



WILLIAM
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Mason School
of Business

Sustainability Inspired Design

MICHAEL LUCHS
ASST. PROFESSOR OF MARKETING
MASON SCHOOL OF BUSINESS

Sustainability Inspired Design is one of a suite of new courses taught in the Design Studio



Spring 2012

Studio Exploration
Practicum

Fall 2012

Sustainability
Inspired Design
ENSP 249 /
BUAD 492

Spring 2013

Creativity &
Innovation
THEA 460 /
BUAD 595

Fall 2013

Sustainability
Inspired Design
ENSP 249 /
BUAD 492
(2 sections)

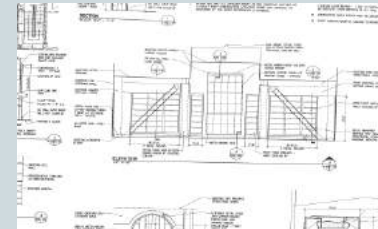
Design as
Strategy

Spring 2014

Creativity &
Innovation
THEA 460 /
BUAD 595



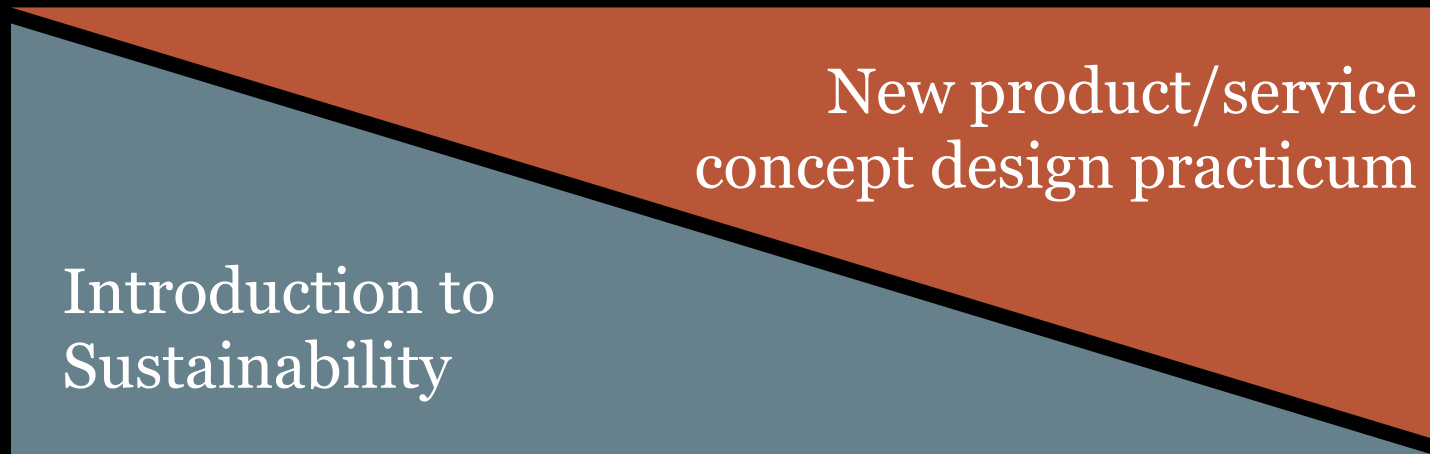
Studio – Phase 1



Studio – Phase 2

What is...

Sustainability Inspired Design?



ENSP 249 / BUAD 492



The Sustainability Liability: Potential Negative Effects of Ethicality on Product Preference

Manufacturers are increasingly producing and promoting sustainable products (i.e., products that have a positive social and/or environmental impact). However, relatively little is known about how product sustainability affects consumers' preferences. The authors propose that sustainability may not always be an asset, even if most consumers care about social and environmental issues. The degree to which sustainability enhances preference depends on the type of benefit consumers most value for the product category in question. In this research, the authors demonstrate that consumers associate higher product ethicality with gentleness-related attributes and lower product ethicality with strength-related attributes. As a consequence of these associations, the positive effect of product sustainability on consumer preferences is reduced when strength-related attributes are valued, sometimes even resulting in preferences for less sustainable product alternatives (i.e., the "sustainability liability"). Conversely, when gentleness-related attributes are valued, sustainability enhances preference. In addition, the authors show that the potential negative impact of sustainability on product preferences can be attenuated using explicit cues about product strength.

Keywords: sustainability, ethical products, green marketing, implicit associations, corporate social responsibility

Products that espouse positive social and environmental ethical principles have received considerable attention in recent years. Stories about "ethical consumers" and terms such as "green" and "sustainable" appear regularly in such popular press outlets as *BusinessWeek* (Beaven 2009), *Time Magazine* (Betts 2009), and the *Wall Street Journal* (Johnson 2009). Companies are responding to this heightened attention with new brand and product introductions (e.g., Clorox's new line of household cleaners; see Story 2008), and retailers (e.g., Wal-Mart, Whole Foods) are responding with comprehensive sustainability initiatives (Gunter 2006; Whole Foods Market 2010).

Despite the widespread attention sustainability is receiving, sales of sustainable products (i.e., products with positive social and/or environmental attributes) still repre-

sent "only a small fraction of overall demand" (United Nations Environment Programme 2005, p. 3), and there appears to be a significant gap between consumers' explicit attitudes toward sustainable products and their consumption behavior. For example, one study suggests that though 40% of consumers report that they are willing to buy "green products," only 4% actually do so (United Nations Environment Programme 2005, p. 15).

There are many potential reasons for the relatively low market share of sustainable products. These products often are priced higher than their mainstream counterparts (*Consumer Reports* 2007) and often have relatively limited distribution. However, these factors alone cannot fully explain differences in the success of sustainable products across product categories. Although the market share of sustainable products has been relatively weak in many product categories, such as household cleaning products, it has been relatively strong in other categories, such as personal care products (Porges 2007). This qualified success of sustainable products hints at a variable that is differentially affecting the influence of sustainability on preference.

We propose that though sustainability may be valued in and of itself, it also affects perceptions of a product's other attributes. As such, the extent to which increasing sustainability enhances the product's appeal depends on the type of benefit consumers value in a given product category. Furthermore, we propose that there are some situations in which the benefit of sustainability is offset to such an extent that consumers prefer less sustainable products even though they may care about ethical issues. We also explore a question that



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Business Is Investing *More* in Competing on Sustainability

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The Surprising Downturn Response

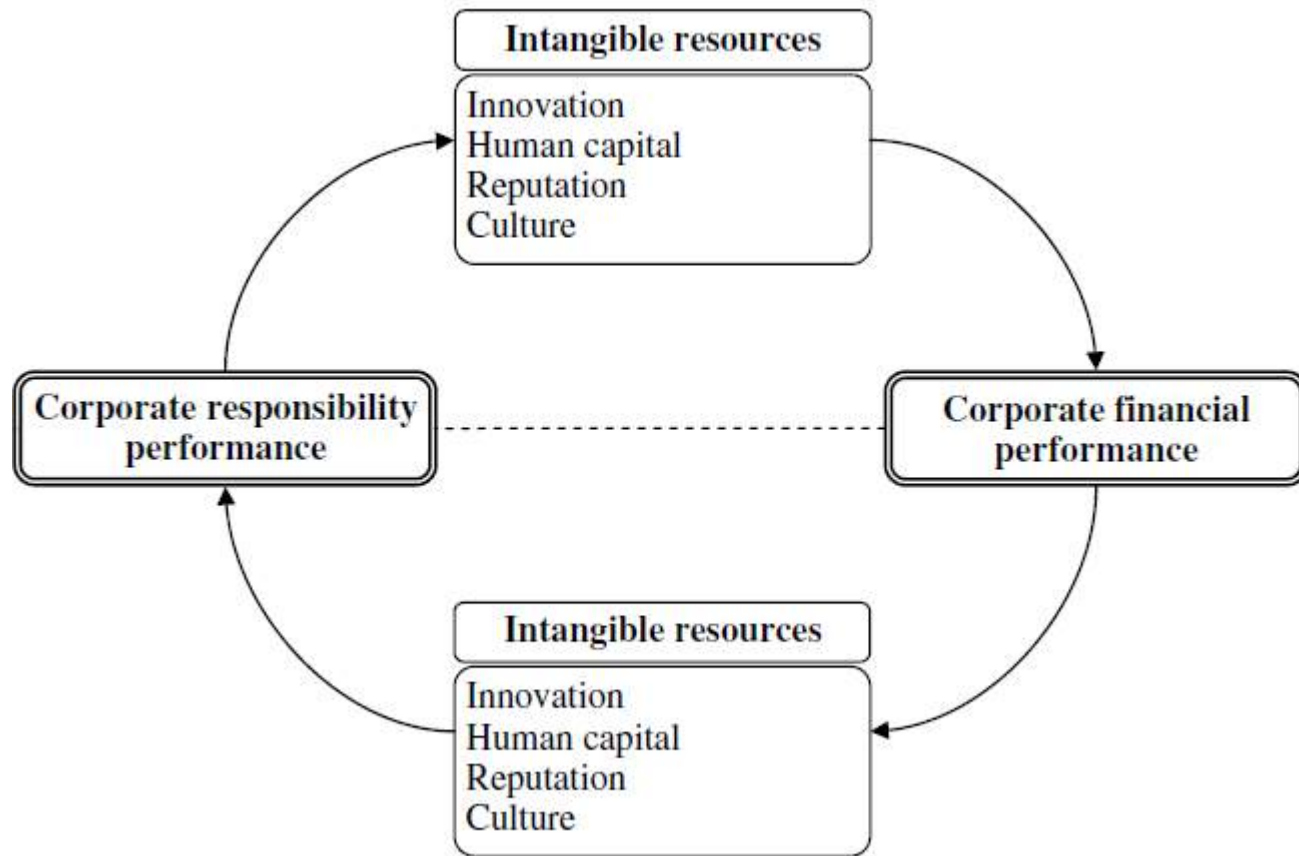
While many wondered whether the economic downturn would push sustainability off the corporate agenda, our survey results indicate that the exact opposite is true. In fact, a growing number of companies are now increasing their investments in sustainability. While in our first annual survey, conducted in 2009, only 25% of respondents said they were increasing their commitment to sustainability, at least in the West.

All of which makes the findings of our second annual Sustainability & Innovation Global Executive Study — a collaboration between MIT Sloan Management Review and the Boston Consulting Group — more surprising than expected.





Sustainability, innovation and financial performance relate in a virtuous cycle



Surroca, Tribo, and Waddock 2010

What's Wrong With American Higher Education?

The Huffington Post | Danielle Wiener-Bronner   | First Posted: 05/09/11 08:54 AM ET | Updated: 06/25/11 06:12 AM ET

Read more > [American Higher Ed Problems](#), [College Problems](#), [Higher Ed Problems](#), [University Problems](#), [American Higher Ed](#), [American Higher Education](#), [Higher Ed](#), [Slidepollajax](#), [College News](#)

Most Americans believe that a college education is a prerequisite to financial success. According to a [study](#) conducted by Sallie Mae, 84 percent of students strongly agreed that higher education was an investment in their future. When asked if they would attend college solely for the experience — despite future earnings — only 32 percent strongly agreed that they would.

But the assumption that a college education is a ticket to economic stability, rather than simply an opportunity to grow intellectually, is a recent one.

American higher education was initially based on the traditional English university, but was transformed into the Morrill Act of 1862 — nearly two centuries after the first colleges were founded in the U.S. The first Mor

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EDUCATION

Higher-Education Poll



By Josh Sanburn | Oct. 18, 2012 | 2 Comments

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The American public and senior administrators at U.S. colleges and universities overwhelmingly agree that higher education is in crisis, according to a new poll, but they fundamentally disagree over how to fix it and even what the main purpose of higher education is.

According to a survey sponsored by TIME and the Carnegie Corporation of New York, 89% of U.S. adults and 96% of senior administrators at colleges and universities said higher education is in crisis, and nearly 4 in 10 in both groups considered the crisis to be “severe.”






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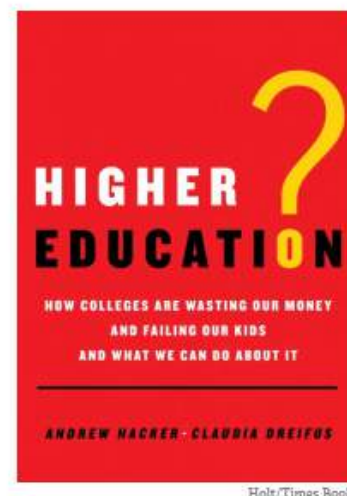
 JENNIE ROTHENBERG GRITZ - Jennie Rothenberg Gritz is an *Atlantic* senior editor. [More](#)
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What's Wrong With the American University System

JUL 28 2010, 10:40 AM ET  213

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Andrew Hacker, who is professor emeritus at Queens College in New York, recalls the day a young political scientist walked into his department to interview for a job. Everything about the man's resume made him an ideal candidate. He was finishing his dissertation at a top university. His mentors had written effusive recommendations. But when the young superstar sat down with the department chair, he seemed to have only one goal: to land a tenure-track position that involved as many sabbaticals and as little teaching as possible. He was not invited back for a second interview.

Hacker and his coauthor, *New York Times* writer Claudia Dreifus, use this cautionary tale to launch their new book, a fierce critique of modern academia called *Higher Education?* "The question mark in our title," they write, "is the key to this book." To their minds, little of what takes place on college campuses today can be considered either "higher" or "education." They blame a system that favors

Functional knowledge

Convergent thinking/
analytical skills

Communication skills

*Willingness to
embrace ambiguity...
...and to not fear failure*

*Holistic knowledge
& ability to *define*
problems*

*Divergent thinking/
creative skills*

Collaboration skills

Forget B-School, D-School Is Hot

'Design Thinking' Concept Gains Traction as More Programs Offer the Problem-Solving Courses

Article

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By MELISSA KORN And RACHEL EMMA SILVERMAN

Forget b-school. These days, d.school is the place to go.



Stanford University's d.school—the Hasso Plattner Institute of Design—has

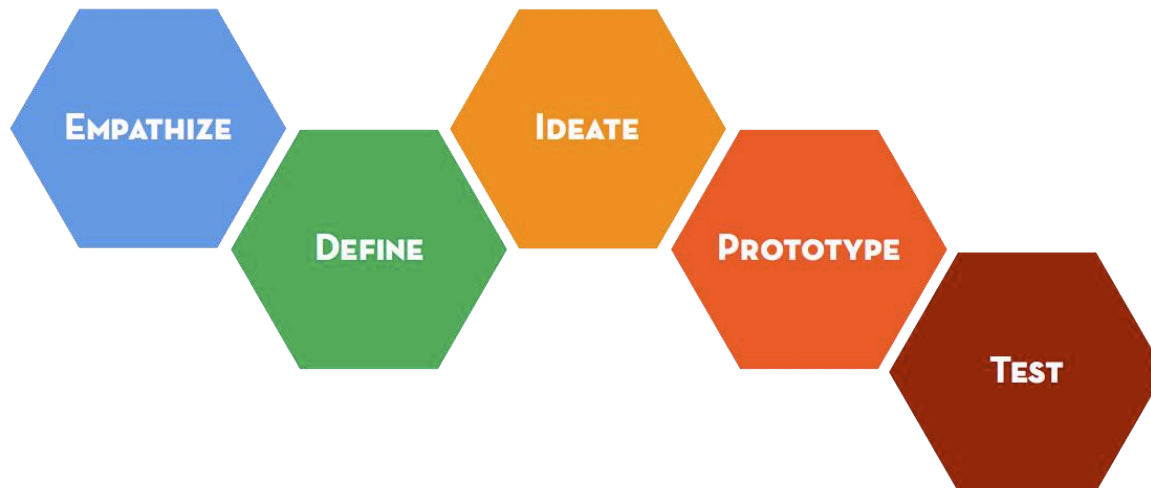
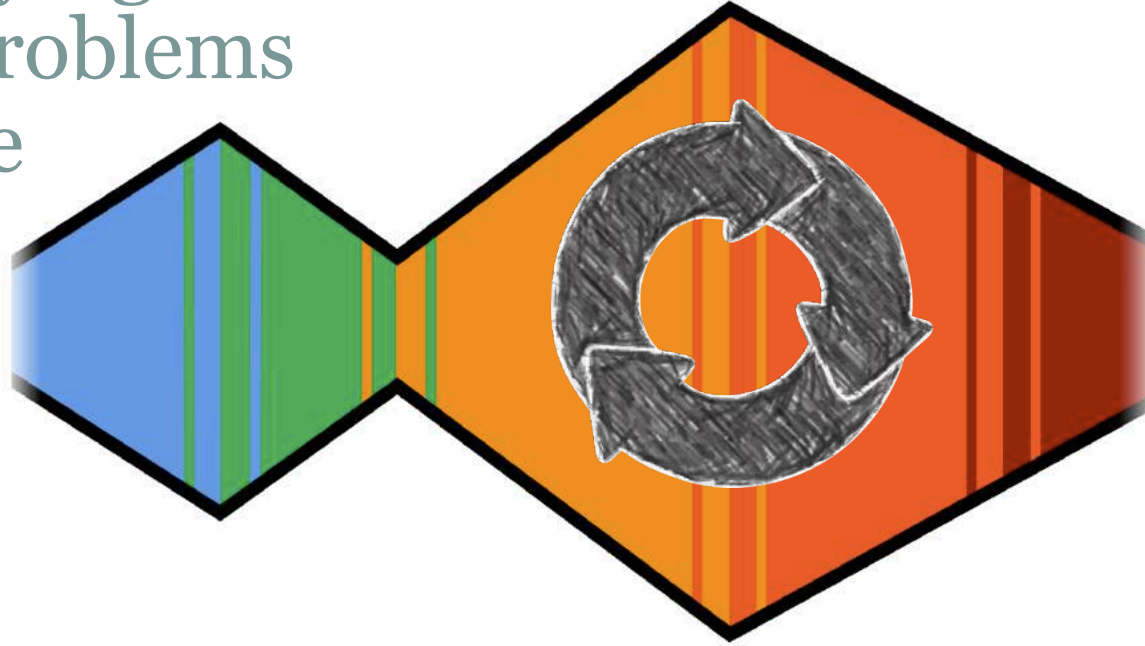
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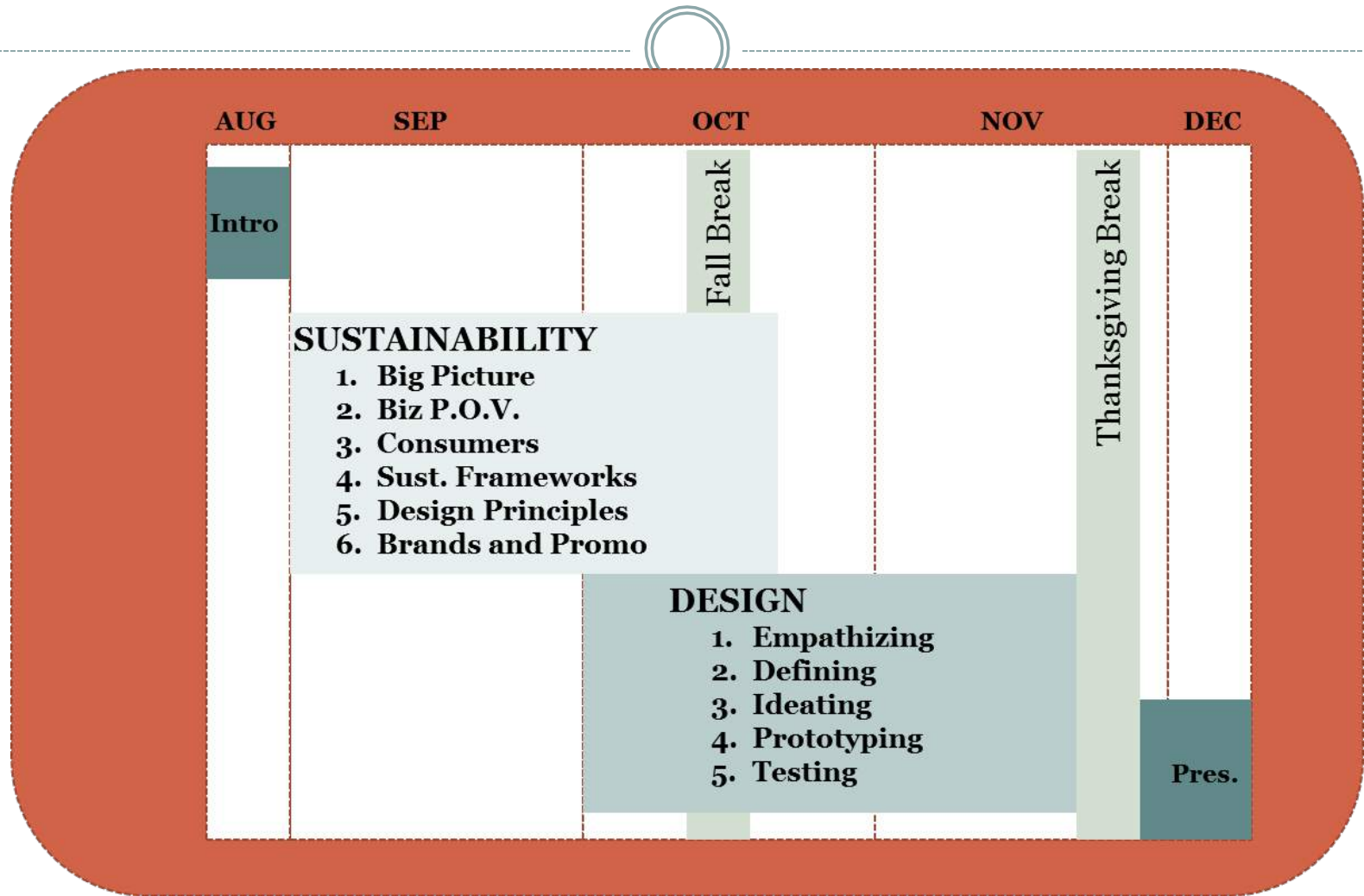
Identifying the
right problems
to solve

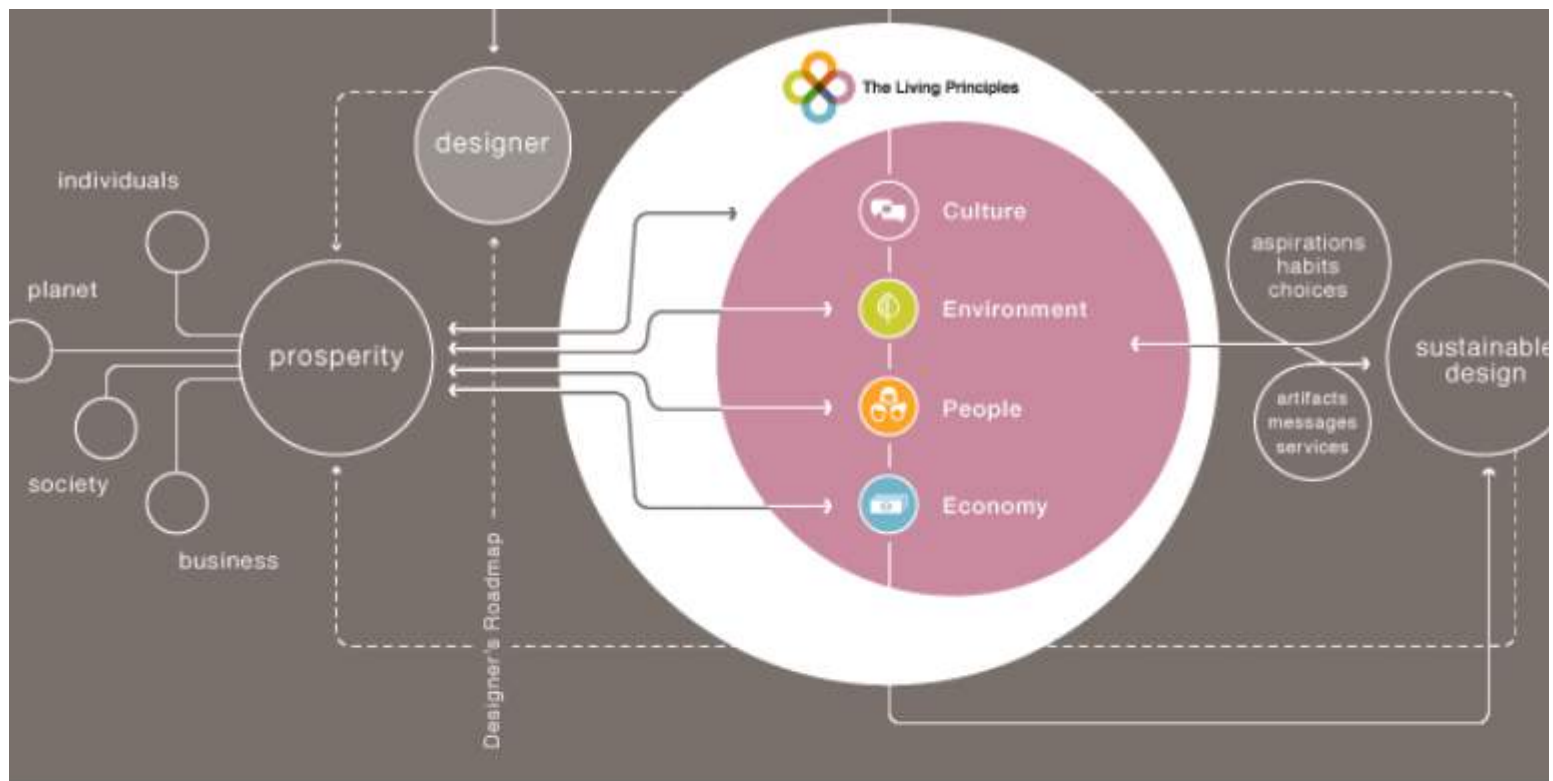
Finding the best
solutions



Sustainability Inspired Design

Course overview





Four Streams of Integrated Sustainability¹



Environment

Actions and issues that affect natural systems, including climate change, preservation, carbon footprint and restoration of natural resources.



People

Actions and issues that affect all aspects of society, including poverty, violence, injustice, education, healthcare, safe housing, labor and human rights.



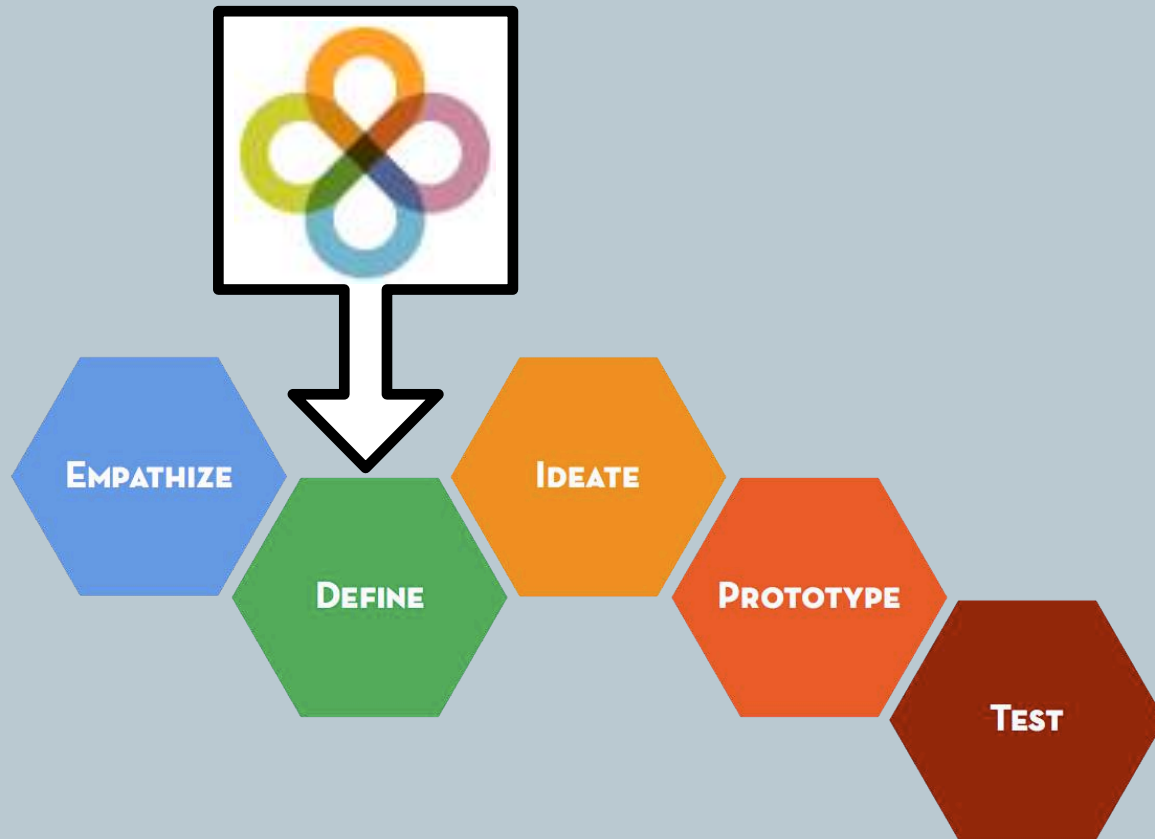
Economy

Actions and issues that affect how people and organizations meet their basic needs, evolve and define economic success and growth.



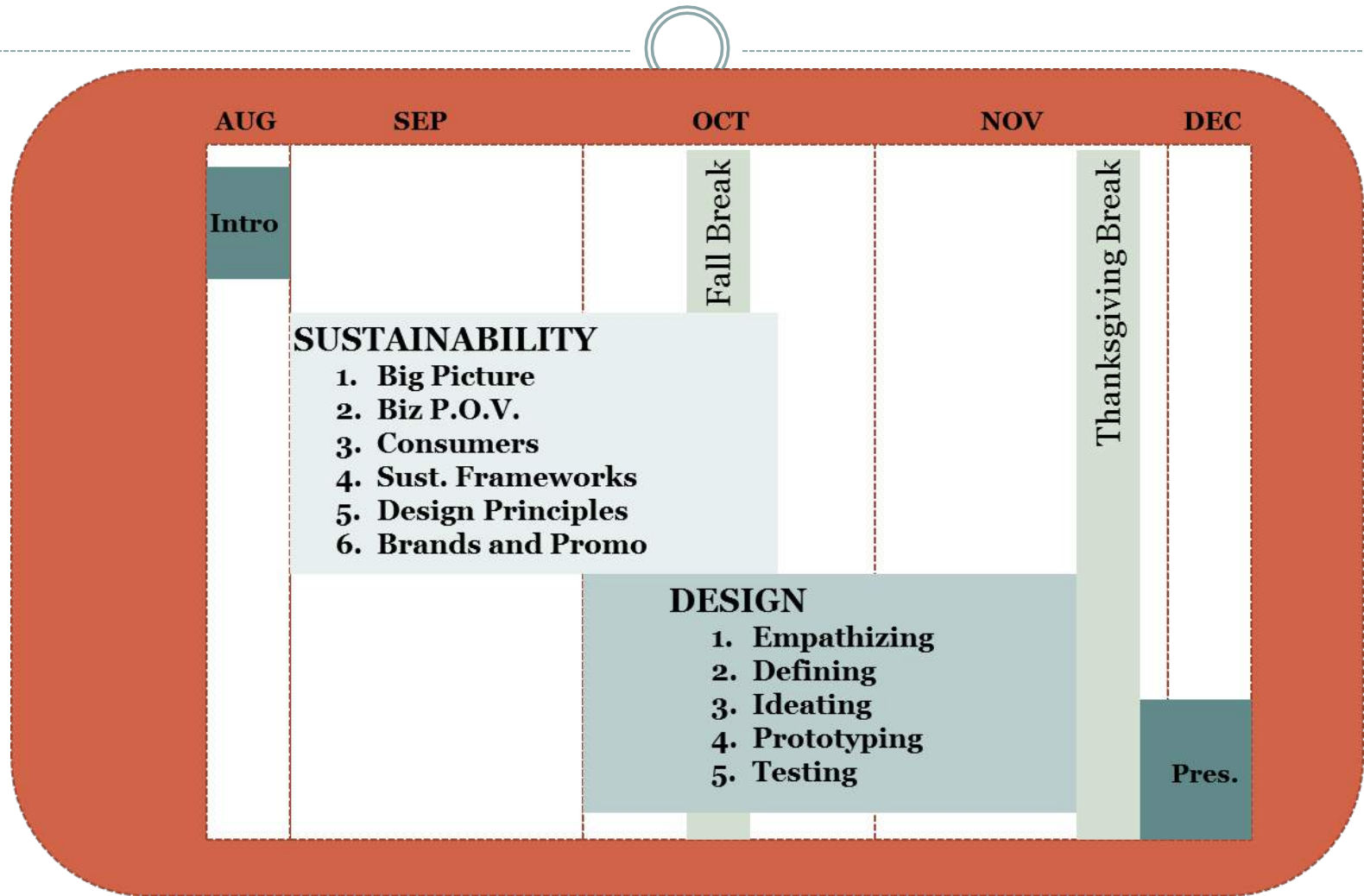
Culture

Actions and issues that affect how communities manifest identity, preserve and cultivate traditions, and develop belief systems and commonly accepted values.



Sustainability Inspired Design

Course overview



Space is the “body language” of an organization.

- make space (book)









The Design Studio
at the
Mason School of Business





Corporate
& College
Collaborative

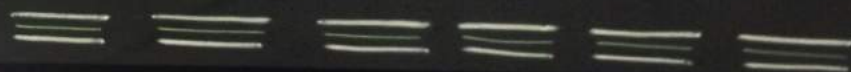
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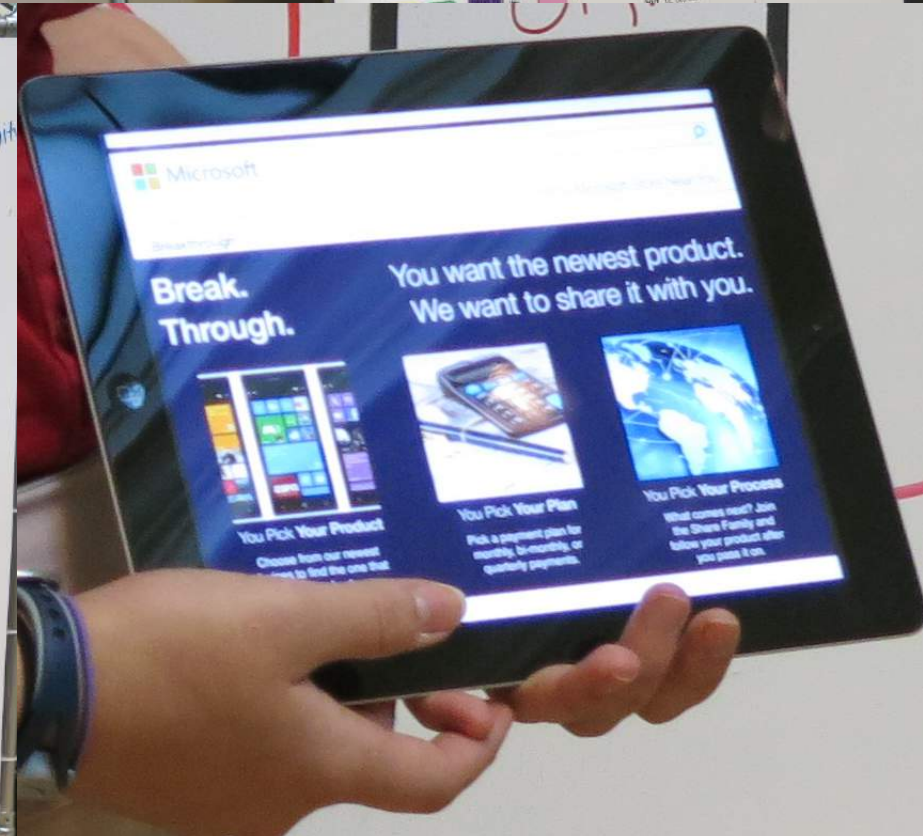
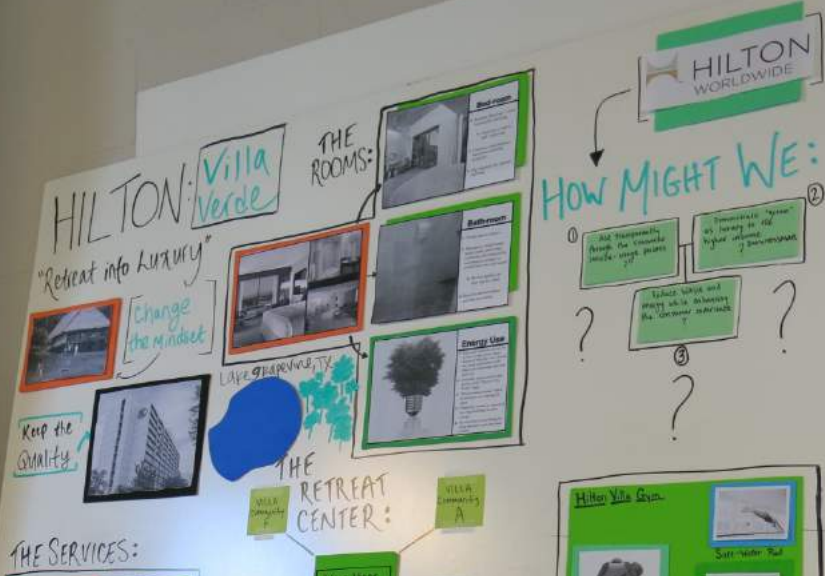
SUSTAINABILITY

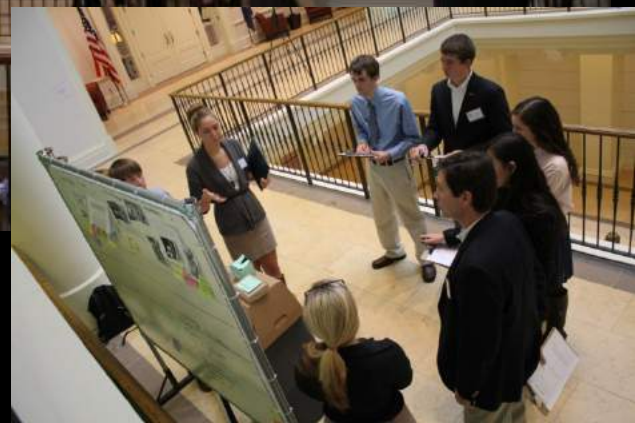
{ 4th Annual Fall Conference } "Do One Thing"

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Courtesy College of William & Mary

Undergrad Programs

The Best Undergraduate B-Schools for Marketing

Today we look at marketing. At the top of the list is the College of William & Mary's [Mason School of Business](#).

Within the business curriculum, marketing majors at Mason have a wide variety of both core courses and electives to choose from, including new classes that look specifically at “Creativity & Innovation” and “Sustainability Inspired Design.” Both courses are taught in what is called the Design Studio, a teaching space that looks more like an industrial workshop or art studio than a classroom. Students sit on stools at makeshift tables and take notes and brainstorm on rolling whiteboards.

This classroom design reflects the way marketing is taught at Mason. Instead of approaching the area from a traditional textbook/lecture format in the classroom, marketing courses are experiential, with students engaging in semester-long simulations and working on projects with local clients. In the “Marketing Research” course, for instance, students conduct field research for local businesses through focus groups and online surveys, and then present their findings. Recent projects included a look at the market position of a new pub in town, the customer experience at a popular campus coffee shop, and understanding the behaviors of moviegoers.

Outside of class, many marketing students are members of the Student Marketing Association, which hosts industry speakers, consulting projects, job and internship search workshops, and an annual marketing networking trip to New York to visit companies and alumni in the marketing and advertising industries.

The Flat Hat

The College of William and Mary's Student Voice since 1911. Updated Daily.

Thanks for signing up for our newsletter! You're in for a treat this week.

[View this email in your browser](#)

Best,
Your D



Design
Thinking Club
Weekly Newsletter 11/

Hey designers and thinkers

Welcome to this week's edition!
We're in the iterative stage of
liking mailchimp! Any thoughts
allow it to come into your mind
we have in here. Also check

William & Mary Design Thinking Club



William & Mary Design Thi...

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before we finalize it: thanks -)

<http://designthinkin8.wix.com/design-thinking>

Design Thinking Club
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William & Mary Design Thinking Club shared a link.
November 13 near Williamsburg

<http://junkee.com/someone-invented-magic-and-it-is-freaking-us-out/14880>



Someone Invented Magic And It Is Freaking Us Out
junkee.com

A spray that completely repels liquid and oil has just hit shelves in the States. It is the strangest/best thing you will see today.

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Allison Shomaker likes this.



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<http://www.dailymail.co.uk/news/article-2096314/Meet-HEARTLESS-man-able-live-heartbeat-PULSE.html>

Meet the first HEARTLESS man who is able to live without a heartbeat or a PULSE
www.dailymail.co.uk

Craig Lewis, 55, pictured, was the first human patient to receive a 'continuous flow' device which allows blood to flow throughout his body without a pulse.

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William & Mary Design Thinking Club shared a link.
November 12

Thank you to the Flat Hat for the positivity! Read more about us (and a bit about our recent 3D printer lecture if you missed it):



New club explores out-of-the-box thinking | Flat Hat News
flathatnews.com

Twenty or so students gathered around art-school style high tables in the Mason School of Business design studio stared intently at a tiny black box on its own elevated platform in the center of the room.

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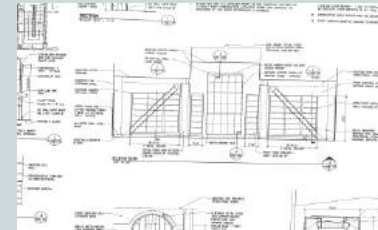
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Studio – Phase 1

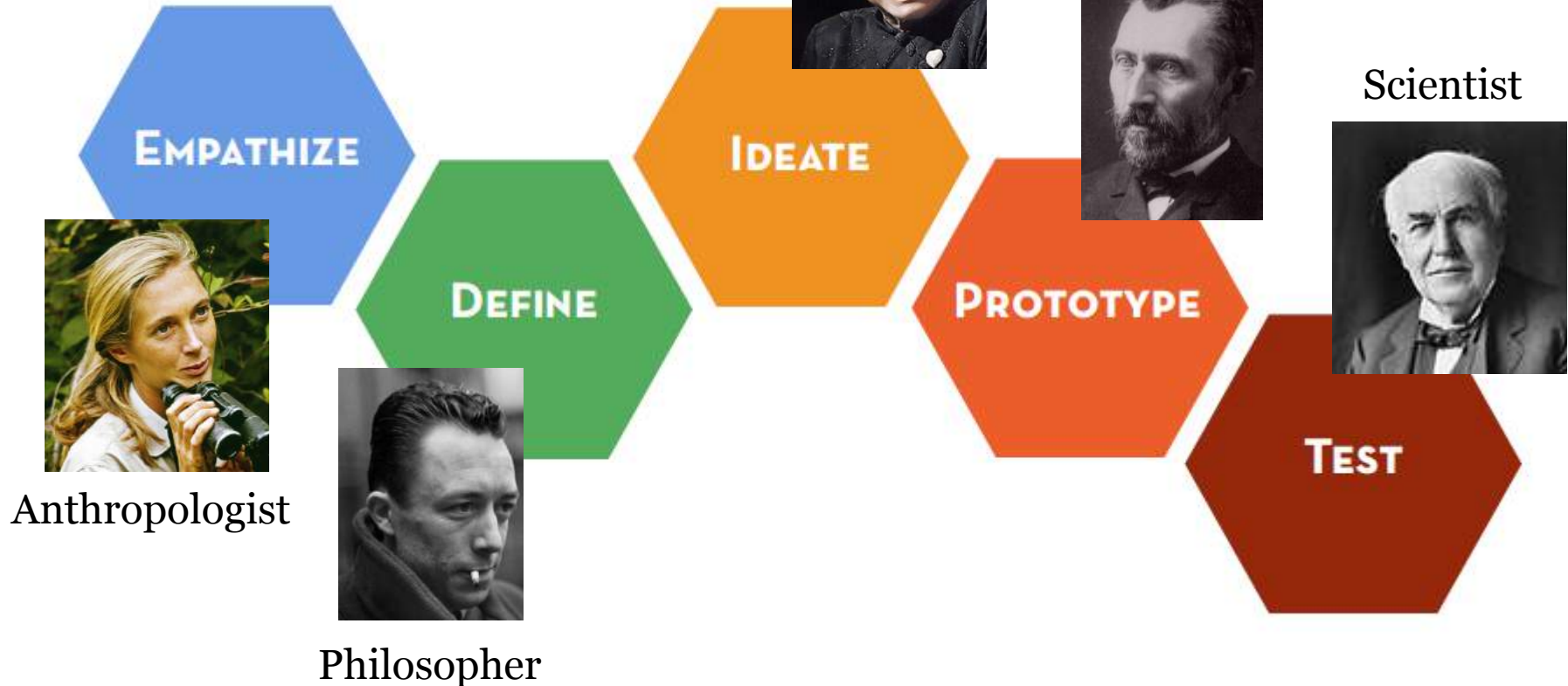


Studio – Phase 2

Design Studio – Phase 2

1. Finish room to enable successful code review for permanent occupancy
2. Automated and 'off-hours' access
3. Enhance AV capabilities and security
4. Improved lighting and power access
5. Built-in, expanded storage
6. Code-approved furniture replacement and upgrades

Identifying the
right problems to
solve



Finding the best
solutions