

BRAND ACTIVISM STRATEGIES TO ENHANCE BRAND PERCEPTION: A CASE STUDY OF ENVIRONMENTAL ACTIVISM AT MANUALLE

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ABSTRACT

The awareness of the society to start caring about environmental impacts raises the demands on the industry to be able to carry out more responsible business activities. This demand encourages the emergence of brand activism, where the brands take a stand, involve consumer aspirations and carry out economic actions that are more concerned about the interests of common life apart from profit orientation. This research took qualitative data using focus group discussion interviews through purposive sampling with an open questionnaire, to find data that could represent consumer perceptions of brand activism, especially environmental activism of Manuelle. After conducting three FGD sessions, 15 people FGD participants in Mei 2022, processing primary data in the form of audio and video into verbatim text, conducting open coding, axial coding and selective coding using Atlas.ti, the analysis of this study showed that Manuelle has appeared to be doing environmental activism and becoming a recommended brand in Indonesia. Participants of this study further see Manuelle as a potential brand, so it is expected to be able to drive change in the future, the first step of which can be done through managerial implementation in the company's internals, both in terms of product development, expanding environmental activism and marketing. The results of this research also found steps that can be applied as an evaluation and optimization of branding through brand activism strategy.

Keywords: Brand Activism, Environmental Activism, Brand Perception, Branding Strategy, Price Variable

INTRODUCTION

Today's consumers are more than just evaluating product quality. Brand values, vision, and mission are now important factors in decision making. Brand activism emerges as a new approach to marketing strategy that raises social, political, and environmental issues as part of brand identity. The term Brand Activism describes how a brand takes a position or shows its inclination on an issue that is influenced by the social conditions of society. Brand activism is not the same as brand activation even though both have similar terminology. Brand activation is a form of brand promotion activity by interacting more closely with its users through various experiential activities for a brand that attracts their attention (Strategy.co.id, 2020). Based on research released by Accenture Strategy, nearly 63% of consumers tend to appreciate companies that care and dare to take a stand in response to current issues (Accenture Strategy, 2018). Issues that are often of concern to consumers include natural sustainability, corporate transparency and labor welfare. Of the percentage of data, 66% of them admitted that they would appreciate consistent brand values and behavior, the transparency of a brand is also a very attractive quality for them. (Barrell, 2018).

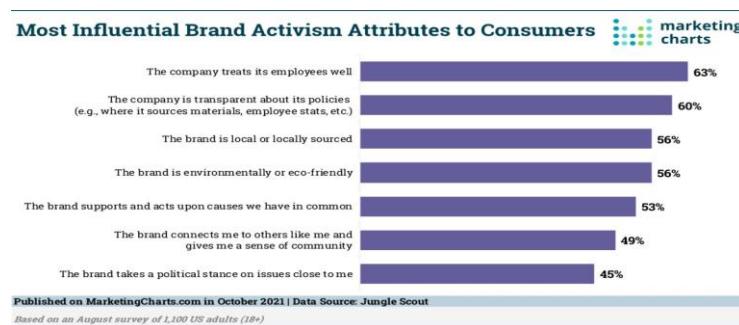


Figure 1.1 Brand Activism Attributes

Manuelle is a local brand that promotes environmental issues through the use of environmentally friendly materials and tree planting activities. Manuelle is a wood product brand that provides environmentally friendly tableware and tableware for souvenirs, merchandise and hampers. Manuelle strives to conduct environmentally ethical business activities by paying attention to the production process of each of its wood products. Starting from wood processing permits, local empowerment efforts, optimization of traditional production tools, efforts to reduce disposable plastics, to supporting nature conservation by replanting trees from each product sold. Manuelle products are claimed to be environmentally friendly, minimal plastic waste, no single-use plastic, and recyclable. Manuelle uses selected teak and rattan from Perhutani with Indonesian Legal Wood certification from the Ministry of Environment and Forestry (KLKH). Traditionally processed by artisans in East Java, our products are food-grade, coated with beeswax and bio-polish, making them safe for daily use (Manuelle, 2020).

This research also seeks to look at the Indonesian context of brand activism and is expected to be one of the pioneers of academic studies for brand activism from a management and business perspective for the entrepreneurship ecosystem in Indonesia. This research is expected to contribute a new discourse on brand activism that is not just a pragmatic strategy to reap profits. This research has been conducted using a qualitative method to answer the question "How does environmental activism become a branding strategy carried out by Manuelle so as to create a positive brand perception in the minds of potential consumers?".

LITERATURE REVIEW

Critical Review of Green Marketing Exploration

The topic of how consumers recognize and assess a brand's existence always stems from discussions about marketing. Marketing is about identifying and meeting human and social needs. Marketing is also defined as the activity and process of creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (Kotler & Keller, 2012, p. 5). More profoundly, marketing is the effort to communicate a business's vision and mission to achieve mutual understanding so that the business can provide solutions for consumers and meet their needs. As a distinct activity, marketing has been developed into a more complex concept within the "Marketing Mix," which incorporates the 8Ps: product, place, price and promotion, people, performance, processes, and programming (Kotler & Keller, 2012, p. 25). Because it comprises interconnected aspects, effective marketing requires a strategy.

Green marketing, which is actually one aspect of environmental activism, is often pragmatically confused with greenwashing efforts, even though the two have clear differences. Green marketing is environmental sustainability-based marketing that aims for more than just consumer satisfaction and company profits, while greenwashing is positive communication about the state of the environment, rather than going in-depth on the problems that exist in the environment and not trying to provide solutions. Greenwashing tends to feature positive communications about the performance of businesses that claim to be environmentally oriented but lack practical evidence of these claims. Brand Activism consists of business efforts to promote, impede, or direct social, political, economic, and/or environmental reform or stasis with the desire to promote or impede improvements in society (Sarkar & Kotler, 2020). Peattie (2001) defines green marketing as more than just a variation of conventional marketing. Ottman (et al., 2006) qualitatively identifies several factors that should be considered for the successful development and marketing of green products.

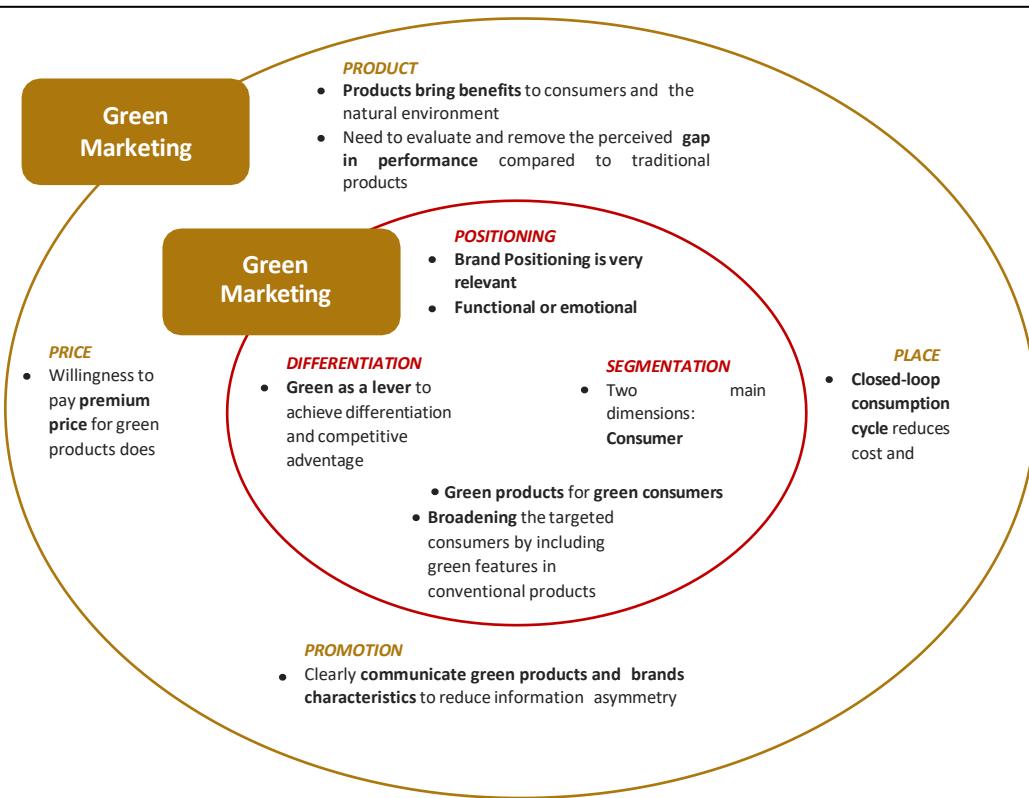


Figure 2.1 Green Marketing Mix Strategy

Source: (adapted from Kotler & Armstrong, 2014)

This communication strategy must also include multidimensional construction from both the experimental, symbolic, emotional or affective, and cognitive sides (Aslam, Ham, & Farhat, 2018). An emotionally and functionally appropriate positioning strategy will make the brand perceived as warmer and more competent: "the findings indicate that green emotional positioning strategies and green functional positioning strategies are predominantly stereotyped as warm and competent, respectively." (Gong & Sheng, 2020). Green Marketing is an environmentally oriented marketing activity (Ranjan, 2019). Brand Perception is the consumer's perception of the brand based on the experience, values, and information received (Qualtrics, 2020). Delivering a brand message or brand promise as an effort to create a memorable experience for consumers is part of the brand strategy to strengthen perceptions for consumers. By developing the vision, mission, and values of the brand in the internal scope, as well as conducting a marketing communication strategy that contains messages of environmental activism in the external scope that refers to the following brand messaging quadrant, it is hoped that Manualle can encourage the creation of good brand perceptions in the eyes of consumers. This research argues that brand activism does not stand alone but is mutually influenced and affects brand management strategies and market perceptions, as explained in the conceptual framework section that brand activism is a "*society driven*" concept, so perceptions and changes in society can affect brand management strategies and activism. Therefore, the flow of thinking scheme of this research can be displayed as follows:

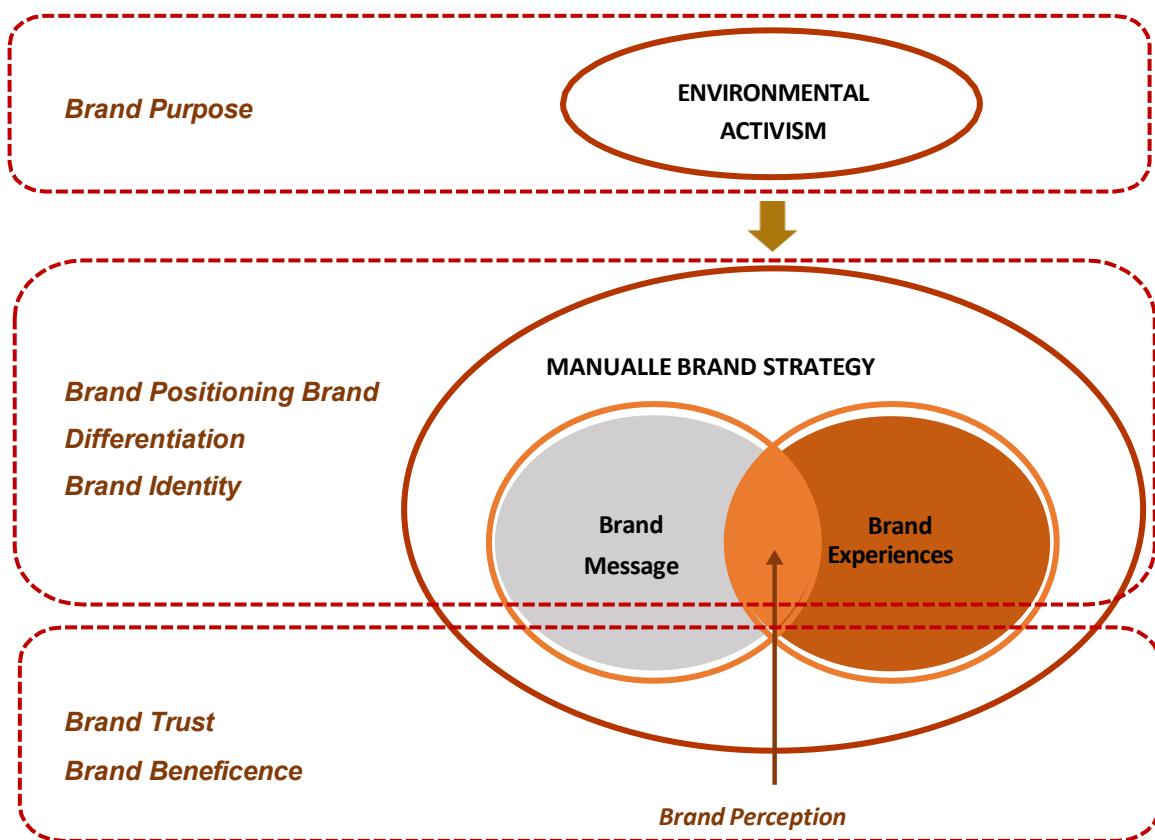


Figure 3.1 Thinking Flow Scheme

Source: Processed by Researchers

RESEARCH METHODS

This research uses a descriptive analysis approach using case studies. The descriptive analysis approach requires researchers to master case studies and understand the scope of the research object well, so that researchers can conduct in-depth analysis and be able to present it in the form of a narrative description. Descriptive studies were conducted to answer and parse the research question of how brand activism became Manuelle's branding strategy, while analytical studies were conducted to answer how consumers perceive the brand. Through case studies, researchers conduct in-depth exploration of programs, events, processes, activities of the object of research. A case is bound by time and activity so that researchers need to collect data using various data collection procedures and in a continuous time (Sugiyono, 2011), in this study data collection will be carried out in May 2022 using purposive sampling with an open questionnaire to get 15 FGD participants which will be divided into three focus group discussion activity sessions. Case studies are also defined as a strategy to explain phenomena in the field of branding and marketing. Case studies provide benefits in investigating contemporary real-life phenomena, and explaining questions in the form of "how" questions (Yin., 1989).

Autoethnography is a writing and research model that displays multiple layers of consciousness and connects the personal with the cultural (Miller, 2009). Autoethnography is also part of a qualitative research method that allows researchers to write in a very personal style, utilizing their experiences to expand understanding of social phenomena (Wall, 2006). The object of this research case study is brand activism and brand perception of an environmentally sustainability-oriented brand that makes brand activism a mission in its branding strategy. Primary data was collected using the autoethnography method to review the brand purpose, which is the reason Manuelle was founded. Then using a qualitative survey with an open-ended questionnaire which will be followed by a focus group discussion. Referring to the ideal number, this study requires 15 focus group discussion participants as research subjects obtained using purposive sampling techniques. Participants who fill out an open-ended questionnaire will then

be involved in a focus group discussion to explore more in-depth information about the perceptions, attitudes, and experiences that participants have regarding Manuelle's brand activism. Focus group discussions were chosen to get a qualitative data context that involves a diversity of viewpoints on this research topic. Validation of the data analysis of this research will use a triangulation process, namely triangulation of theory, method and triangulation of data sources as well as by conducting member checks. Member check is conducted during the FGD process. In each FGD question that has been answered by the participants, the researcher repeats the essence of the participant's answer to be a member check to ensure that the researcher's notes match the intentions of the participants. The research is planned to be conducted in Surabaya in May 2022. The analytical tools used include a review of company documents, personal perspectives of Manuelle's founders, an open-ended questionnaire, and three focus group discussions (FGDs). The criteria for the subjects of this research are adjusted to the demographics of the Manuelle market segment, namely men and/or women, aged 23 to 35 years, domicile can come from all regions of Indonesia, have an interest in environmental issues, have an interest in brands or products and services that support environmental conservation, have never been a Manuelle consumer. The focus group discussions (FGDs) are as follows:

Table 3.1 coding FGD Section 1

FGD Section 1			
Indikator Demographic	Siti Mutia (SM)	Yumni (YM)	Nya' Zata (NZ)
Age	23	33	28
Residence	Jakarta	Bogor	Banda Aceh
Monthly Expenses	500.000 – 1.500.000	500.000 – 1.500.000	> 5.000.000
Last Education	Bachelor of Public Administration	Bachelor of Veterinary Medicine	Bachelor of Psychology
Activities/Occupation	Student	Wildlife Conservation Master's Degree Student, Education Policy Consultant,	Partner of the Ministry of Education and Culture Attitudes Toward Environmental Activism

Table 3.2 coding FGD Section 2

FGD Section 2			
Indikator Demographic	Siti Rachmawati (SR)	Tiara (TR)	Intan (IN)
Age	28	24	24
Residence	Bekasi	Tangerang	Palembang
Monthly Expenses	500.000 – 1.500.000	1.500.000 – 2.500.000	1.500.000 s.d Rp 2.500.000
Last Education	Bachelor of Social Welfare	Bachelor of Biology	Bachelor of Biology
Activities/Occupation	Elementary School Teacher	Environmental Auditor, Shoe Manufacturer	English Tutor

coding
Section 3

Table 3.3
FGD

Indikator Demographic	Heidy Octavia (HO)	Nofi Nurul Fadilla (NF)	Sindhu Partomo (SP)	Fitriyah Nurzakiyah (FN)
Age	26	27	28	26

Residence	Sukabumi	Sidoardjo	Tangerang	Jakarta Selatan
Monthly Expenses	> 5.000.000	Rp 1.500.000 s.d Rp 2.500.000	> 5.000.000	1.500.000- 2.500.000
Last Education	Bachelor of Architecture	Bachelor of Midwifery	Bachelor of International Relations	Bachelor of Government Science
Activities/Occu pation	Architect	Maternal Yoga Instructor	Freelance Media Agency	Freelance

RESULTS AND DISCUSSION RESULTS

The research data collection was conducted through the Focus Group Discussion method with 10 participants which was divided into 3 FGD sessions. Each FGD session was attended by 3 to 4 participants each. Participants came from different regions, did not know each other, but still had common characteristics. The similarity of characteristics or characters in question is that participants have an interest in environmental issues, have a tendency to like and support brands with an environmental activism orientation, the participants have consumed products from brands that support environmental sustainability, but have never purchased Manualle products. Then, through an open questionnaire conducted before conducting a focus group discussion session, data on the general perceptions of participants regarding the importance of brands carrying out environmental activism was obtained, as well as how participants' views as consumers in assessing environmental activism carried out by brands on their decisions to make purchases.

Values owned by the brand, product function and affordability are the main things that are considered important and influential by the majority of participants in assessing a brand. For participants, a brand will be considered attractive if it has close values to consumers. In the scope of this research, these values are those related to environmental activism.

"The organic concern and the environmental aspect is more of a priority" (NZ- FGD1-20 p 156). "I also really want to consider whether the trend is in accordance with my moral values. Like for example, I don't want to buy cheap goods that can be cheap because they are exploitative of certain parties." (SP-FGD3-22,23 p 189)
"If they have more value, for example, if some of the profits from this brand are donated or if they have more value from environmental values, that might be more value to choose a brand" (HO- FGD3-94 p 193).

Although the participants were aware that environmental issues are now trending and increasingly becoming the marketing language of various brands and products, in general, the participants admitted that they had never heard of the terms "brand activism", "brand activism", or "environmental activism" before.

"I might have heard a little bit about brands that only sell eco-friendly products or maybe reusable materials" (SR-FGD2-53 p 171).

"Basically, the key, the concept, is an education campaign from start to finish... they really do it from the beginning of the source... so from upstream to downstream there is a reason and it depends on what the campaign or education is." (YM-FGD1-40 p 158)

However, the participants indicated that the understanding of environmental activism has been sufficiently recognized and even applied both personally and by certain brands.

"In my opinion, brand activism, if it is related to the open questionnaire yesterday, is the extent to which a brand does its activities that are not just oh yes, in this context, I am a nature friendly brand but actually walk the talk" (NZ-FGD1-36 p 158).

"In my opinion, environmental activism includes attitudes and activities that prioritize the environment, while the environment has been undervalued. So it's more about trying to balance the interests of humans and industry with the interests of preserving the environment." (SP-FGD3- 36 p 191)

"Environmental activism, in my opinion, is an activity or method that may be used by brands or companies

regarding how they manage waste, or how they ensure that what they release is not too harmful to the environment (FN- FGD3-38 p 191).

Furthermore, in interpreting a brand, the first thing that consumers will recognize from a brand is brand identity. This brand identity is usually seen from the name, logo, slogan, visual appearance, and the ways the brand introduces itself to consumers. Brand identity can also be perceived by consumers who have consumed a brand's services or products as well as by the general public who have never been consumers. Therefore, it is important to know how consumers perceive brand identity. In this study, participants were asked to provide their assessment of the following elements of brand identity that would be considered important, memorable, or even not a consideration for participants to perceive a brand:

"I really look at the name. The name of a brand. Because it's like ... how to tell ... it (the name) makes the image. so the name is important" (TR-FGD2-68 p 172) "I think it's important, sis. to describe. then also like this, if for example the logo is known to the public, it makes it easier to remember the brand" (SR-FGD2-74 p 173)

"The aesthetically pleasing variable is not a concern in my opinion. I mean like my brand, the logo is not even very visible but because the product is good, oh well, I don't eat the logo anyway." (SR- FGD2-74 p 173) (NZ-FGD1- 65 p 159)

However, some participants argued that the strong narrative and value of environmental activism can actually make the intrinsic elements of product quality overlooked, even though, for consumers, product variables also determine purchasing decisions. In addition, the time and scope limitations in this study also have implications for the limited information that can be provided to participants, so that some participants also stated that they could not capture the full story of the main problems that Manuelle wants to solve both through products and through environmental activism.

"I get the story that there is a kind of problem in the environment that is trying to be solved by the existence of an environmentally friendly product that can be recycled and produced from natural resources that can be accounted for and also produced by people who are paid sustainably, decent, and the process is also let's say environmentally friendly. But one thing that I think I haven't gotten is actually what problem Manuelle's wood products and environmental activism products are trying to solve because if for example the problem is implied to be deforestation, for example, the reduction of forest areas, then is it an exclusive solution that has an advantage on top of other kinds of solutions, if that makes sense. For example, would you rather not directly build reforestation by allocating funds through a project? Which is just planting thousands of trees directly, instead of us trying to bridging it using a product which then as a side effect of buying the product, we plant one or two trees, for example. that's the problem in my head. So I think the story is all really well-told, the impression that this is naturally ethical is all there. But whether naturally ethical can give me a complete story about what problem to solve, that's what I don't understand yet". (SP-FGD3-140 p 197, 198)

Regarding perceptions of Manuelle's environmental activism, all participants agreed that Manuelle has appeared to carry out environmental activism and can still be improved, both through the choice of raw materials, production processes, types of products and tree planting activities as a form of returning to nature.

"If this is the impression from what I got earlier, yes, in my opinion yes. it already appears to be doing environmental activism" (YM-FGD1-151 p 166)

"So far, yes. Maybe there are also additions for Manuelle to emphasize again about their vision and mission that they want to achieve." (SM- FGD1-153 p 166)

"In my opinion, it is already visible, it is clear that this is the direction of environmental activism, the activities are also already there, then the branding is also already visible. if that is not questionable anymore." (SP-FGD3-199 p 204)

Despite having quite diverse perceptions, all participants agreed that consumers with a lifestyle that cares about the environment, especially those who are willing to pay more to contribute to nature, are Manuelle's main target consumers.

"For customers with a lifestyle who are concerned about the environment... Then customers who understand why the price of environmentally friendly products is higher." (NZ-FGD1-132 p 164) "For the first layer, for example, a new product, is people who have been exposed to how important nature is to them" (YM-FGD1-134 p 164).

Brands need to embody value driven purpose through vision and mission, determine positioning to create a clear impression in the minds of consumers, establish differentiation so that it becomes unique and differentiates from competitors, build a strong brand identity, and be responsible in determining the choice of partners and marketing that shows the values of environmental activism. The next perception is that Manuelle is considered knowledgeable and has a good understanding of ethical economic activity. This understanding or brand knowledge is considered very important to be able to create confidence in the minds of consumers that the brand is not green-washing and is truly responsible in carrying out its business activities.

"The elaboration shows that the people behind this process understand what is environmentally friendly products.

Understand what aspects need to be considered when we want to say a product is safe for the environment and not harming the environment." (NZ-FGD1-117 p 162)

"Explaining that this process is still manual, with safe materials, then when this form of environmental giveback is planting trees, it shows that Manuelle understands the cycle, and means that it has the knowledge to be able to come up with that cycle." (NZ-FGD1- 118 p 162)

Therefore, the results of this study also found the conclusion that Manuelle deserves to be recommended as a brand that has environmental activism in Indonesia, both in terms of value and product quality.

"In my opinion, for a clear recommendation, it is good, it is appropriate to be recommended in the wider community, especially those who are appropriate targets, for example those like I said earlier, whose lifestyle wants to be sustainable and the economy is also stable... in my opinion, it is appropriate" (IN-FGD2-253 p 184).

"Based on the value they give to the wider audience, I think it can be recommended as a brand with environmental activism. Then also with their actions besides producing these products, they have campaigns for the environment, it can also be recommended" (TR- FGD2-261 p 185).

Based on this information, then also associated with the data findings that product functional factors are among the most significant in creating perceptions of brands, to support purchasing decisions, it can be concluded that people today already have the consideration to sacrifice more economically to get more benefits that support the fulfillment of needs for the effectiveness and efficiency of their lives. In other words, this is both an opportunity and a new challenge for brands that have environmental activism. It is an opportunity because it means that brands are faced with a market that is willing to pay more to support brands that contribute to the environment, and a challenge because brands must be able to produce products that are solutive and functional to meet consumer needs, besides just prioritizing environmental activism alone.

Discussion

After collecting qualitative data in the form of non-consumer perceptions of Manuelle's environmental activism branding, associated with the branding strategy that has so far been carried out by Manuelle, the results of data analysis show that environmental activism has appeared to be a clear branding strategy and can be perceived by consumers. Consumer perceptions of Manuelle's environmental activism branding strategy can be captured in the form of visual displays, narratives, and physical products and are reflected through Manuelle's Vision and Mission, Manuelle's Uniqueness, Manuelle's Differentiation from similar products in the market, Manuelle's Target Positioning, consumer expectations on Manuelle's Potential. There is an assumption that the price of products sold by brands with environmental activism values tend to be higher than those without. This assumption was responded to by a participant, according to whom, this is due to the need for brands to get more financial support to carry out activities to preserve the environment.

"Maybe they think the program needs a lot of capital, so the price of the product is raised so that it becomes much more expensive than those who don't think about going green at all." (SM-FGD1-177 p 169)

Referring to the various forms of environmental concern by Pelletier and Hunsley (1998), Manuelle has made donations, used or produced environmentally friendly products, and joined social groups or pro-environment and conservation movements. In other words, this is a new opportunity and challenge for brands that have environmental activism. It is an opportunity because it means that brands are faced with a market that is willing to pay more to

support brands that contribute to the environment, and a challenge because brands must be able to produce products that are solutive and functional to meet consumer needs, rather than just prioritizing environmental activism alone.

Based on the concept used in this study, environmental activism is defined as one of the important issues in brand activism according to Sarkar and Kotler (2020). Environmental activism in this study is defined as attitudes or actions taken by brands to address various environmental issues encompassing scientific, social, conservation, and political contexts, stemming from an awareness of maintaining environmental quality. Referring to various forms of environmental concern by Pelletier and Hunsley (1998), Manuelle has made donations, used or produced environmentally friendly products, and joined social groups or pro-environmental and conservation movements.

In other words, this presents both an opportunity and a new challenge for brands with environmental activism. It's an opportunity because it means brands are facing a market willing to pay more to support brands that contribute to the environment. It's a challenge because brands must be able to produce solution-oriented and functional products to meet consumer needs, beyond simply prioritizing environmental activism. From the results of the discussion above, Manuelle shows a commitment to the environment through the use of certified wood from Perhutani, a plastic-free manual production process and a tree planting program (254 trees in 2021). So that consumer perceptions of Manuelle are positive about Manuelle's values and commitment, concerned about the potential for greenwashing, appreciating transparency and sustainability. This finding is in line with the study of Shetty et al. (2019) which states that millennial consumers tend to choose brands that have a social purpose.

IMPLICATIONS

Based on the research results, there are expectations regarding the potential of Manuelle which can be turned into managerial advice and implementation. Researchers noted several keywords that Manuelle has the potential to realize in order to improve the quality of this brand in the future. Managerial implementation is divided into three categories, namely managerial implementation for product development, managerial implementation for marketing and managerial implementation related to brand activism. Product development is prioritized because this study found that consumer interest is mainly in product functionality and uniqueness, while Manuelle's value is already positively perceived. Therefore, in order not to be trapped only in the values of environmental activism, Manuelle needs to further explore consumer needs and present products as solutions, so as to balance the advantages of activism that are already considered good.

Manuelle can prioritize the intrinsic advantages of wood products, such as product safety, product function and usability, product durability, organic and healthy origin of wood product raw materials for use. Manuelle can develop differentiation in the uniqueness of product design while maintaining product quality. Manuelle can create a trackable product business model, where Manuelle produces a limited and premium special product that each product has a certain serial code. Trackable products give the impression of being special and rare so that if consumers have them, it will add to their pride. Trackable products can then get free product repair services in the future as a form of repair, reuse and recycle campaign.

Manuelle also carries the values of humanities and local wisdom, considering that Indonesian wood products are very distinctive and the closeness between humans and nature has its own spiritual values. It shows that both the brand and the parties behind the brand, such as the brand owner, work team, marketing and those who have relationships with Manuelle have sufficient knowledge about environmental issues and environmentally friendly products. This can be done by prioritizing personal branding, choosing the right brand ambassador for Manuelle, or being present as a resource person or sponsoring party in various environmental awareness activities. Conduct environmental-based certification, both product certification, business activity certification, and other legality rights. Provide education related to the carbon footprint in the industry, so that consumers understand that wood products are a good alternative because they produce a carbon footprint that tends to be lower than other materials. Provide educational content about nature and industry. This is because there are still many people who do not understand the different functions of industrial forests, protected forests, or national parks. Providing educational content about the ethical production process of wooden cutlery, related to environmental conservation

Brand ethical and sustainable.

Manuelle also endorses key influencers, or influential people who show concern for the environment. These parties are often considered trustworthy and have the authority to convince a wide range of consumers that the products they review are good for the environment. Using clear marketing language so that potential consumers can easily capture the vision and mission, values and product advantages of Manuelle. Provide a straightforward statement that Manuelle's production process is environmentally responsible and ethical. Balancing the use of foreign and Indonesian languages so that people better understand the message of the Manuelle brand, Traditional and environmentally friendly with a real impact on the environment.

CONCLUSION AND SUGGESTION

This study found that through Manuelle's environmental activism branding strategy, consumers get the perception that this brand has a serious vision of environmental activism, empowers local labor, produces wood from responsible sources, runs sustainable business activities and ethical production, produces quality products and gives an aesthetic impression, soothing, with branding that is calming like the nuances of nature, has a fairly luxurious product impression and the brand has qualified knowledge of what is meant as "environmentally friendly". Brand activism is an effective branding strategy in building emotional connections with consumers. Manuelle shows that even small brands can build positive perceptions through value and action. This research suggests that other brands should integrate social and environmental issues into their strategies, provided they are consistent and transparent to avoid accusations of greenwashing.

These perceptions were obtained after the research participants learned about Manuelle's vision, mission and values, recognized Manuelle's uniqueness, recognized Manuelle's differentiation and target positioning, and assessed Manuelle's environmental activism. The research participants further saw Manuelle as a brand with potential, so it is expected to be able to drive change in the future, whose first step can be done through managerial implementation within the company. Through the results of this research, Manuelle also received suggestions for managerial implementation, which were divided into product development implementation, environmental activism implementation and marketing implementation. By looking at the results of this research and finding what steps can be applied as an evaluation and optimization of branding, Manuelle hopes that optimism to become a brand that is considered and able to contribute to better environmental change in Indonesia can be achieved.

Business and activism are interdisciplinary studies that are interesting to continue to study and research. Especially when it is associated with elements of humanities, psychology, and innovation to provide the best solution to human problems or needs. This research, with all its limitations, attempts to examine this academically. However, there are still very many aspects that can be developed and can be suggested for similar research, such as involving experts in the fields of management, branding, business people, environmentally friendly lifestyle players, industrial environmental auditors, and policy makers such as the Ministry of Industry, Creative Economy and Environment to be involved in developing studies on environmentally ethical businesses and developing green business research both in terms of value and strategy like this research, as well as exploring the point of view of the uniqueness and functionality of other environmentally friendly products.

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