



# Sustainability & Marketing Survey Results: Italy



19<sup>th</sup> April 2021

# Agenda



*“Sustainability is not an area I want to compete on. The issues are too important. We need to change the system collectively.”*

**Conny Braams,**  
Chief Digital and Marketing Officer



# Introducing this report

*We live in extraordinary times and during a widely accepted climate emergency.*

*There are very few companies of scale who are not starting to work hard on reducing their carbon emissions, waste, and negative impacts on the world. However, there are relatively few companies who translate this focus through to their outside communications, **their marketing**.*

*Despite many board room conversations, seminars, conferences, sustainability targets and innovation processes, by and large **the discipline of marketing remains aside from the conversation** and focused primarily on creating demand and increasing sales.*

*This is creating at best a schizophrenic corporate landscape, and at worst a disconnect which risks undermining longer term business success and regulators and consumer focus on internationally agreed targets.*

*And increasingly, **customers are demanding more from their brands**, withholding their choices from those who do not seem to address this primary crisis of our times.*

***This project aims to close the gap**, and find a way forward to bring marketing in as the powerful tool it can be to accelerate the world towards a more sustainable business practices.*

*We propose routing this work within the **Sustainable Development Goals framework** as this is already the most powerful and existing framework that connects all work in this area.*





...the pandemic has presented such an existential crisis – such a stark reminder of our fragility – that it has driven us to **confront the global threat of climate change** more forcefully and to consider how, like the pandemic, it will alter our lives.

**Larry Fink,**  
CEO, Black Rock



# Thank you to the 34 national advertiser associations who made this project possible



# Thank you to the 13 Global CMOs who informed our initiative



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# What we did

In partnership with our national association members, [Project17](#) and [BVA Nudge Unit](#), [WFA](#) conducted research to help explore the challenges in this space and how to best meet them:



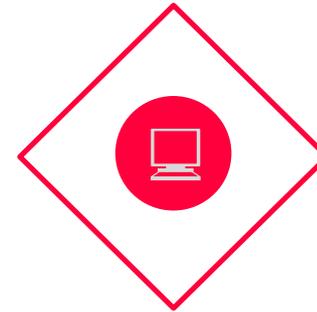
**13**

In-depth, qualitative interviews with leading CMOs



**34**

National associations engaged in delivering a truly global project

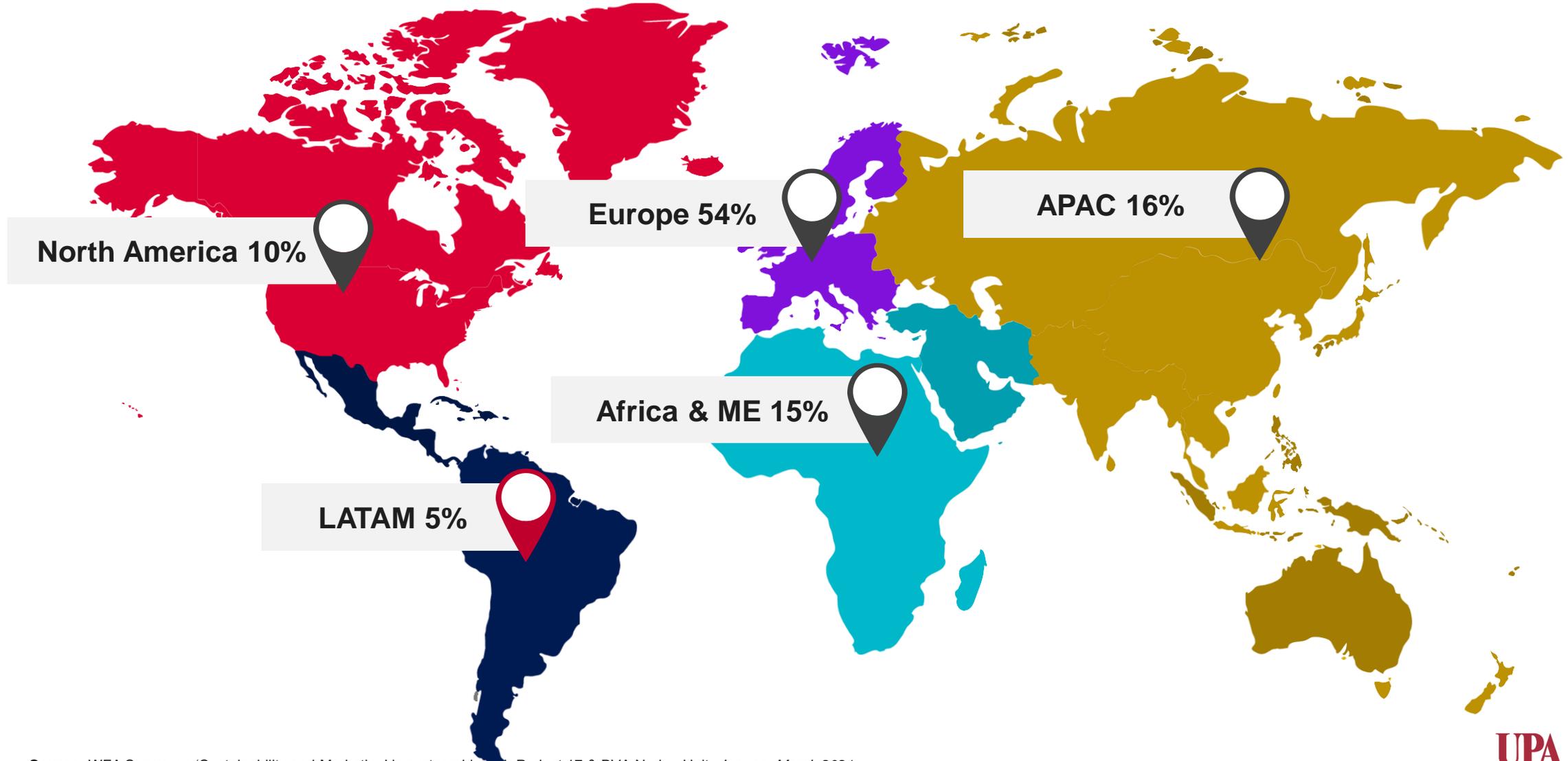


**653**

Online survey responses from senior marketers across the globe

*The findings in this report highlight what CMOs and their teams need to be mindful of, and how the WFA plans to help the industry going forward*

# Global sample thanks to 34 WFA national associations

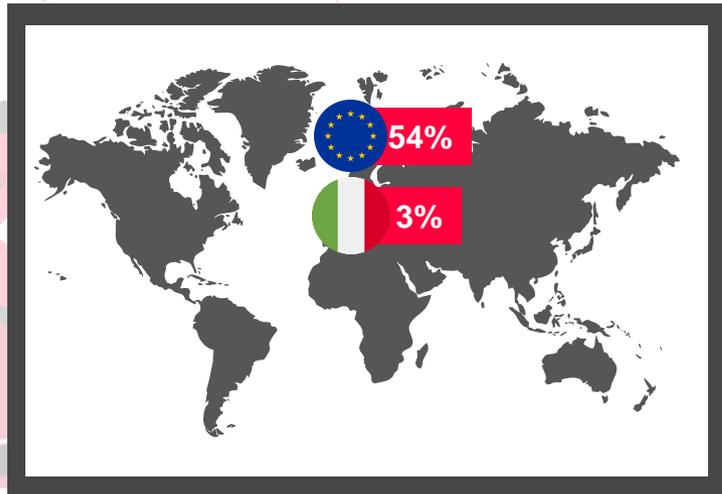


Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;  
Global Base: 653 respondents from 34 countries



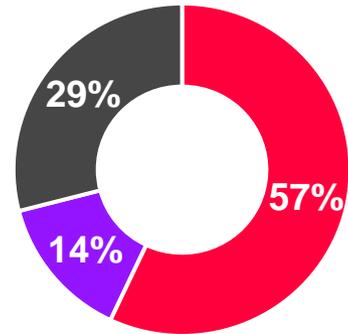
# Who did we interview?

## Sample profile (company level)



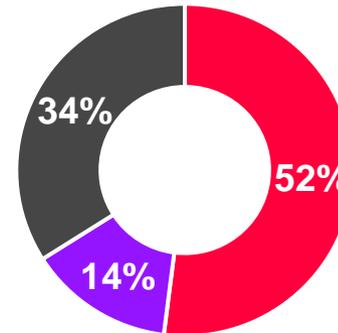
Calculated out of total sample

### Business Focus



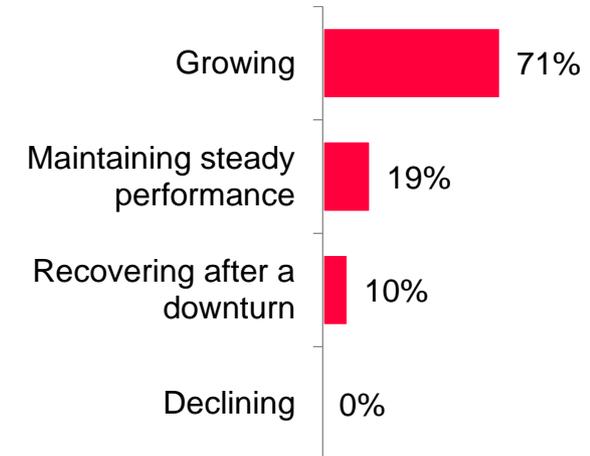
- Business to Consumer
- Business to Business
- Both

### Company size (by no. of employees)



- Small (< 1000 empl.)
- Medium (1000-5,000 empl.)
- Large (> 5,000 empl.)

### Current business performance



### Company sector

71%



Consumer Packaged Goods

5%

Marketing & Professional Services

5%

Finance, Insurance & Real Estate

19%

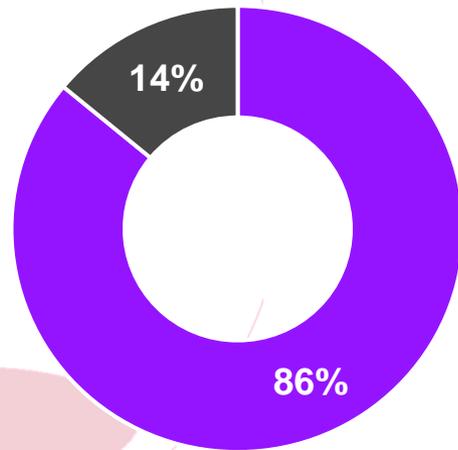
Others



# Who did we interview?

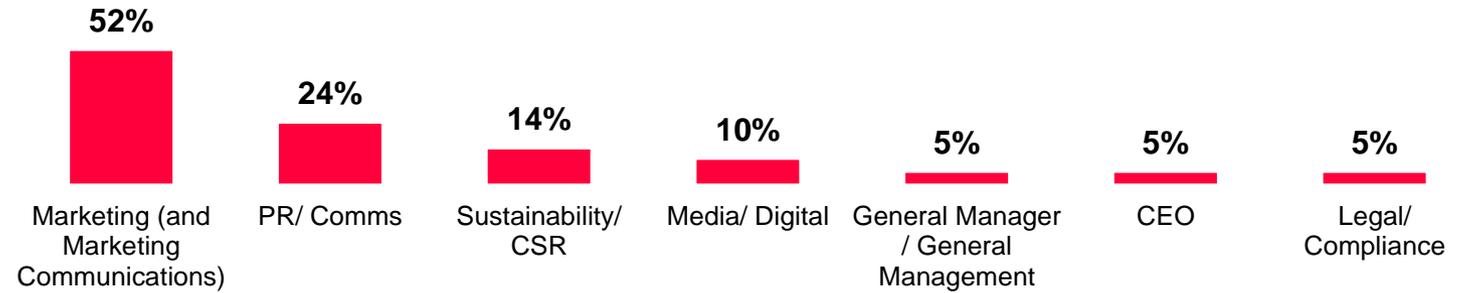
## Sample profile (respondent level)

### Experience in marketing (no. of years)

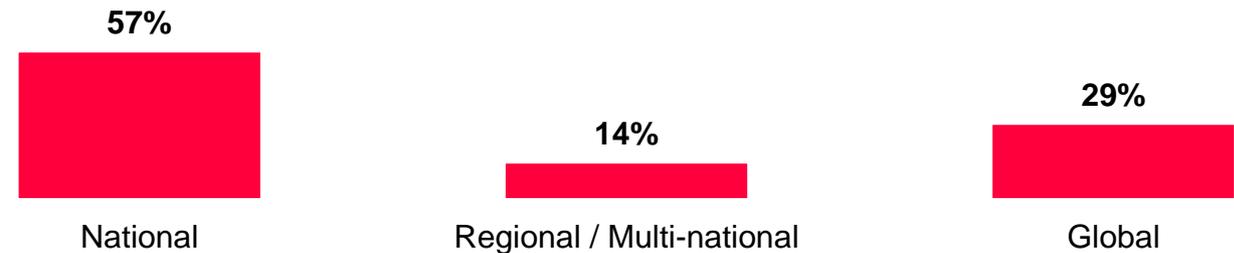


- Novice (<10 years)
- Experienced (11-25 years)
- Seasoned (25+ years)

### Business roles



### Respondent's remit (multiple choice possible)



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# How to read the norms

This report illustrates the results at 3 levels:

- Country deep-dive (🇮🇹)
- Europe norm (🇪🇺)
- Global norm (🌍)



## How are the differences highlighted?

Where the results in Italy are statistically significant higher/ lower than the Global (or regional) norm, the % is highlighted by arrows, as following:

↑↓ Arrows indicate a regional/ global significantly higher / lower value than Italy (at Confidence interval 95%)

## Understanding sustainability:

- ✓ Marketers' definition
- ✓ Maturity journey
- ✓ Awareness and action towards UN SDGs



# What do marketers understand by SUSTAINABILITY?

For Italian marketers, sustainability means mostly reducing the impact on the environment in terms of consumption, waste, less plastic packaging etc.

## In Italians marketers' words...

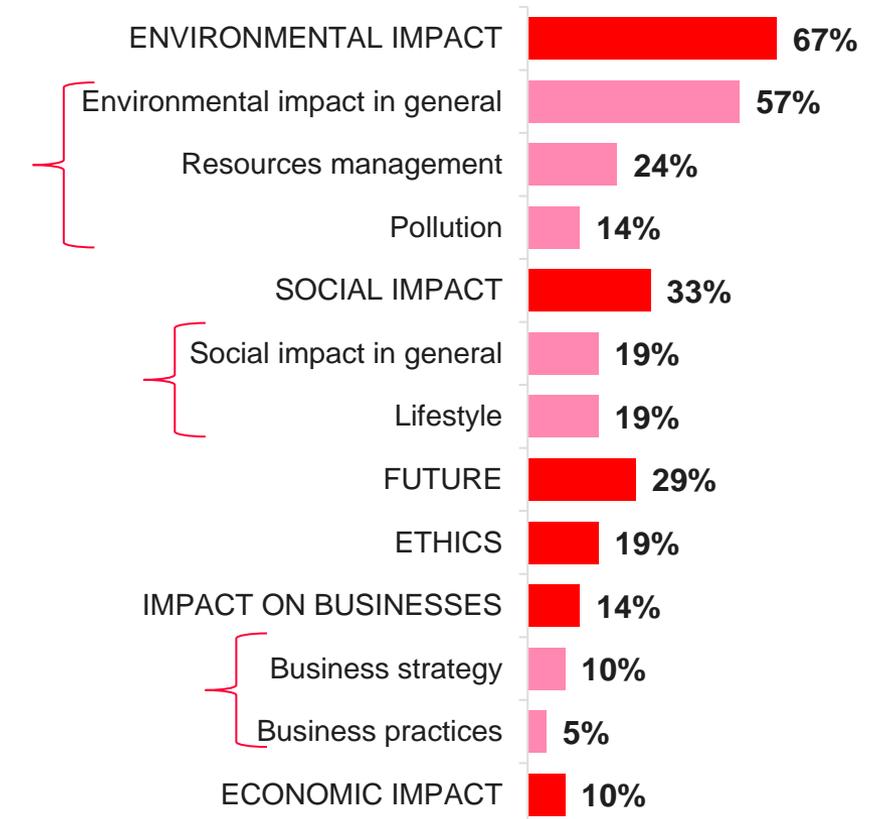
“Every action put in place by the company to reduce the impact of pollution on the environment (ex: less plastic in packaging, renewables energy in the Factories).”

“Sustainability to me is a need. It is indeed crucial to do our best to reduce everyone's direct and indirect impact on the world in terms of consumption, emissions, waste, but not only. Indeed, to me sustainability is not only a matter of environment but also of social and economic inclusion of minorities and less fortunate people.”

“Make the right choices for the planet and for the future generations.”

“Committing to a better world, with no waste and clean and wonderful nature to enjoy together.”

## What does sustainability mean to you? (Open answers)



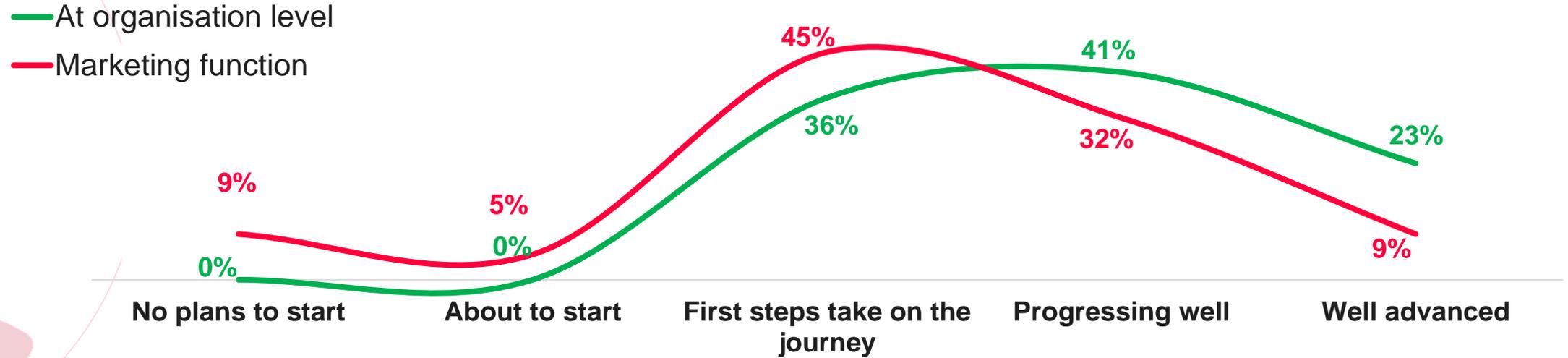
A1. First, let's talk about you personally... what does sustainability mean to you? Open ended answer

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021; Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. Low sample, read with care

Only mentions higher than 5% are represented

# Marketing lags on the sustainability maturity journey

The marketing function is still behind the rest of the organisation on the sustainability journey, a trend aligned with Europe and even global benchmarks.



benchmarks	No plans to start		About to start		First steps...		Progressing well		Well advanced	
	Global	Europe	Global	Europe	Global	Europe	Global	Europe	Global	Europe
At organisation level	3%	1%	4%	3%	25%	25%	38%	41%	29%	30%
Marketing function	4%	4%	11%	11%	39%	41%	35%	34%	10%	11%

A2: As an organisation, how far along are you in terms of applying your company's sustainability agenda? *Single answer*

A3: How do you manage to translate that specifically to your marketing function e.g. communicating about sustainability? *Single answer*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

# 73% taking action specifically relating to the SDGs

Around 7 out of 10 marketers are taking actions related to the UN SDGs with the top goals being responsible for consumption and production (Goal 12), Climate action (Goal 13), and Good health and Well-being (Goal 3).



### Relevance of the SDGs for organisations

SDG	Global	Europe	Italy
Goal 12: Responsible consumption and production	81%	73%	69%
Goal 13: Climate action	69%	70%	64%
Goal 3: Good health and well-being	69%	59%	63%
Goal 9: Industry, innovation and infrastructure	56%	49%	47%
Goal 7: Affordable and clean energy	50%	47%	47%
Goal 15: Life on land	50%	38%	34%
Goal 8: Decent work and economic growth	44%	51%	50%
Goal 17: Partnerships for the goals	44%	35%	36%
Goal 2: Zero hunger	44%	22%↓	25%↓
Goal 5: Gender equality	38%	60%↑	64%↑
Goal 11: Sustainable cities and communities	31%	38%	35%
Goal 6: Clean water and sanitation	31%	28%	34%
Goal 4: Quality education	31%	29%	31%
Goal 10: Reduced inequalities	31%	21%	27%
Goal 14: Life below water	12%	21%	21%
Goal 1: No poverty	12%	14%	17%
Goal 16: Peace, justice and strong institutions	6%	13%	15%

A4: Is there an awareness within your organisation of the SDG's? *Single answer*

A5: Which of the 17 SDGs are the most important goals your organisation is focusing or planning to focus on? *Multiple answer*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

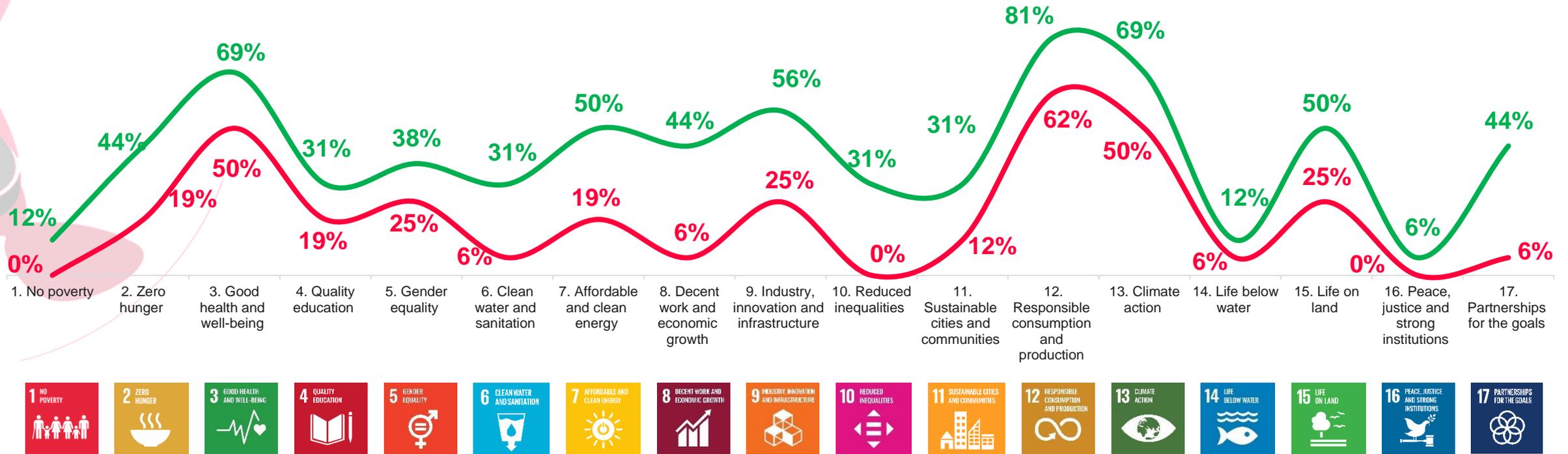
Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

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# Prioritisation of The Goals in Italy ...

— At organisation level

— Within Marketing function



A5. Which of the 17 SDGs are the most important goals your organisation is focusing or planning to focus on? *Multiple answer*

A6. And thinking specifically about your marketing organisation, which of the goals would you prioritise? *Multiple answer*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

# Prioritisation of The Goals...

There is a considerable gap between organisational and marketing levels in Italy, with the biggest difference being on the *Industry, innovation and infrastructure goal (56% vs 25%)* and *Affordable clean energy (50% vs 25%)*.

## Top goals at organisation level

			
 Goal 12: Responsible consumption and production	81%	73%	69%
 Goal 13: Climate action	69%	70%	64%
 Goal 3: Good health and well being	69%	59%	63%
 Goal 9: Industry, innovation and infrastructure	56%	49%	47%
 Goal 7: Affordable and clean energy	50%	47%	47%

## Top goals at marketing level

			
 Goal 12: Responsible consumption and production	62%	55%	50%
 Goal 13: Climate action	50%	51%	43%
 Goal 3: Good health and well being	50%	45%	45%
 Goal 5: Gender equality	25%	30%	33%
 Goal 9: Industry, innovation and infrastructure	25%	23%	22%

A5. Which of the 17 SDGs are the most important goals your organisation is focusing or planning to focus on? *Multiple answer*

A6. And thinking specifically about your marketing organisation, which of the goals would you prioritise? *Multiple answer*

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## **Sustainability today:**

- ✓ Business view
- ✓ Leadership and Strategy
- ✓ Resources
- ✓ Measurement & Performance



# Views on sustainability today

Universal agreement in Italy that brands have a responsibility to change consumer behaviour. Comparing the insights from the interviewed Italian marketers with the European and Global norms, we see that there is weaker belief in Italy that sustainability needs to be led top-down and that sustainability is now central to sustainability strategy.



Average score for all statements is 75%

Chart shows Agreement % ('Strongly agree' + 'Somewhat agree')

**C1: Thinking about marketing and sustainability, how important are the following for your organisation? Single answer on 5 points scale**  
 Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;  
 Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

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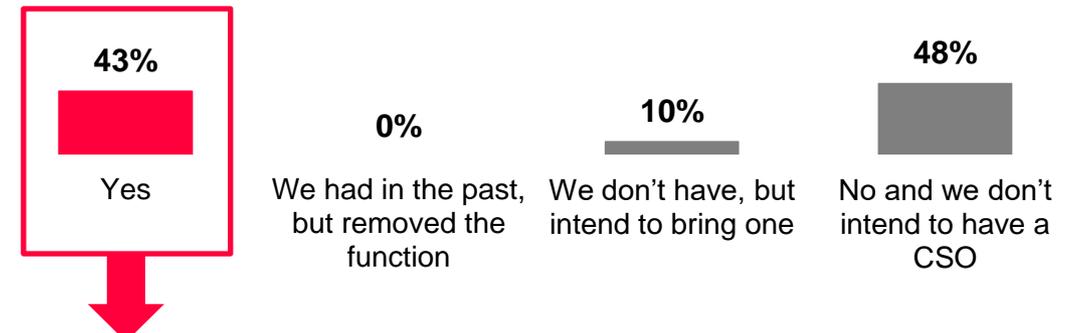
# Defining the sustainability strategy

Aligned with global and regional results, the main roles involved in designing and shaping the sustainability strategy in Italy are the CEO, the Board, Corporate communications and the CMO. About 4 out of 10 indicated to have a Chief Sustainability Officer, mostly reporting directly to the CEO. However, 1 in 2 organisations don't have the intention to bring a CSO anytime soon.

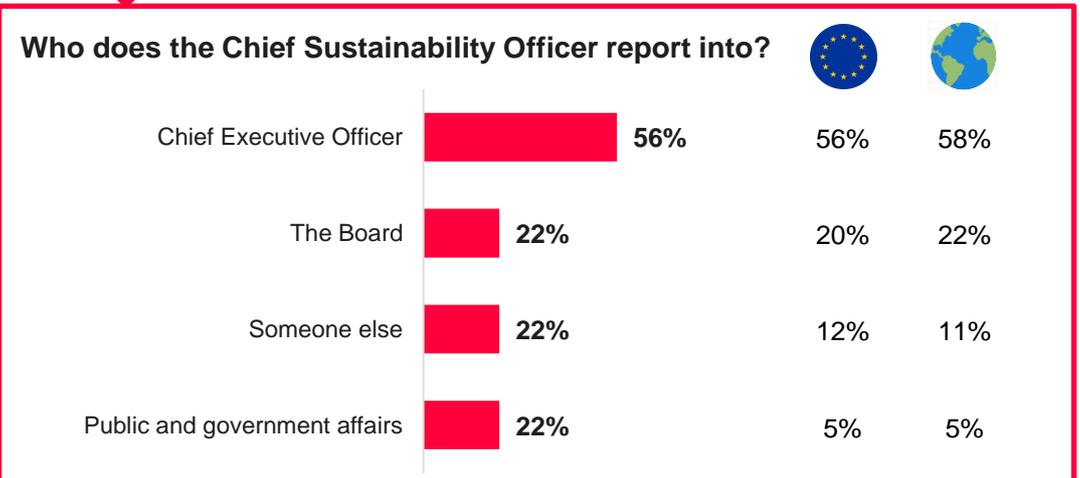
## Who is involved in designing the sustainability strategy?



## Does your organisation have a Chief Sustainability Officer?



## Who does the Chief Sustainability Officer report into?



B1. Who is involved in designing and shaping the sustainability strategy? *Multiple answer*

B3. Does your organisation have a Chief Sustainability Officer? *Single answer* | B4. Who does the Chief Sustainability Officer report into?

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

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# Thoughts on improving the sustainability strategy

**01** Integrate sustainability strategies into the products/ services

**02** Embed sustainability in brand/ marketing communication

**03** Set targets for sustainability/ bonus scheme for sustainability achievements

**04** Employee training on sustainability



## In Italian marketers' words...

“Being clearer on fewer commitments and achievements and communicating them externally to consumers through our products.”

“Making sustainability a really core business strategy instead of a "niche" or a "nice to have.”

“Include sustainability as pillar in the strategic brand plans, invest more in projects that reduce the environmental impact.”

“Submitting products or activities that go in that direction to the attention of the marketing management.”

“1. Ensuring people understand the quality and long-lasting characteristics of our products >> *us vs other* means you can buy and waste less 2. Investing campaigns for empowerment and cultural switch on diversity and inclusion. 3. Investing in campaigns that can compensate the impact created through our products.”

“Strategic Sustainability Roadmap embedded into each single brand strategy to secure consistency at corporate level.”

**C2. How would you improve on your sustainability strategy in your marketing organisation? Open ended answer**

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;  
Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

# What matters when it comes to sustainability?

Innovation, education and storytelling have the highest importance for the Italian marketers. Having commitment from leadership, although still on top, seems to have slightly lower importance in Italy as compared with the global benchmark.

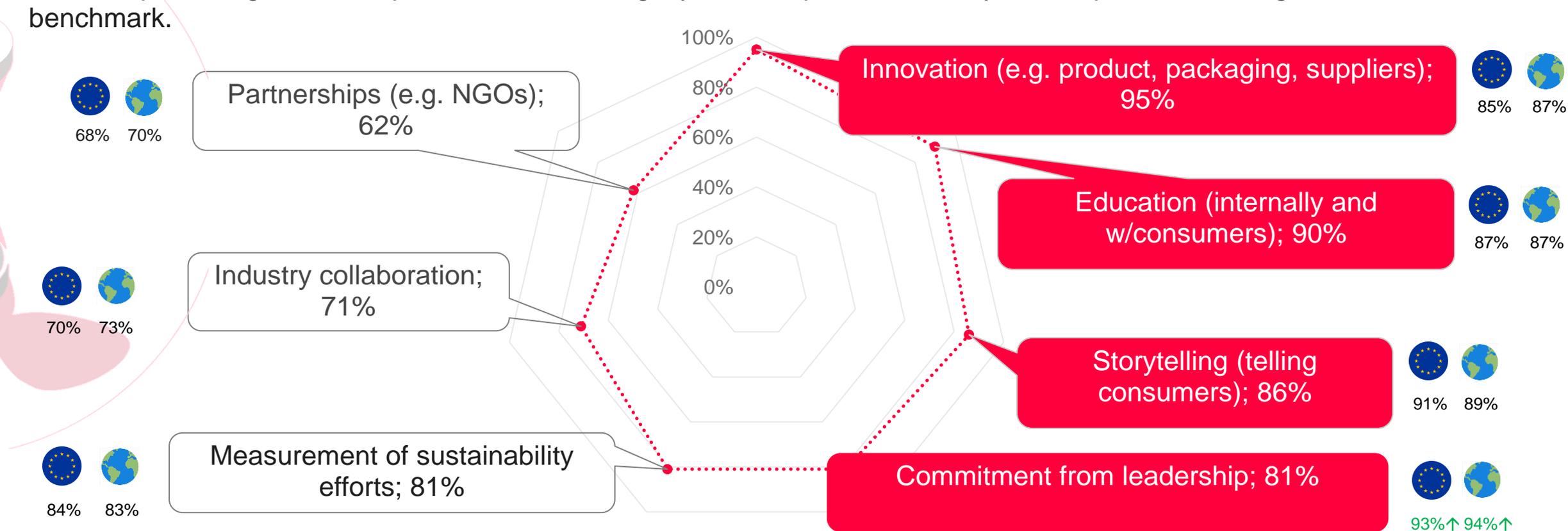


Chart shows Agreement % ('Strongly agree' + 'Somewhat agree')

F1: Thinking about marketing and sustainability, how important are the following for your organisation? Single answer on a 5 points scale

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

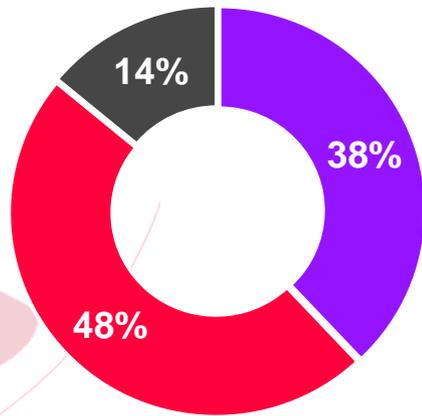
Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. Low sample, read with care

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

# Measuring sustainability efforts

Only 4 in 10 have mentioned that sustainability is a KPI on the marketing dashboard. The most common way to measure sustainability efforts is through third parties, Packaged Good Initiative and internal system dashboard. B Corp seems to be slightly more popular in Italy versus the rest of Europe/ globe.

Does sustainability features as a KPI on marketing dashboard?



■ Yes ■ No ■ Don't know

## Ways to measure sustainability progress

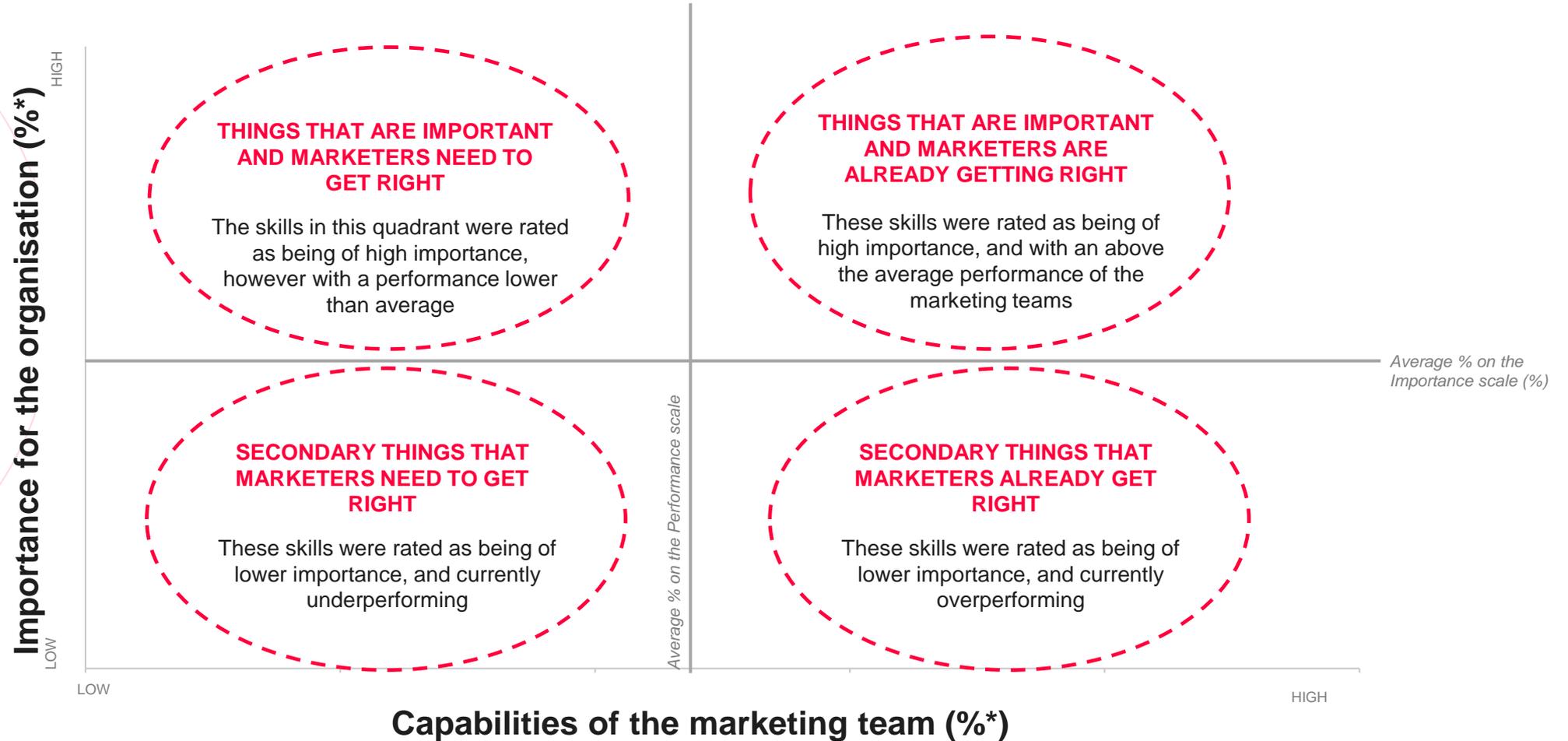


D1. Does sustainability feature as a KPI on your marketing dashboard? *Single answer* | D2. In what other ways are you measuring progress in relation to sustainability as an organisation? *Multiple answer*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021; Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

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# Gap analysis – *How to read*



\*This analysis include the % sum of 4 + 5 on a 5 points scale



# Marketing and Sustainability – Italy focus

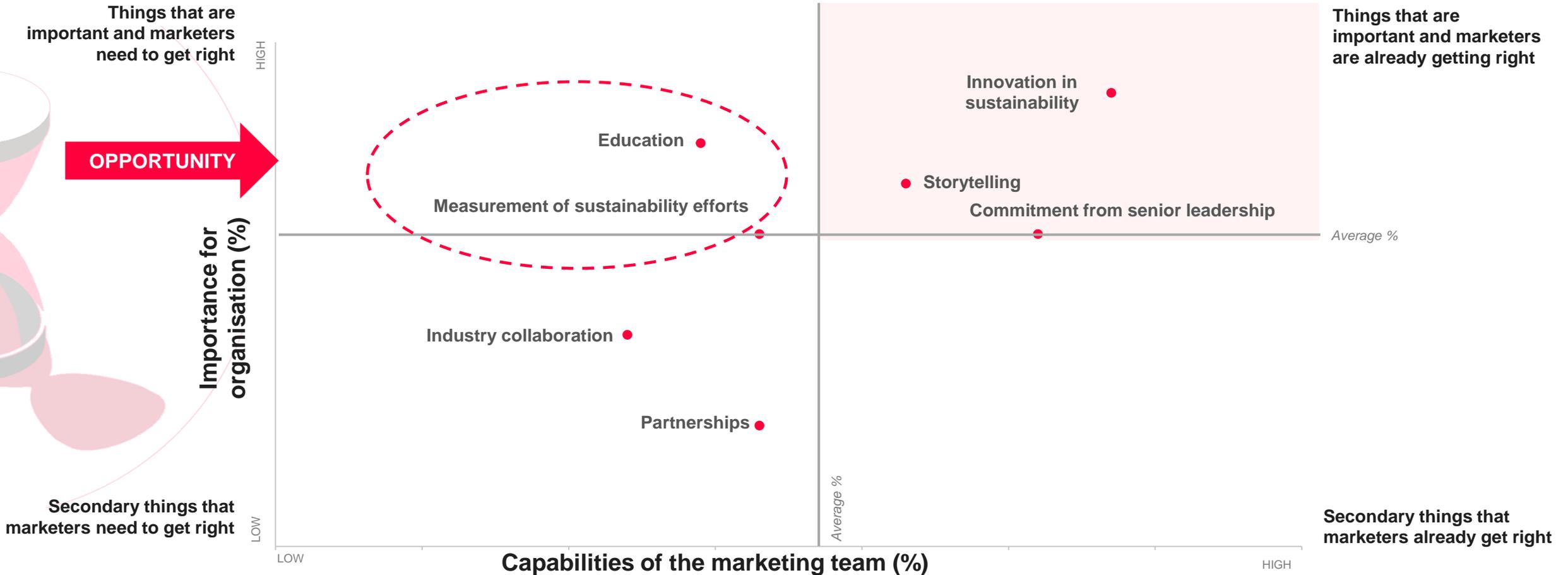


Chart shows Important/ strong capabilities % (Top 2 answers on a 5 points scale)

F1. Thinking about marketing and sustainability, how important are the following for your organisation? *Single answer on a 5 points scale*

F2. And how strong are the capabilities of your marketing team in each of the following areas? *Single answer on a 5 points scale*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

Italy Base: 22\* respondents. **Low sample, read with care**



# Marketing and Sustainability – EUROPE

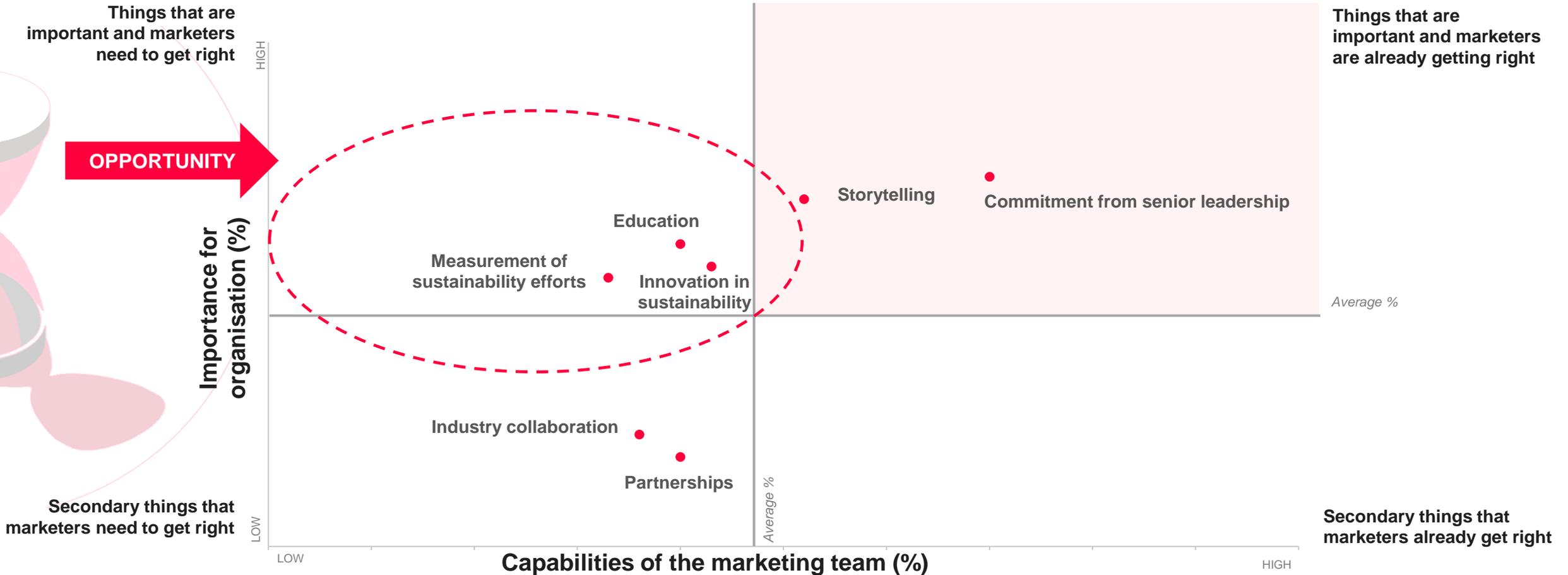


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Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

Europe Base: 350



# Marketing and Sustainability – GLOBAL

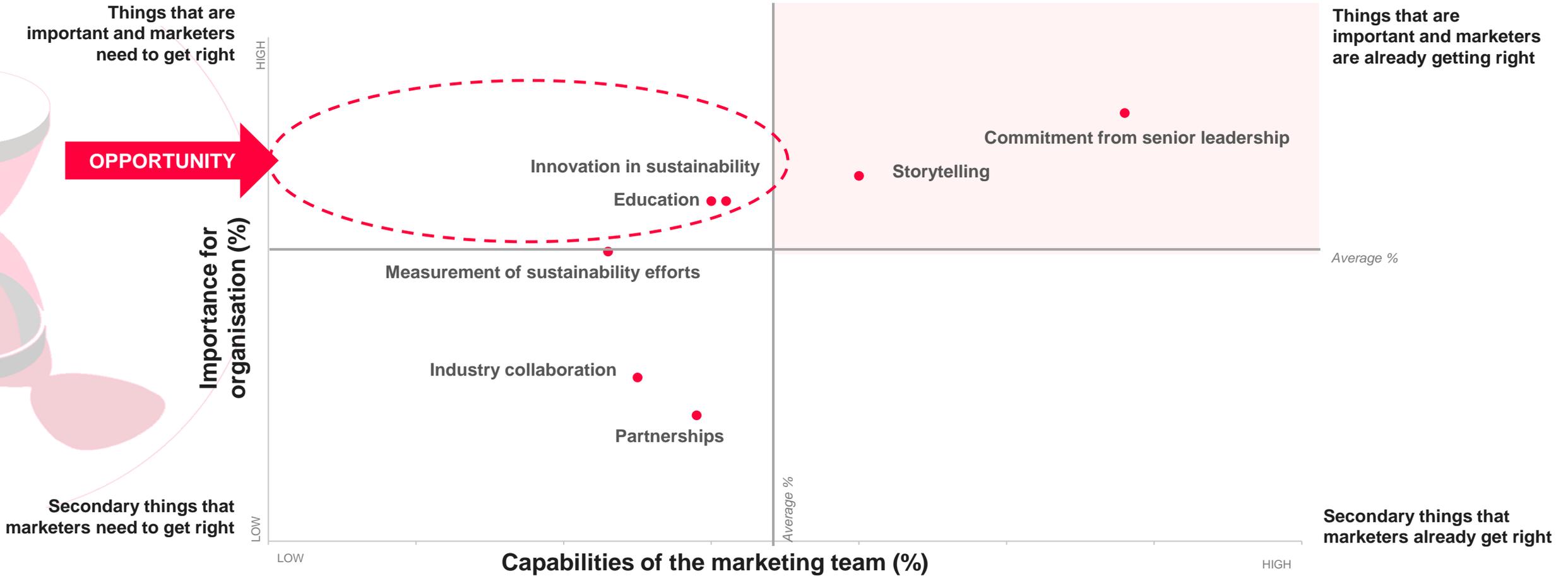


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Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

Global Base: 653 respondents

# Gap analysis – Key learnings for Italy

## Market & Business initiatives – Italy



### Marketing and Sustainability – Portugal focus



Chart shows important strong capabilities % (Top 2 answers on a 5 points scale)  
 F1. Thinking about marketing and sustainability, how important are the following for your organisation? Single answer on a 5 points scale  
 F2. And how strong are the capabilities of your marketing team in each of the following areas? Single answer on a 5 points scale  
 Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021  
 Italy Base: 22 respondents. Low sample, read with care



## Market & Business initiatives – Europe benchmark



### Marketing and Sustainability – EUROPE

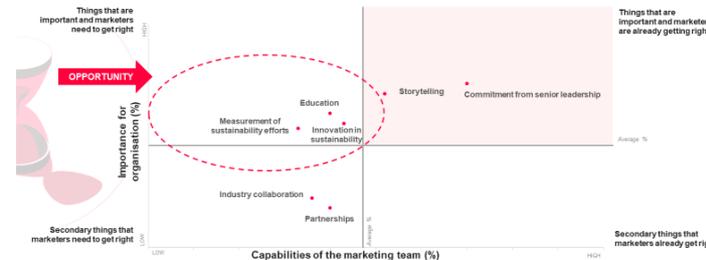


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 Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021  
 Europe Base: 350



## Market & Business initiatives – Global benchmark



### Marketing and Sustainability – GLOBAL



Chart shows important strong capabilities % (Top 2 answers on a 5 points scale)  
 F1. Thinking about marketing and sustainability, how important are the following for your organisation? Single answer on a 5 points scale  
 F2. And how strong are the capabilities of your marketing team in each of the following areas? Single answer on a 5 points scale  
 Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021  
 Global Base: 653 respondents



## Where does Italy stand versus regional and global norms?

Senior marketers in Italy are confident on the commitment from senior leadership, innovation and storytelling – three important aspects on which their organisations perform above the average today. What shows room for improvement on important aspects is on education (internally and with consumers) and on measuring sustainability efforts.

Innovation is standing out as performing above average in Italy as compared with global and Europe benchmarks where innovation seems to be under average.

F1. Thinking about marketing and sustainability, how important are the following for your organisation? *Single answer on a 5 points scale*

F2. And how strong are the capabilities of your marketing team in each of the following areas? *Single answer on a 5 points scale*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

# Communicating on Sustainability:

- ✓ Admired brands
- ✓ Telling own story
- ✓ The role of communication

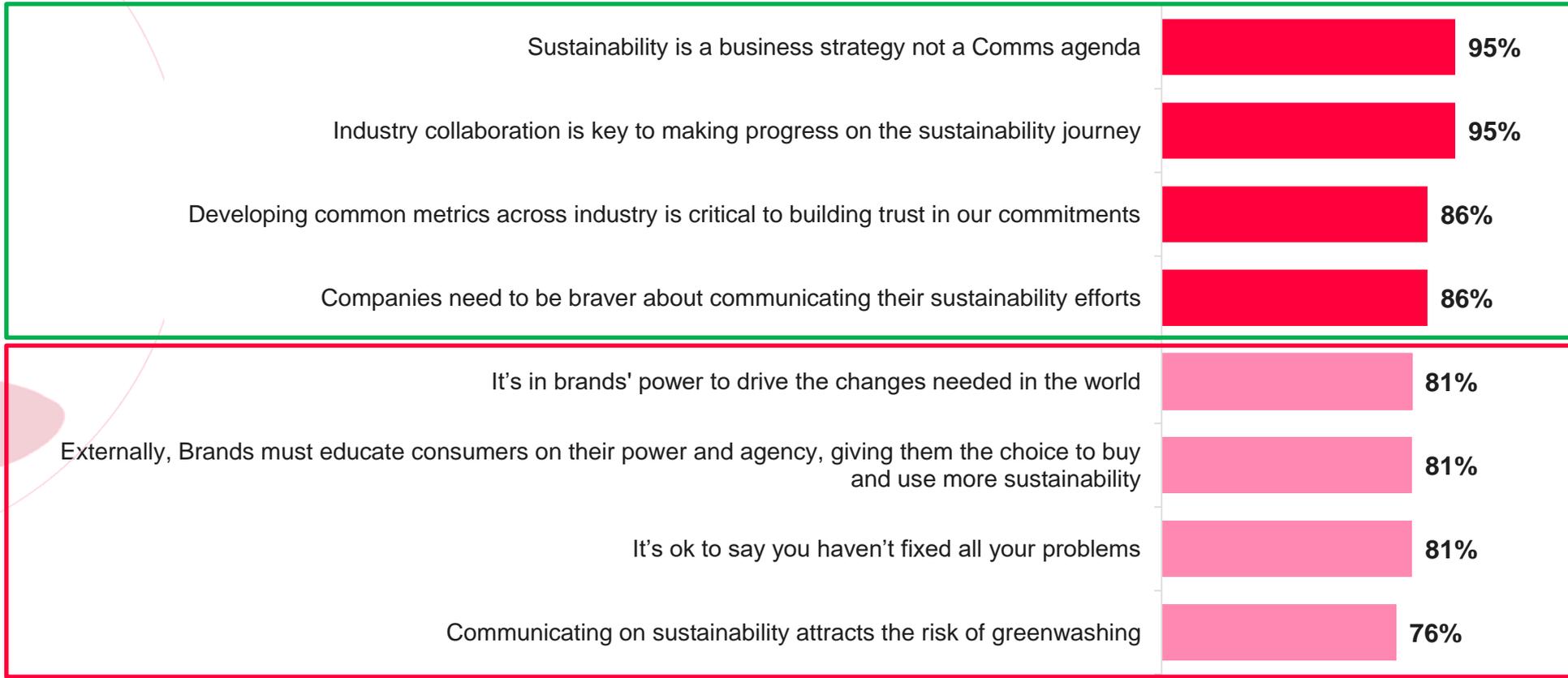


# Marketing communication and sustainability

Marketers in Italy have the highest agreement that **sustainability should be a business strategy and not a Comms agenda** and **collaboration is the key** to drive progress. The results are in line with Europe & global benchmarks.



Statement	Italy	Europe	Global
Sustainability is a business strategy not a Comms agenda	95%	91%	92%
Industry collaboration is key to making progress on the sustainability journey	95%	85%	86%
Developing common metrics across industry is critical to building trust in our commitments	86%	87%	86%
Companies need to be braver about communicating their sustainability efforts	86%	90%	89%
It's in brands' power to drive the changes needed in the world	81%	87%	86%
Externally, Brands must educate consumers on their power and agency, giving them the choice to buy and use more sustainability	81%	89%	89%
It's ok to say you haven't fixed all your problems	81%	90%	90%
Communicating on sustainability attracts the risk of greenwashing	76%	73%	67%



Average score for all statements is 85%

Chart shows Agreement % ('Strongly agree' + 'Somewhat agree')

F6. Thinking generally about marketing communicating on sustainability, to what extent to do you agree with the following? *Single answer on a 5 points scale*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021; Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

# Admired brands for their communication on sustainability

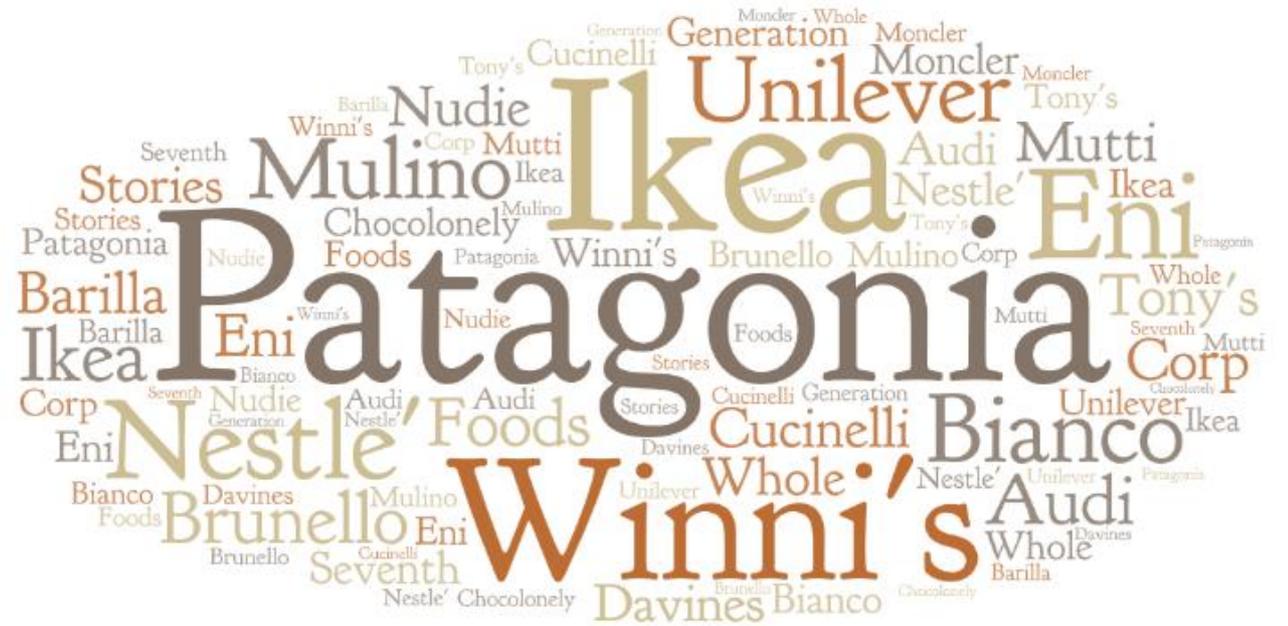
Patagonia is the most admired brand on the way they communicate their sustainability credentials.

Which brand(s) do you admire in terms of how they communicate their sustainability credentials?

01 **patagonia** 29%



02 **IKEA** 14%



Only mentions higher than 10% are represented

F5. Which brand(s) do you admire in terms of how they communicate their sustainability credentials and commitments? Open ended answer

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

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# Sustainability stories

Only 1 in 3 marketers in Italy are proud to tell their sustainability story, with the majority mentioning it still needs to be improved.



**Tell us your story** *(selection)*

*"We are working with clear objectives on the three key sustainability challenges for our business: virgin plastic elimination, absorbent products recycling and composability."*

*"Since 2009 we have been measuring our carbon footprint annually, we have committed to making 100% of packaging to be reusable, recyclable or compostable by 2025."*

F3. Do you feel your organisation has a good sustainability story to tell externally to your consumers? *Single answer* | F4. Could you provide an example of a good sustainability story from your organisation? *Open ended answer*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

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## Future outlook:

- ✓ Today's challenges
- ✓ Main opportunities
- ✓ Partnerships



# Perceptions on consumer demand

Marketers agree consumers expect brands to help improve the environment and also want brands to help them be more environmentally friendly. Additionally, marketers expect that sustainability will become more important post-pandemic.

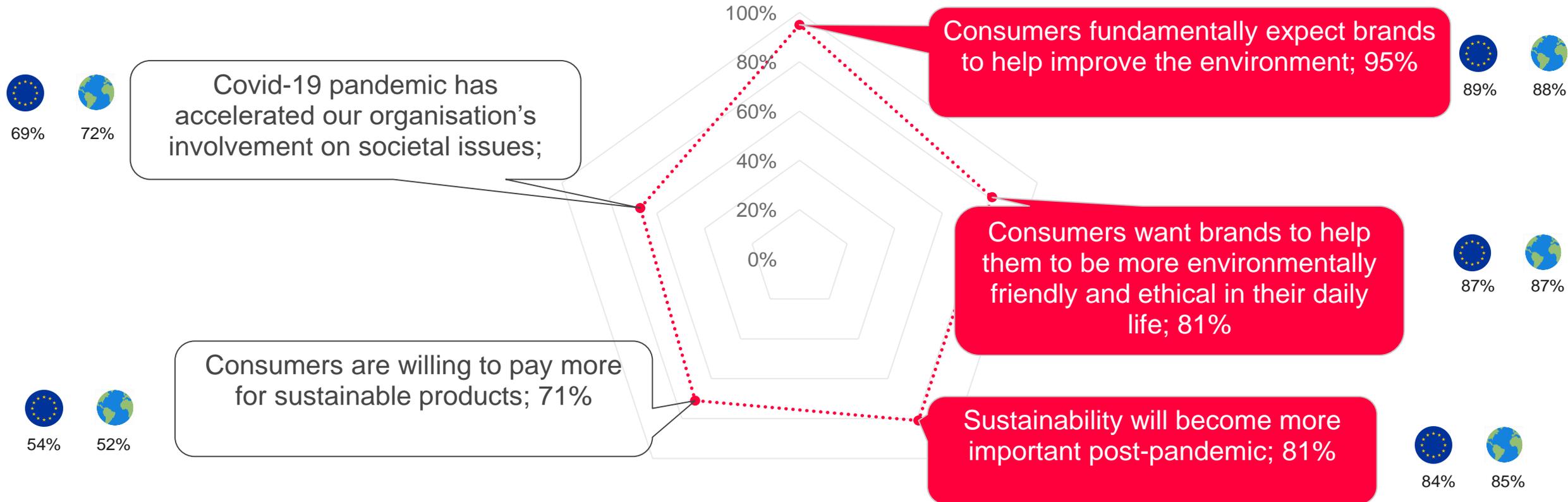


Chart shows Agreement % ('Strongly agree' + 'Somewhat agree')

F7. And thinking about consumer demands and the current situation, to what extent to do you agree with the following? Single answer on a 5 points scale

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↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

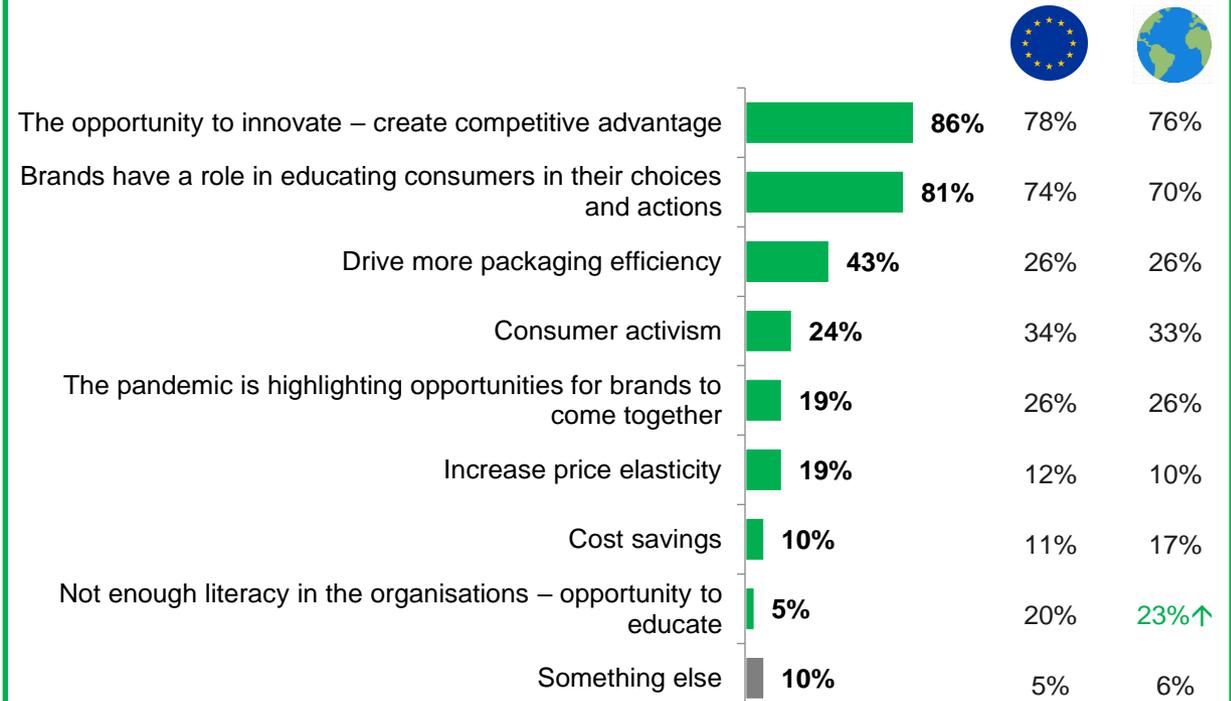
# Challenges and Opportunities

Conflicting business priorities is the top challenge senior marketers in Italy have mentioned which is also significantly higher than global norms. When it comes to opportunities, **innovation** and **consumer education** stand out.

## Main challenges in progressing sustainability ambitions



## Main opportunities for marketing organisation



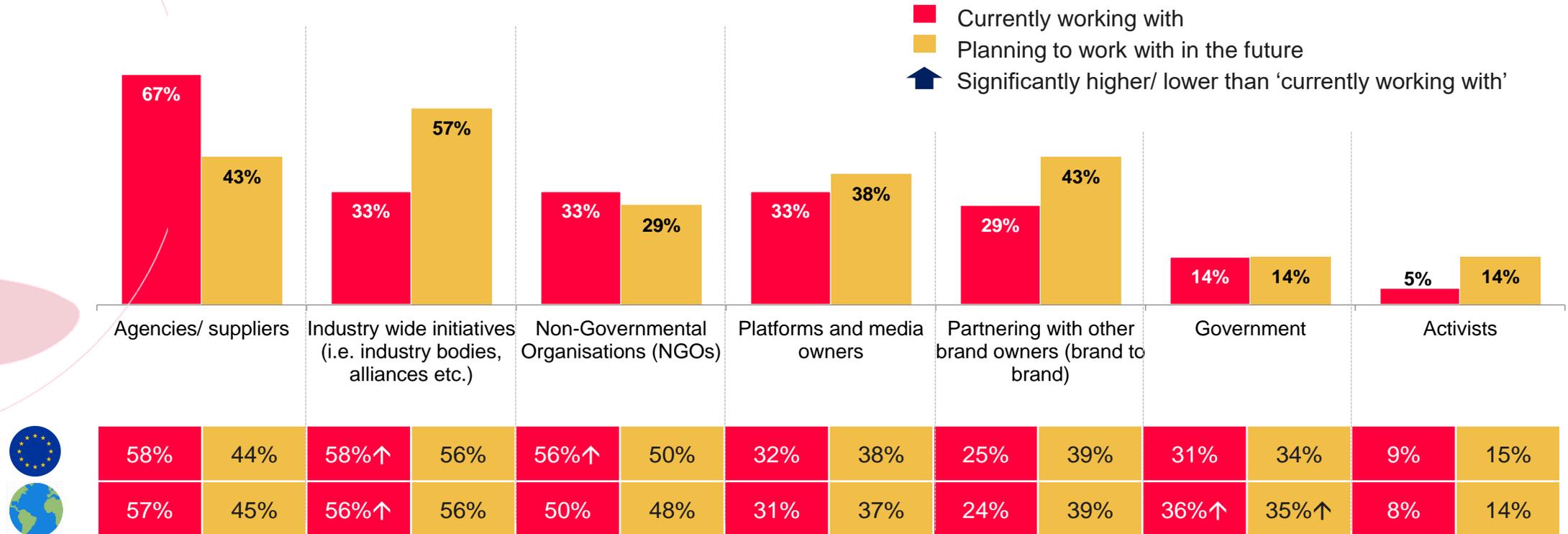
E1. Which of the following do you feel are the most pressing top 3 challenges you face in realising the sustainability ambitions within your marketing organisation? *Multiple answer* | E2. Which of the following do you feel are the top 3 biggest opportunities for your marketing organisation which can be realised through a commitment to sustainability initiatives? *Multiple answer*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021; Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

# Partnerships: Now VS. The future

Agencies/suppliers are the most currently preferred partner in Italy. However, we see an intention to switch more to industry wide initiatives in the future. In addition, NGOs current scores are significantly lower than Europe and Partnering with government is significantly lower than global trends.



E3. Thinking about partnerships in relation to marketing and sustainability, which of the following types of organisations do you... *Multiple answer*

Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;

Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

# Way forward

Main directions marketers in Italy seek to progress their sustainability agenda are giving their marketing team the skills and tools in addition to internal commitments to influence consumers towards more sustainable choices.



↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

E4. Which of the below would help your marketing organisation to achieve their sustainability ambitions? *Multiple answer*  
 Source: WFA Survey on 'Sustainability and Marketing' in partnership with Project 17 & BVA Nudge Unit, January-March 2021;  
 Global Base: 653 | Europe Base: 350 | Italy Base: 22\* respondents. **Low sample, read with care**



# Key learnings



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# Executive Summary

## 1. Understanding sustainability:

- ✓ In Italy, sustainability revolves around **reducing the impact** on the environment in terms of **consumption, waste, less plastic packaging** etc.
- ✓ We can see that the **marketing function** is slightly **less developed** than the **organisational level** in sustainability, in line the with Europe and Global trend.
- ✓ Around 7 out of 10 marketers are taking actions related to the UN SDGs with the top goals being responsible for consumption and production (Goal 12), Climate action (Goal 13), and Good health and well-being (Goal 3).

## 2. Sustainability today:

- ✓ Universal agreement in Italy that **brands have a responsibility to change consumer behaviour**.
- ✓ Aligned with global and regional results, the main roles involved in designing and shaping the sustainability strategy in Italy are the **CEO, the Board, Corporate communications** and the **Chief Marketing Officer**. Almost 4 out of 10 indicated to have a Chief Sustainability Officer, mostly reporting directly to the **CEO**.
- ✓ Senior marketers in Italy are confident on the **commitment from senior leadership, innovation** and **storytelling** – three important aspects on which their organisations **perform above the average today**.
- ✓ Currently, sustainability is **not featuring** as a main KPI in the marketing dashboards (only 38% currently implement it).

## 3. Communicating on Sustainability:

- ✓ Highest agreement that sustainability is a **business strategy** and **collaboration** is the key to make progress on it.
- ✓ **Only 3 out of 10** of the interviewed senior marketers are **proud to tell their sustainability story**.

## 4. Future outlook:

- ✓ Marketers perceive that consumers expect **brands to help improve the environment** and want brands to help them be **more environmentally friendly**. Additionally, marketers expect that sustainability will become **more important post-pandemic**.
- ✓ Main directions marketers in Italy seek to **progress their sustainability** agenda are around **marketing team skills & tools** and **internal commitments**.

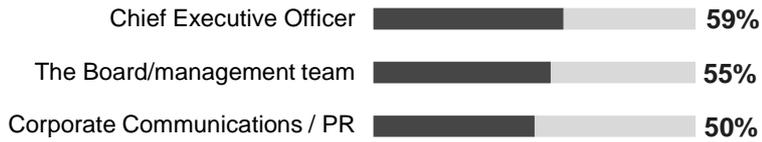
## Organisational and marketing sustainability journey maturity



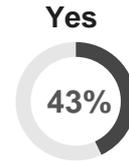
## Relevance of the SDGs for organisations



## Main responsible roles for shaping the sustainability strategy



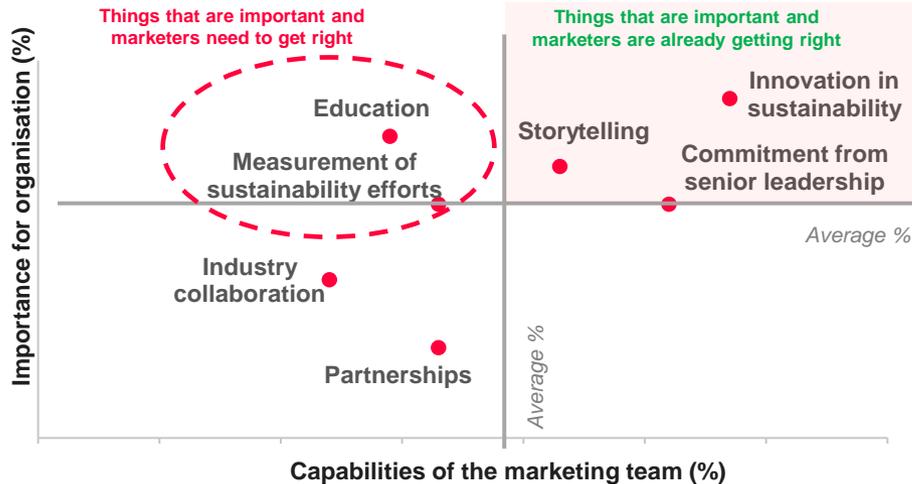
## Have a CSO?



## What is important?

- Brands have a responsibility to change consumer behaviour
- Marketing function can make a difference in the sustainability journey
- Sustainability starts with getting our own house in order before we can try and influence consumers

## Marketing and Sustainability



## Main Challenges

- Conflicting business priorities
- The risk of 'greenwashing'
- Pressures on growth (profit) from the shareholders

## Main Opportunities

- The opportunity to innovate – create competitive advantage
- Brands have a role in educating consumers in their choices and actions
- Drive more packaging efficiency

## Marketing communication and sustainability

- Sustainability is a business strategy not a Comms agenda
- Industry collaboration is key to making progress on the sustainability journey
- Developing common metrics across industry is critical to building trust in our commitments

## Telling own story



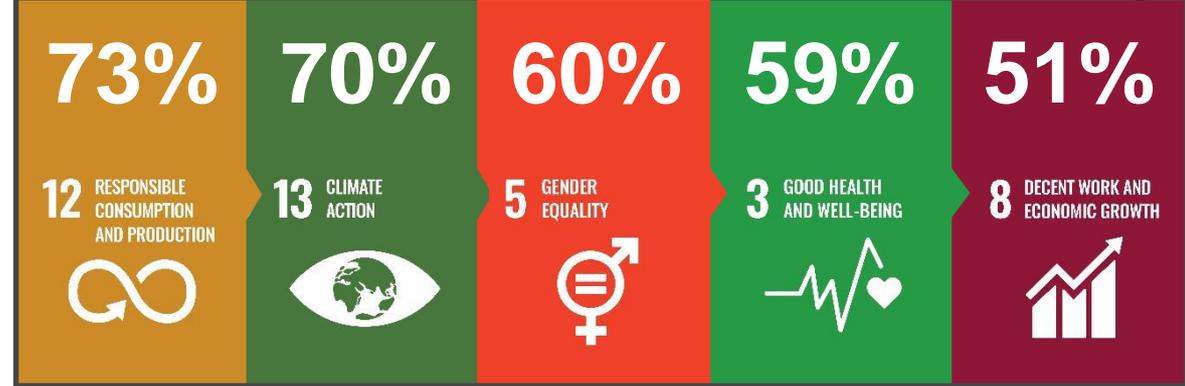
## Top 2 admired brands



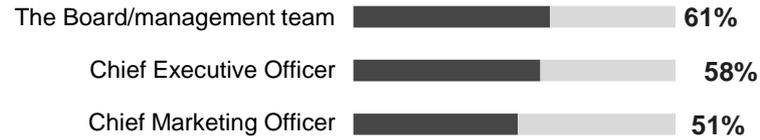
### Organisational and marketing sustainability journey maturity



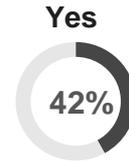
### Relevance of the SDGs for organisations



### Main responsible roles for shaping the sustainability strategy



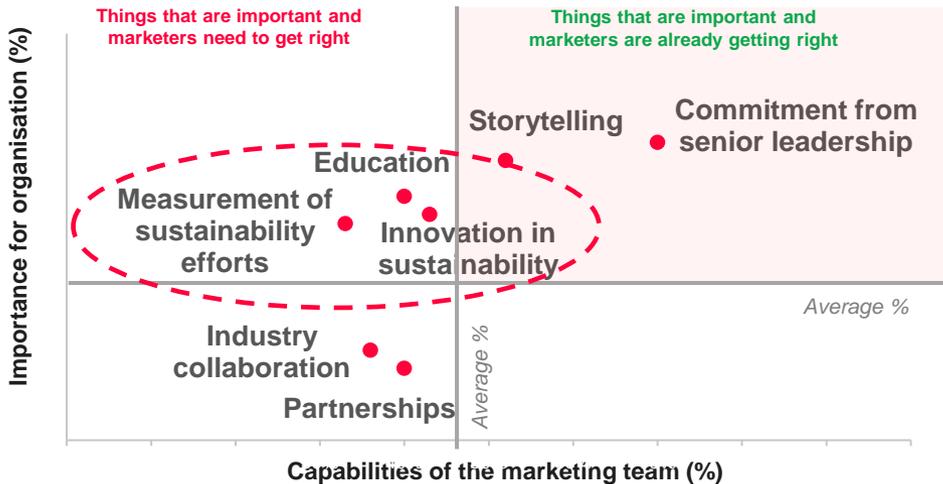
### Have a CSO?



### What is important?

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### Marketing and Sustainability



### Main Challenges

- Conflicting business priorities
- Lack of dedicated internal resources
- The risk of 'greenwashing'

### Main Opportunities

- The opportunity to innovate – create competitive advantage
- Brands have a role in educating consumers in their choices and actions
- Consumer activism

### Marketing communication and sustainability

- Sustainability is a business strategy not a Comms agenda
- It's ok to say you haven't fixed all your problems
- Companies need to be braver about communicating their sustainability efforts

### Telling own story

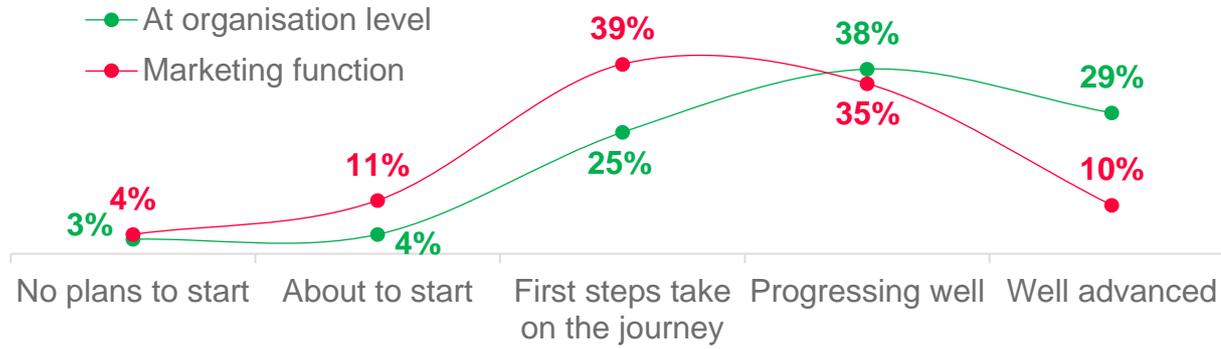


### Top 2 admired brands

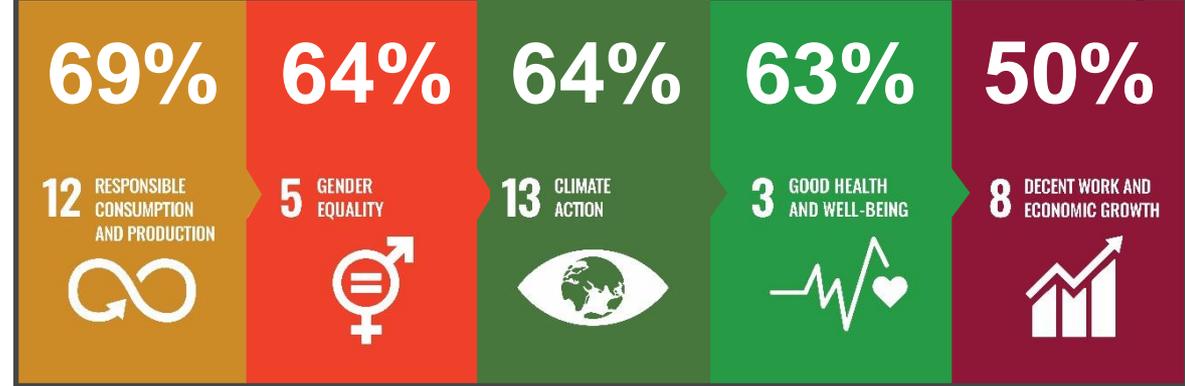




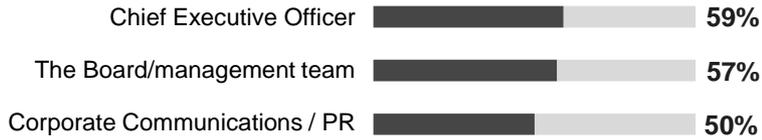
### Organisational and marketing sustainability journey maturity



### Relevance of the SDGs for organisations



### Main responsible roles for shaping the sustainability strategy



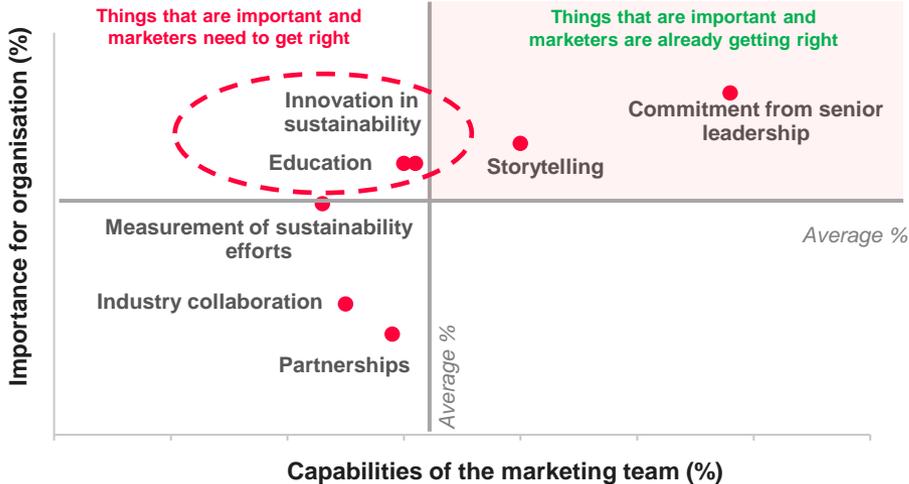
### Have a CSO?



### What is important?

- Marketing function can make a difference in the sustainability journey
- Brands have a responsibility to change consumer behaviour
- Sustainability starts with getting our own house in order before we can try and influence consumers

### Marketing and Sustainability



### Main Challenges

- Conflicting business priorities
- Lack of dedicated internal resources
- Sustainability initiatives are being led in parallel/ adjacent to marketing

### Main Opportunities

- The opportunity to innovate – create competitive advantage
- Brands have a role in educating consumers in their choices and actions
- Consumer activism

### Marketing communication and sustainability

- Sustainability is a business strategy not a Comms agenda
- It's ok to say you haven't fixed all your problems
- Companies need to be braver about communicating their sustainability efforts

### Telling own story



### Top 2 admired brands





Thank you



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