns and Sustainable Behavior

The study revealed a positive correlation between higher levels of environmental concerns (EC) and an increased intent for sustainable behavior among Taiwanese consumers. It demonstrated that diverse aspects of EC impact various sustainable behaviors differently. Broader environmental concerns were more associated with non-consumption-related sustainable behaviors. However, while consumers have widespread environmental consciousness, their emphasis on personal sustainable behaviors is comparatively lower. This suggests that while consumers acknowledge the

importance of sustainability, it does not always reflect in their individual actions. Specific environmental focus positively influences behavior in related areas, indicating that broad environmental concern doesn't necessarily lead to active intent for sustainable behavior.

Discussion Two: Perceived Personal Relevance of Patagonia's Green

Demarketing

The study established a close relationship between Taiwanese consumers' perception of Patagonia's green demarketing and their sustainable behavior. Consumer perceptions about various concepts significantly correlated with aspects such as product durability, conscious consumer behavior, reconsideration of old items' disposal, and alignment with personal values. Notably, the willingness to purchase Patagonia products was notably related to product durability and the alignment of brand messages with personal values. However, increased awareness of Patagonia's environmental messages had a limited association with reconsidering old items' disposal, signifying a restricted impact on diverse aspects of personal relevance despite enhanced sustainability consciousness.

Discussion Three: The Association Between Levels of Perceived Personal

Contribution and Sustainable Behavior

The research found that consumers with higher Perceived Personal Contribution (PPC) exhibited higher intent and participation in sustainable behavior compared to those with lower PPC levels. This disparity was evident in their preferences for environmentally friendly products, extending item lifespan, and reflecting on consumption behaviors. While consumers' perception of environmental engagement

remained consistent, PPC didn't directly influence participation in these activities, indicating the presence of other unexplored influential factors.

This study emphasizes the findings from the data analysis, indicating that broader environmental concerns might not uniformly translate into individual sustainable actions, suggesting a need for targeted and specific environmental focus to influence behavior effectively. Additionally, the study reveals a significant connection between consumers' attitudes towards Patagonia's green demarketing and their personal relevance, particularly regarding product durability and alignment with personal values. To foster increased sustainable behavior, a targeted approach emphasizing the specific alignment of brand messages with personal values, alongside promoting the durability of products, could be an effective strategy. Lastly, the study underlines the need for further exploration of unexamined factors influencing sustainable behaviors, essential for more nuanced and effective sustainability interventions in the consumer market.

APPENDIX A

Google Form and Questionnaire

Google Form

<https://forms.gle/z6rS7hSxJV03tfDq6>

Questionnaire

Patagonia 綠色限制性行銷在推動臺灣消費者永續行為中的角色

親愛的先生/小姐：

本份學術研究問卷主要目的是探討「Patagonia 綠色限制性行銷在於推動消費者永續行為的有效性」。在此希望能耽誤您幾分鐘的時間，依您最真實的感受填寫，提供您寶貴的意見。

本問卷採不記名方式作答並且不對外公開，調查結果僅做為學術研究使用，請放心填寫。

非常感謝您抽空填寫此問卷，您的協助將使此研究更具貢獻。

敬祝 平安順心，身體健康！

文藻外語大學國際事務系

指導教授：謝仁和 教授

學生：鄒欣璇

第一部分：基本資料

1. 性別：生理男 生理女
2. 年紀：20歲及以下 21-30歲 31-40歲 41-50歲 51歲及以上
3. 當前居住地區：北部 中部 南部 東部 離島 其他
4. 教育程度：國小 國中 高中（職）大專（學）研究所及以上
5. 職業狀況：學生 全職 兼職 自雇 退休 待業中
6. 平均月薪：\$0元 \$1-\$10000元 \$10001-\$30000元
\$30001-\$50000元 \$50001-\$70000元 \$70001-\$100000元
\$100001元及以上

第二部分：環境關心程度

1. 台灣的環境保護議題是我關心的內容之一
非常同意 同意 普通 不同意 非常不同意
2. 我認同限塑政策的理念，即使它將改變我對手搖飲料店的包裝和材料的選擇
非常同意 同意 普通 不同意 非常不同意
3. 日常時我會盡可能節約能源（如：節約用水、用電等）
非常同意 同意 普通 不同意 非常不同意
4. 無論天氣多熱，我都會將冷氣溫度設定於 26-28 度之間
非常同意 同意 普通 不同意 非常不同意
5. 我有自備水壺的習慣
非常同意 同意 普通 不同意 非常不同意
6. 我認為企業在開發時避免破壞動植物棲息地是重要的
非常同意 同意 普通 不同意 非常不同意
7. 若餐廳提供環保餐具及一次性餐具，我偏好使用環保餐具
非常同意 同意 普通 不同意 非常不同意
8. 隨意丟棄菸蒂會對於環境造成傷害
非常同意 同意 普通 不同意 非常不同意

第三部分：Patagonia 綠色限制性行銷

請閱讀以下三個綠色限制性行銷策略的說明再進行答題：

- ◆ 「Don't Buy This Jacket 別買這件夾克」：Patagonia 於 2011 年在黑五的紐約時報上刊登的廣告，呼籲消費者不要買自家銷售最好的外套，鼓勵人們在購買前三思，養成有意識的消費行為以減少浪費。
- ◆ 「Worn Wear 計畫」：消費者可將不再穿的舊衣送回 Patagonia 回收並享有回饋，或者讓專人修復、更換。官網提供許多能自行修補衣服的教學，同時已回收的舊衣也會再製成新的產品。這個計畫旨在減少廢棄物和資源浪費，並且推廣永續消費和循環經濟的理念。
https://youtu.be/ZyKd-wWSazE?si=T9YydnT1-A6zl__s
- ◆ 「Buy Less, Demand More」：此概念在於推動消費者對於產品的要求更高，除了鼓勵減少不必要的購買並將關注轉移至更高品質和能長效使用的產品上，也鼓勵企業製造更兼具品質、耐用性、永續性的產品。



1. 當要購買同類商品時，我會因此增加對於 Patagonia 產品的購買意願
非常同意 同意 普通 不同意 非常不同意
2. 我認為 Patagonia 對於追求永續的態度是認真的
非常同意 同意 普通 不同意 非常不同意
3. 我認為 Patagonia 所傳遞的訊息能有效影響消費者的行為
非常同意 同意 普通 不同意 非常不同意
4. 透過 Patagonia 所傳遞的訴求，我變得更有永續環保意識
非常同意 同意 普通 不同意 非常不同意

第四部分：個人貢獻感知

1. 我認為減少自身不必要的購物需求能達到更少的浪費量
非常同意 同意 普通 不同意 非常不同意
2. 我認為我個人購買綠色產品的消費行為有助於環境保護
非常同意 同意 普通 不同意 非常不同意
3. 我認為以舊換新是我能為環境付出心力一項行為
非常同意 同意 普通 不同意 非常不同意
4. 我相信我注意自己的消費行為能對環境產生正向影響
非常同意 同意 普通 不同意 非常不同意
5. 我相信我個人有能力為環境保護帶來貢獻
非常同意 同意 普通 不同意 非常不同意

第五部分：感知個人相關性

5. 我相信 Patagonia 的產品是耐用的
非常同意 同意 普通 不同意 非常不同意

6. 我認為有意識的消費行為是重要的
非常同意 同意 普通 不同意 非常不同意
7. Patagonia 的理念鼓勵了我省思自己的舊物處理方式
非常同意 同意 普通 不同意 非常不同意
8. Patagonia 所傳遞的理念與我個人價值觀相符
非常同意 同意 普通 不同意 非常不同意

第六部分：永續行為

1. 儘管價格較高，我仍傾向選擇環保產品
非常同意 同意 普通 不同意 非常不同意
2. 若自己支持的品牌提供產品送修保養的計畫，我願意將其舊物送至維修
非常同意 同意 普通 不同意 非常不同意
3. 我會考慮購買二手物以增加產品使用壽命
非常同意 同意 普通 不同意 非常不同意
4. 您多常考慮您的消費抉擇（如支持的品牌或購買的產品）對於環境的影響？
總是 經常 有時 鮮少 從不
5. 我參與過民間或國際性的環保活動（如：環保集點活動、地球一小時等）
是 否

～問卷到此結束，再次感謝您的回答～

BIBLIOGRAPHY

- Ajzen, Icek. "The Theory of Planned Behavior." University of Massachusetts at Amherst, 1991.
- Armstrong Soule, Catherine A., and Brandon J. Reich. "Less Is More: Is a Green Demarketing Strategy Sustainable?". *Journal of Marketing Management* 31, no. 13-14 (2015): 1403-27. <https://doi.org/10.1080/0267257x.2015.1059874>.
- Bürklin, Nina. "Worn Wear: Better Than New—How Patagonia’s Social Marketing Campaign Enhances Consumers’ Responsible Behavior." (2019). https://doi.org/https://doi.org/10.1007/978-3-030-13020-6_12.
- Bañegil, Antonio Chamorro* and Tomás M. "Green Marketing Philosophy a Study of Spanish Firms with Ecolabels." (16 August 2005). <https://doi.org/10.1002/csr.083>
10.1002/csr.
- Bradley, Nigel, and Jim Blythe. *Selective Demarketing: A Value Destruction Approach*. 2013. doi:10.4324/9780203591208.
- Chauhan, Dr. Vilas Z. "Value-Action Gap Towards Green Consumer Behavior a Theoretical Review and Analysis." 8, no. 4 (April 2020).
- Hesse, Andreas, and Sofie Rünz. "'Fly Responsibly': A Case Study on Consumer Perceptions of a Green Demarketing Campaign." *Journal of Marketing Communications* 28, no. 3 (2020): 232-52. <https://doi.org/10.1080/13527266.2020.1842483>.
- Hwang, Chanmi, Youngji Lee, Sonali Diddi, and Elena Karpova. "'Don't Buy This Jacket': Consumer Reaction toward Anti-Consumption Apparel Advertisement." *Journal of Fashion Marketing and Management: An International Journal* 20, no. 4 (2016): 435-52. <https://doi.org/10.1108/jfmm-12-2014-0087>.
- Kim, Shina, Eunju Ko, and Sang Jin Kim. "Fashion Brand Green Demarketing: Effects on Customer Attitudes and Behavior Intentions." *Journal of Global Fashion Marketing* 9, no. 4 (2018): 364-78. <https://doi.org/10.1080/20932685.2018.1503557>.
- Kotler, P., & Levy, S. J. "Demarketing, Yes, Demarketing." (1971).
- Medway, Dominic, Gary Warnaby, and Sheetal Dharni. "Demarketing Places: Rationales and Strategies." *Journal of Marketing Management* 27, no. 1-2 (2010): 124-42. <https://doi.org/10.1080/02672571003719096>.
- Nadanyiova, Margareta, Lubica Gajanova, and Jana Majerova. "Green Marketing as a Part of the Socially Responsible Brand’s Communication from the Aspect of Generational Stratification." *Sustainability* 12, no. 17 (2020).

- <https://doi.org/10.3390/su12177118>.
- Paul, Justin, Ashwin Modi, and Jayesh Patel. "Predicting Green Product Consumption Using Theory of Planned Behavior and Reasoned Action." *Journal of Retailing and Consumer Services* 29 (2016): 123-34.
<https://doi.org/10.1016/j.jretconser.2015.11.006>.
- Punitha, S., and Roziah Mohd Rasdi. "Corporate Social Responsibility: Adoption of Green Marketing by Hotel Industry." *Asian Social Science* 9, no. 17 (2013).
<https://doi.org/10.5539/ass.v9n17p79>.
- Ramirez, Edward, Saeed Tajdini, and Meredith E. David. "The Effects of Proenvironmental Demarketing on Consumer Attitudes and Actual Consumption." *Journal of Marketing Theory and Practice* 25, no. 3 (2017): 291-304. <https://doi.org/10.1080/10696679.2017.1311219>.
- Reich, Brandon J., and Catherine A. Armstrong Soule. "Green Demarketing in Advertisements: Comparing “Buy Green” and “Buy Less” Appeals in Product and Institutional Advertising Contexts." *Journal of Advertising* 45, no. 4 (2016): 441-58. <https://doi.org/10.1080/00913367.2016.1214649>.
- Sharma, Bed Nath. "Green Marketing and Environment." (2018).
- Yazdanifard, Wong FuiYeng & Rashad. "Green Marketing: A Study of Consumers' Buying Behavior in Relation to Green Products." *Double Blind Peer Reviewed International Research Journal*. 15, no. 5 (2015).
- 1% for the Planet. 2019. "1% for the Planet." 1% for the Planet. 2019.
<https://www.onepercentfortheplanet.org/>.
- Aguiar Hugo, Andreza de, Jeniffer de Nadae, and Renato da Silva Lima. 2021. "Can Fashion Be Circular? A Literature Review on Circular Economy Barriers, Drivers, and Practices in the Fashion Industry's Productive Chain." *Sustainability* 13 (21): 12246. <https://doi.org/10.3390/su132112246>.
- B Corporation. 2022. "B Corp Certification Demonstrates a Company's Entire Social and Environmental Impact." [Www.bcorporation.net](https://www.bcorporation.net/en-us/certification/). 2022.
<https://www.bcorporation.net/en-us/certification/>.
- Byars, Tessa. 2017. "PATAGONIA WINS CIRCULAR ECONOMY MULTINATIONAL AWARD at WORLD ECONOMIC FORUM ANNUAL MEETING in DAVOS." Patagonia Works. January 17, 2017.
<https://www.patagoniaworks.com/press/2017/1/17/patagonia-wins-circular-economy-multinational-award-at-world-economic-forum-annual-meeting-in-davos>.
- Chen, Xuandong, Hifza A. Memon, Yuanhao Wang, Ifra Marriam, and Mike Tebyetekerwa. 2021. "Circular Economy and Sustainability of the Clothing and Textile Industry." *Materials Circular Economy* 3 (1).

- <https://doi.org/10.1007/s42824-021-00026-2>.
- Patagonia. 2017. “1% for the Planet.” Patagonia. 2017.
<https://www.patagonia.com/one-percent-for-the-planet.html>.
- Rabia, Badreddine, and Karim Bichari. 2021. “Creative Advertising as a Profitable Tool in De-Marketing -Patagonia:, Inc Case Study.” *Revue Administration et Développement Pour Les Recherches et Les Études* 10.
<https://doi.org/10.51991/2230-010-002-025>.
- Rattalino, Francesco. 2017. “Circular Advantage Anyone? Sustainability-Driven Innovation and Circularity at Patagonia, Inc.” *Thunderbird International Business Review* 60 (5): 747–55. <https://doi.org/10.1002/tie.21917>.
- Remy, Nathalie, Eveline Speelman, and Steven Swartz. 2016. “Style That’s Sustainable: A New Fast-Fashion Formula.”
- SUSTON. 2022. “Patagonia Awarded 2022 Fabric of Life Award.” Suston Magazine. October 26, 2022. <https://sustonmagazine.com/2022/10/26/patagonia-awarded-2022-fabric-of-life-award/>.
- “TIME100 Most Influential Companies 2023: Patagonia.” 2023. Time. June 21, 2023.
<https://time.com/collection/time100-companies-2023/6285107/patagonia-leaders/>.
- Weaver, Andrew. 2020. “Patagonia Encourages Shoppers to Buy Used Gear This Holiday Season.” Outside Online. December 4, 2020.
<https://www.outsideonline.com/business-journal/issues/patagonia-buy-less-demand-more-campaign/?scope=anon>.