

Coversheet

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**Chocolate and the Limits of Ethical
Markets: Marketing, Leadership, and a
Wicked Sustainability Problem**

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Introduction

Chocolate occupies a paradoxical position in global consumption. Marketed as an affordable indulgence and symbol of everyday pleasure, it is produced within a system characterised by persistent ethical, social, and environmental challenges. Climate change has increasingly disrupted cocoa production through droughts, plant disease, and extreme weather, contributing to severe supply shortages and record cocoa prices in recent years (FAO, 2023; ICCO, 2024). Simultaneously, long-standing issues such as child labour, low farmer incomes, and deforestation continue to affect cocoa-growing regions in West Africa and Latin America, despite decades of certification schemes and corporate sustainability commitments (Fountain and Hütz-Adams, 2025; Neilson et al., 2018).

This essay argues that the sustainability crisis in the global chocolate industry is best understood as a **wicked problem**: a complex challenge shaped by interdependent causes, competing stakeholder interests, and the absence of clear or definitive solutions (Rittel and Webber, 1973). Within this context, many industry responses - including ethical certification, traceability technologies, and recent price increases justified as necessary to protect brand investment - function as technical fixes that stabilise existing market structures rather than address their underlying inequities. Marketing plays a central role in this process by simplifying complexity, managing consumer expectations, and sustaining demand through narratives of ethical progress, even as structural problems persist (Banerjee, 2008; Wang et al., 2016).

By examining the chocolate industry through the lenses of marketing, leadership, and responsible management, this essay explores why sustainability challenges remain entrenched and what these reveal about the limits of market-based solutions. In doing so, it considers implications for the United Nations Sustainable Development

Goals, particularly SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action). Ultimately, it argues that meaningful progress requires leadership capable of confronting trade-offs, redistributing value, and engaging honestly with systemic complexity rather than masking it.

Background and Context: The Global Chocolate Industry

The global chocolate industry is characterised by pronounced asymmetries in power, risk, and value capture across its supply chain. While chocolate consumption is concentrated in high-income markets in Europe and North America, approximately 90% of global cocoa production is carried out by smallholder farmers in developing regions, particularly West Africa (ICCO, 2024). These farmers typically operate on small plots of land, face limited access to finance, inputs, and agricultural technology, and remain highly exposed to price volatility and climate-related risks, resulting in persistent income insecurity (Fountain & Hütz-Adams, 2025; FAO, 2023). Yet, despite bearing the greatest social and environmental exposure, these upstream actors remain structurally distant from strategic decision-making.

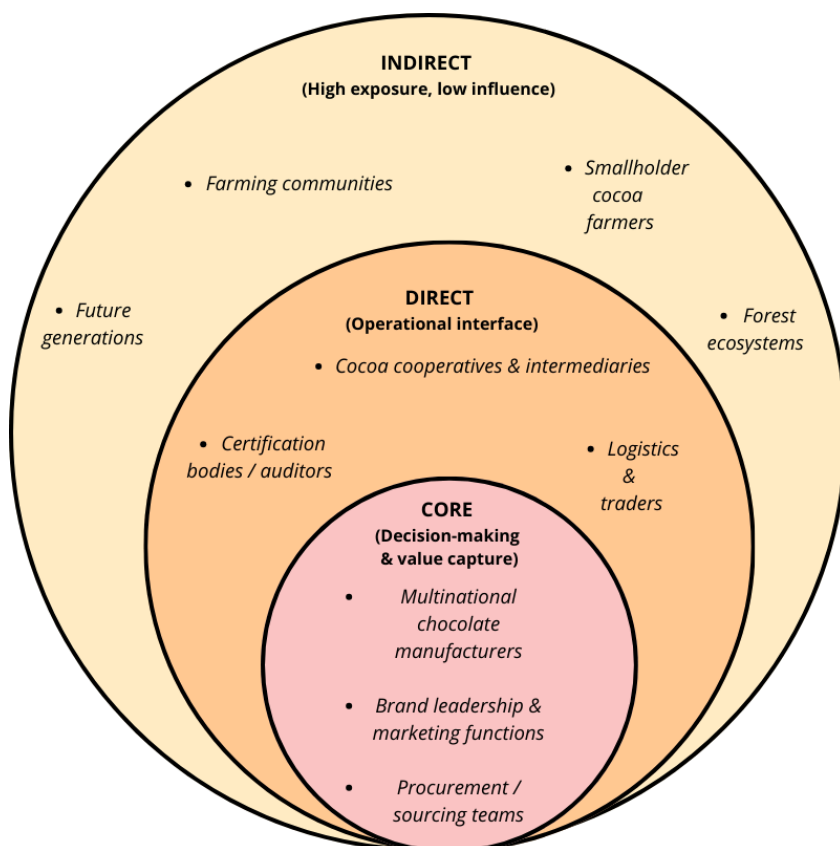


Figure 1: Stakeholders' proximity and responsibility asymmetries in the global chocolate industry (Author generated, Canva, 2026)

As illustrated in Figure 1, decision-making power and value capture are concentrated among downstream actors, notably multinational chocolate manufacturers and their brand, marketing, and procurement functions. These actors shape sourcing strategies, pricing mechanisms, and sustainability narratives, while intermediaries - such as cooperatives, traders, and certification bodies - operate at the interface between corporate commitments and on-the-ground production realities.

Environmental pressures have further intensified these structural imbalances. Cocoa is a climate-sensitive crop, and rising temperatures, erratic rainfall, and disease have reduced yields in key producing regions, contributing to recent supply shortages and unprecedented price volatility (FAO, 2023).

At the same time, cocoa expansion has historically been associated with deforestation, particularly in West Africa, placing the industry under growing regulatory scrutiny. Emerging due diligence and deforestation-free supply chain requirements in the European Union signal a shift from voluntary governance towards mandatory accountability, increasing pressure on firms to address risks that have long been externalised onto farming communities and ecosystems (European Commission, 2023). This context is essential for understanding why sustainability challenges in the chocolate sector persist despite sustained ethical and technological interventions.

Diagnosis and Analysis: Marketing, the Perception–Impact Gap, and the Chocolate Industry as a Wicked Problem

The sustainability challenges facing the global chocolate industry display the defining characteristics of a wicked problem, marked by interdependence, contested responsibility, and interventions that often stabilise existing systems rather than resolve underlying tensions (Rittel & Webber, 1973). Central to this complexity is what Figure 2 conceptualises as the perception–impact gap: the divergence between how chocolate is marketed and consumed, and the social and environmental conditions under which cocoa is produced. Marketing plays a pivotal role in sustaining this gap by shaping consumer meaning in ways that protect demand and brand value while externalising structural harm.



Figure 2: The Perception-Impact Gap in the chocolate industry (Author generated, Canva, 2026)

As illustrated in Figure 2, chocolate is commonly positioned as an “ethical treat,” “fair trade” product, or “luxury indulgence.” These narratives contrast sharply with persistent realities of child labour, farmer poverty, and deforestation in cocoa-producing regions. Marketing theory highlights that brands do not merely communicate functional attributes but actively construct symbolic and moral value. In

the context of a wicked problem, this symbolic work risks decoupling consumption from consequence, enabling ethical reassurance without material transformation.

From a marketing systems perspective, the chocolate sector operates as a buyer-driven global value chain, in which downstream firms retain control over branding, pricing, and market access while upstream producers absorb climatic, income, and labour risks (Gereffi, 1994; Neilson et al., 2018). Marketing functions reinforce this structure by prioritising brand differentiation, price stability, and demand preservation in competitive consumer markets. As shown in Figure 1, decision-making authority is concentrated among multinational manufacturers and brand leadership, while exposure to volatility is displaced upstream. The perception–impact gap is therefore not accidental but structurally produced through prevailing marketing logics.

Ethical certification and sustainability claims operate through signalling mechanisms (Spence, 1973), offering consumers simplified assurances about unobservable attributes such as ethical sourcing or environmental responsibility. While these signals reduce information asymmetry, they have limited impact on income distribution or power relations within cocoa supply chains (Fountain & Hütz-Adams, 2025). Instead, they contribute to what Banerjee (2008) describes as the commodification of ethics, whereby moral concern becomes a marketable attribute rather than a driver of systemic change.

This logic is made explicit in contemporary industry discourse. A recent WARC analysis argues that chocolate brands must keep prices high to protect supply chains, safeguard quality, and maintain long-term brand investment amid rising cocoa costs and climate-related supply disruptions (WARC, 2024). Framed as a marketing and brand management imperative, higher prices are presented as a responsible

response that ensures continuity and resilience. However, from a wicked problem perspective, this framing reveals a critical limitation. Price increases are justified in the language of sustainability and supply chain protection, yet they are rarely accompanied by transparent commitments to redistribute value, reduce demand pressures, or address the disproportionate risks faced by smallholder farmers. Historical data and market projections indicate that retail prices are expected to coincide with stable and slightly increasing demand, reinforcing the insulation of consumption patterns from upstream impacts (Appendices 2 & 3). Pricing thus functions as a reputational and stabilising mechanism, preserving consumer perception while leaving structural inequalities intact.

Consumer-facing marketing strategies further entrench this dynamic. Market orientation theory emphasises responsiveness to consumer preferences as a source of competitive advantage (Kohli & Jaworski, 1990). In the chocolate sector, however, these preferences are inherently contradictory: consumers increasingly demand ethical reassurance while continuing to expect affordability, abundance, and convenience. Marketing resolves this tension by reframing sustainability as compatible with unchanged consumption patterns, often referred to as the comfort paradox of ethical consumption (Harrison, 2024). Figure 2 visually captures this outcome: perception is carefully managed, while impact remains displaced.

Boundary-spanning actors such as cooperatives, traders, and certification bodies are frequently highlighted within marketing narratives as evidence of responsibility and engagement. Yet, as Figure 1 demonstrates, their authority to influence pricing, volumes, or risk allocation remains limited. This produces a pattern of responsibility displacement, in which accountability is diffused across the system while strategic control remains concentrated (Banerjee, 2008). In wicked problem contexts, such

displacement reduces pressure for transformative leadership by obscuring where meaningful intervention could occur.

Taken together, Figures 1 and 2, alongside industry discourse such as the WARC pricing analysis, illustrate that sustainability failures in the chocolate industry are not anomalies but predictable outcomes of dominant marketing paradigms applied to a wicked problem. By prioritising reassurance, brand protection, and price stability, marketing practices widen the perception–impact gap and delay the leadership interventions required to address structural inequality. Closing this gap requires a reconceptualisation of marketing as a leadership practice - one that aligns pricing, communication, and consumption with material realities rather than insulating one from the other.

Implications for Sustainable and Responsible Practice

Dominant Market-Based Responses	Governance-Oriented Leadership
Ethical labels and certification	Living-income benchmarks
Traceability and reporting	Long-term procurement contracts
Price increases to protect brands	Price increases tied to redistribution
Ethical reassurance messaging	Transparent communication of limits
Voluntary firm-level initiatives	Pre-competitive coordination
Growth and volume optimisation	Managed scarcity and sufficiency

Figure 3: Reframing sustainability responses in the global chocolate industry (Author generated, 2026)

- Figure 3 summarises the shift required from market-based sustainability responses towards governance-oriented leadership practices capable of addressing the structural characteristics of the chocolate industry as a wicked problem.

System Domain	Dominant Interventions (Low Leverage)	Leadership Interventions (High Leverage)
Production	Certification audits; farm-level training	Long-term contracts; living-income pricing; climate adaptation finance
Pricing	Cost pass-through; margin protection	Explicit redistribution; income floors; risk-sharing mechanisms
Marketing Communication	Ethical labels; reassurance narratives	Transparent communication of limits; demand shaping; sufficiency framing
Regulation	Voluntary standards; reporting compliance	Mandatory due diligence; deforestation-free enforcement; collective rules

Figure 4: Intervention leverage points in the global chocolate industry (Author generated, 2026)

- Figure 4 identifies key leverage points within the chocolate industry system, illustrating the contrast between dominant low-leverage institutions and the high-leverage actions required to address structural sustainability challenges.

Recent scholarship in marketing and sustainability increasingly emphasises that ethical responsibility cannot be treated as a peripheral branding activity or a set of symbolic claims layered onto existing business models. Instead, sustainability in climate-constrained and ethically contested sectors requires a redefinition of marketing’s role in shaping markets, demand, and value distribution (White et al., 2019). In the global chocolate industry, where climate volatility, deforestation risk, and

entrenched inequalities define production conditions, responsible practice must move beyond reassurance-based communication toward interventions that actively reshape market structures.

A first implication is that sustainable marketing practice must be market-shaping rather than merely market-oriented. Traditional market orientation frameworks emphasise responsiveness to consumer preferences as a source of competitive advantage (Kohli & Jaworski, 1990). However, recent sustainability research highlights the ethical limits of this logic when consumer expectations themselves depend on the externalisation of social and environmental harm (Vredenburg et al., 2020). Comparable challenges can be observed in wild-capture fisheries, where overexploitation forced a shift away from demand responsiveness toward science-based quota systems and managed scarcity (Garcia & Rosenberg, 2010; Hilborn et al., 2020). In these fisheries, marketing adapted by normalising higher prices, limited availability, and seasonal management rather than attempting to preserve volume growth. While social equity issues persist in fisheries as well, this example illustrates that responsible practice becomes meaningful only when marketing aligns demand with ecological limits rather than insulating consumers from them. For chocolate, this implies preparing consumers for constrained supply, higher prices, and reduced abundance as ethically necessary responses to climate risk and ecological limits.

Second, responsible practice requires a shift from symbolic credibility to material accountability. Research on sustainability communication documents persistent decoupling between ethical narratives and operational realities (Christensen et al., 2020; Marquis & Qian, 2014). In chocolate, ethical certification and “ethical treat” narratives often function as symbolic assurances that stabilise demand while leaving

income distribution and power relations unchanged. Lessons can be drawn from the phase-out of ozone-depleting substances under the Montreal Protocol, where responsibility was not communicated through aspirational branding but enforced through coordinated regulation, product withdrawal, and market transformation (Benedick, 1998; Parson, 2003). Marketing in that context played a normalising role - helping consumers accept higher costs and altered products - rather than acting as a reputational shield. This reinforces the implication that ethical marketing in chocolate must be constrained by verifiable commitments to value redistribution and risk sharing, not expanded through ever more refined storytelling.

Third, contemporary greenwashing scholarship highlights that misleading sustainability claims raise fundamental ethical concerns related to manipulation and consumer autonomy (Delmas & Burbano, 2011; Nyilasy et al., 2014). Responsible marketing practice therefore requires stricter governance of sustainability claims, ensuring that communication is subordinate to procurement realities. This means limiting ethical claims unless they are supported by demonstrable changes in purchasing practices. Rather than competing on ethical symbolism, brands must treat transparency about limitations and ongoing challenge as part of responsible communication.

Fourth, sustainability transitions research suggests that meaningful change requires collective-market transformation, not isolated firm-level initiatives. Transition and market-shaping perspectives emphasise that systemic change occurs through coordinated shifts in rules, norms, and competitive dynamics rather than isolated firm initiatives (Köhler et al., 2019; Smith et al., 2015). Partial progress in specialty coffee illustrates both the potential and the limits of market-led responsibility. In premium segments, marketing has supported higher prices, origin transparency, and long-term

producer relationships; however, gains remain marginal relative to the scale of the industry and structural inequalities persist (Daviron & Ponte, 2005; Jaffee, 2007). This reinforces the argument that responsible practice in chocolate cannot rely on niche ethical segments alone. Marketing leadership must support pre-competitive coordination - shared income benchmarks, aligned deforestation-free sourcing, and collective climate adaptation - rather than treating sustainability as a source of differentiation.

Fifth, recent marketing scholarship has reintroduced sufficiency as a necessary ethical principle in climate-constrained markets (Llovera & Pansera, 2025).

Sufficiency-oriented marketing accepts that reduced throughput may be required (Gordon et al., 2011). In the chocolate sector, this does not imply eliminating pleasure but redesigning it around “better, less often” propositions: smaller portion sizes, portfolio rationalisation, and innovation that transparently reduces reliance on climate-stressed cocoa. Marketing’s role here is not to moralise consumption but to realign pleasure with material limits, challenging the assumption that indulgence must always scale.

Finally, these implications collectively point to a reframing of marketing as a leadership and governance practice rather than a demand-management tool. In the chocolate industry, closing the perception–impact gap requires marketing to stop insulating consumers from consequence and instead support the difficult transitions implied by climate change and ethical accountability. Responsibility, in this context, is not a brand asset to be leveraged but a systemic condition to be governed.

Limitations of Market-Based Solutions & Leadership Challenges

Despite their prominence in corporate sustainability strategies, market-based solutions exhibit clear limitations when applied to the sustainability challenges of the global chocolate industry. Certification schemes, ethical branding, traceability technologies, and price-based mechanisms are frequently presented as pragmatic tools capable of reconciling responsibility with continued market growth. However, a growing body of scholarship suggests that such approaches are structurally constrained by the market logics within which they operate, particularly in sectors marked by climate risk, ethical controversy, and asymmetric power relations (Banerjee, 2008; Christensen et al., 2020). In the context of wicked problems, market-based solutions tend to stabilise existing systems rather than enable transformative change.

A central limitation lies in the reliance on consumer choice as the primary driver of ethical outcomes. Marketing theory has long assumed that informed, value-conscious consumers can discipline firms through purchasing decisions. Empirical evidence, however, consistently demonstrates a persistent attitude–behaviour gap, whereby ethical concern rarely translates into sustained changes in consumption behaviour (Carrington et al., 2010; White et al., 2019). In the chocolate sector, consumers may express concern for ethical sourcing while continuing to prioritise affordability, convenience, and indulgence. Market-based sustainability initiatives respond by simplifying ethical complexity into labels and claims that preserve consumption rather than confronting the trade-offs required for substantive change. Responsibility is thereby individualised and depoliticised, shifting accountability away from firms and governance structures and onto consumers (Shamir, 2008).

A second limitation concerns the distribution of risk and value within buyer-driven global value chains. Market-based sustainability initiatives typically leave pricing authority, contract terms, and sourcing volumes under the control of downstream firms, while upstream producers continue to absorb climatic, economic, and compliance risks (Gereffi, 1994; Neilson et al., 2018). Even where sustainability premiums or investments are introduced, evidence suggests they rarely reduce income volatility or meaningfully alter power asymmetries (Fountain & Hütz-Adams, 2025). This reflects a deeper contradiction identified in critical marketing and political economy scholarship: markets reward efficiency, flexibility, and cost minimisation, whereas ethical responsibility depends on stability, redundancy, and redistribution (Banerjee, 2008). Market mechanisms alone are therefore poorly equipped to challenge entrenched inequalities.

These structural constraints generate significant leadership challenges. Senior leaders face competing pressures from investors, competitors, regulators, and consumers to demonstrate sustainability progress without undermining growth, margins, or brand equity. As a result, responses often prioritise reputational management and symbolic compliance over substantive reform, reinforcing patterns of moral decoupling in which ethical commitments are articulated rhetorically while core business practices remain unchanged (Crane, 2000; Christensen et al., 2020). In the chocolate industry, this is evident in the continued reliance on voluntary initiatives and aspirational targets despite decades of evidence indicating uneven and limited outcomes.

Leadership is further constrained by collective action problems. Firms that move beyond market-based solutions—by raising prices substantially, reducing volumes, or committing to long-term value redistribution—risk competitive disadvantage if rivals

do not follow. Sustainability transitions research highlights that, in the absence of coordinated governance or regulatory intervention, firms face strong incentives to default to incrementalism rather than transformation (Köhler et al., 2019; Smith et al., 2015). Consequently, responsibility is framed as optimisation within existing market structures, while more fundamental questions concerning consumption limits, growth trajectories, and power relations remain marginal.

Taken together, these limitations suggest that market-based solutions, while not irrelevant, are insufficient to address the sustainability challenges facing the chocolate industry. They may deliver incremental improvements but cannot substitute for leadership capable of engaging with systemic complexity, confronting trade-offs, and supporting coordinated action beyond the firm level. In wicked problem contexts, responsible leadership requires moving beyond what markets readily reward and instead governing the conditions under which markets operate. Without such leadership, sustainability risks being continually reframed as a marketing challenge rather than addressed as a structural one.

Conclusion

This essay has shown that the sustainability crisis in the global chocolate industry is not a problem of insufficient awareness or ineffective communication, but a structural wicked problem sustained by how markets are organised and governed. Certification schemes, ethical branding, and traceability tools have delivered incremental improvements, yet they have not altered the underlying distribution of power, risk, or value within cocoa supply chains. Marketing practices have contributed to this outcome by insulating consumers from consequence and framing sustainability as compatible with continued growth, stable prices, and uninterrupted availability.

A realistic path forward therefore requires a shift in how marketing and leadership functions operate. First, marketing must move beyond persuasion and reassurance towards market governance, taking responsibility for shaping consumption and constraining ethical claims in line with procurement realities. Second, pricing strategies should be treated as redistributive instruments, with price increases explicitly linked to living-income benchmarks and long-term risk sharing rather than justified solely as brand protection. Third, leaders must accept limits to volume growth by normalising constrained supply, reduced abundance, and higher prices as ethically necessary responses to climate risk. Fourth, progress depends on pre-competitive coordination, including shared income standards, aligned deforestation-free sourcing, and collective investment in climate adaptation, to reduce the competitive penalties of responsible action.

Without these shifts, sustainability will continue to be managed at the margins, closing perception gaps while leaving material impacts unchanged. Responsible leadership in the chocolate industry therefore lies not in refining ethical narratives,

but in governing markets differently-aligning marketing, pricing, and consumption with ecological limits and social accountability

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Appendices

KBS & PACCARI WRITING COMPETITION 2025

King's Business School is launching an internal writing competition to spotlight student talent in responsible business, sustainability and ethical leadership. This initiative forms part of our preparation for the national PRME UK & Ireland Responsible Business and Management Writing Competition 2025-26 and aims to encourage more of our students to submit strong entries.

We are partnering with [PACCARI Chocolate](#). The best KBS submissions will not only be forwarded to the PRME competition but may also be featured on PACCARI's website or social media channels.



WHAT TO WRITE ABOUT: FOCUS ON THE CHOCOLATE INDUSTRY

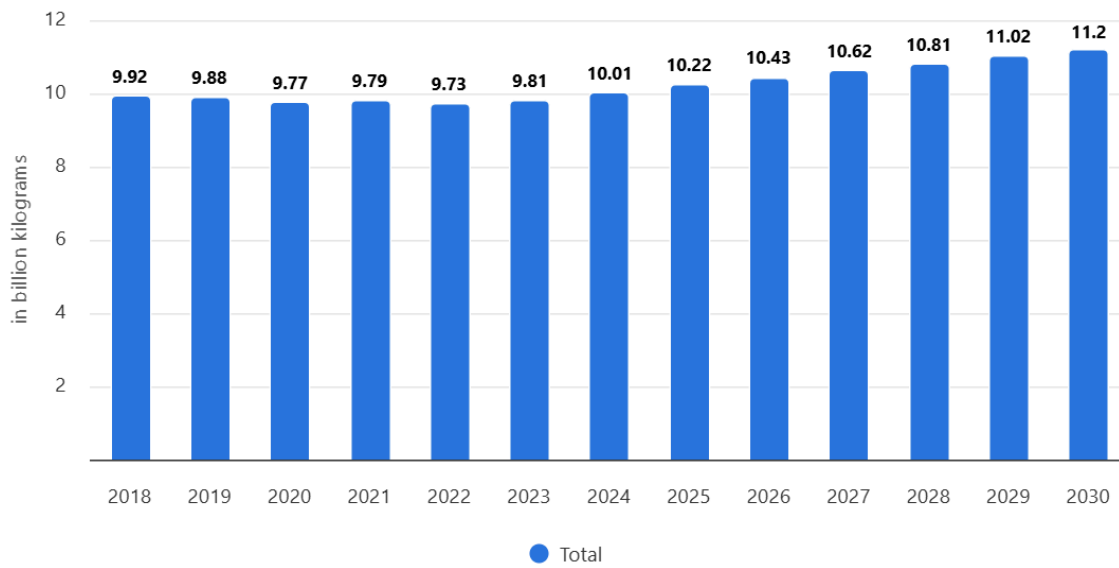
Your submission should explore an issue, tension, or opportunity within the global chocolate sector. The industry is under unusual strain and may reveal much about sustainability, ethics, consumer culture, and responsible management. You might wish to reflect on:

- **Climate change and cocoa supply** – how droughts, plant diseases, or extreme weather have reduced yields, disrupted farming communities, and contributed to record cocoa prices.
- **Ethical sourcing and labour conditions** – persistent concerns around child labour, farmer livelihoods, and the struggle to ensure living incomes for smallholder farmers as for the colonial industry model.
- **Deforestation and environmental regulation** – the implications of the EU Deforestation Regulation for supply chains, especially when companies must trace cocoa back to the farm level and prove it is deforestation-free.
- **Price shocks and market instability** – how rising cocoa costs (up to 400% in 2024) affect manufacturers, consumers, and the long-term viability of chocolate as an everyday product.
- **Transparency and technology** – the growing use of blockchain, digital audits, and traceability systems to improve accountability in cocoa sourcing.
- **Consumer expectations** – the shift towards plant-based, artisanal, or “healthier” chocolates and how companies respond to demand for ethical products without slipping into greenwashing.
- **Trade wars and economic pressures** – how tariffs, geopolitical tensions, and supply chain disruptions place additional strain on producers and manufacturers.
- **Regenerative and sustainable business models** – how brands like PACCARI position themselves through biodiverse farming, direct trade, and community partnerships, and what lessons this offers to the industry.

You do not need specialist technical knowledge. A thoughtful, well-argued piece that shows awareness of challenges facing cocoa producers and chocolate companies is more valuable than an overly polished narrative. The aim is to consider what responsible and sustainable practices could require in a sector experiencing climate change, ethical questions and increasing global demand.



Chocolate Confectionery - Volume

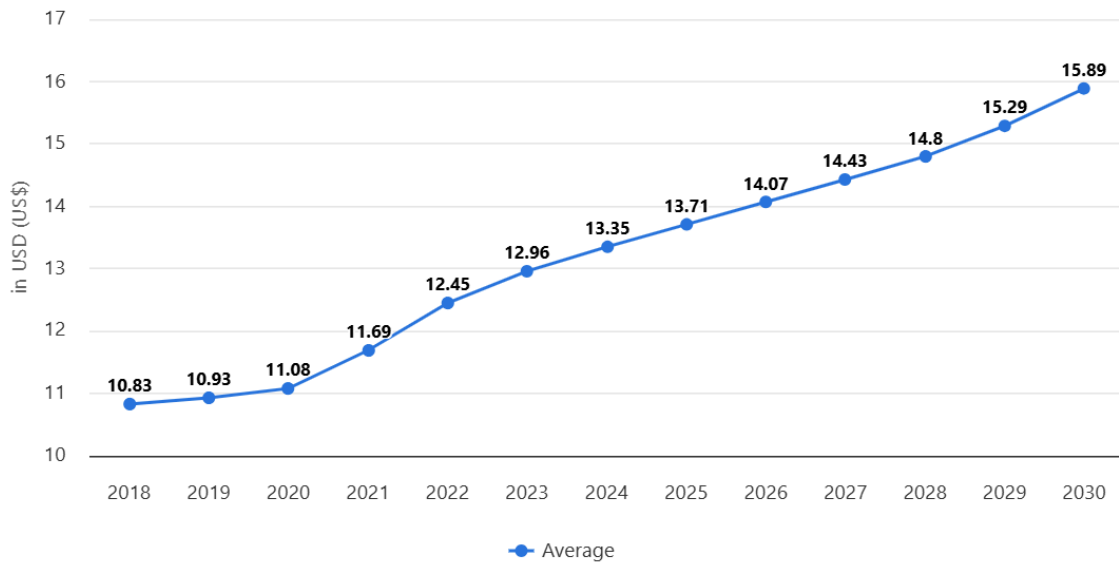


Source: Statista Market Insights

statista

Appendix 2: Chocolate Confectionery, volume (Statista, 2026)

Chocolate Confectionery - Price per Unit



Source: Statista Market Insights

statista

Appendix 3: Chocolate Confectionery, price per unit (Statista, 2026)

Acknowledging the use of AI technology to my assignment:

Step 1: I acknowledge the use of ChatGPT (chatgpt.com) to assist with the making of Figure 1

Step 2: Describe how the information or materials were generated and how you amended them following guidelines on academic integrity.

ChatGPT 5.2

Partager

Figure 1. Key stakeholders and value asymmetries in the global chocolate industry

What it would show (conceptually):

- Smallholder cocoa farmers
- Cooperatives / intermediaries
- Multinational manufacturers
- Retailers
- Consumers
- Regulators (EU, ↓)

+ Poser une question

Certification bodies / NGOs

With:

Arrows showing value flow vs risk flow

Visual imbalance (e.g. thin arrows for income to farmers, thick arrows for risk)

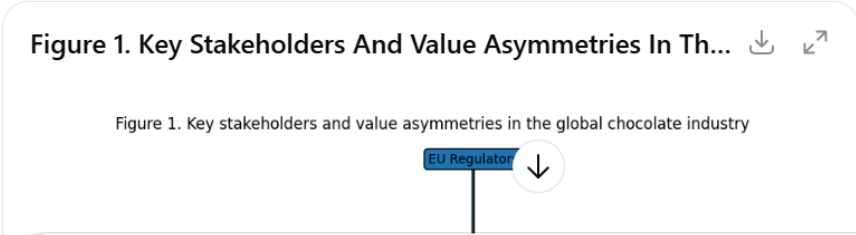
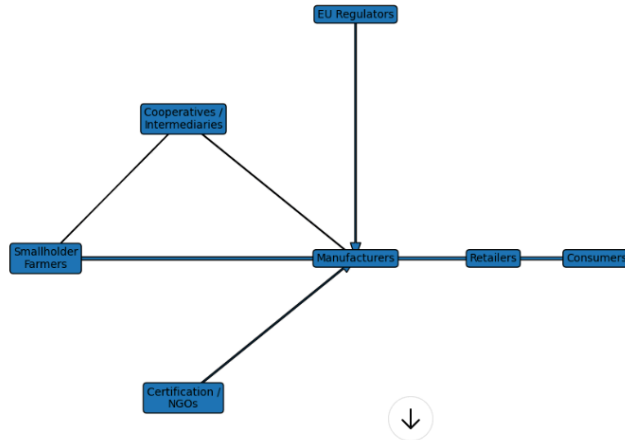


Figure 1. Key Stakeholders And Value Asymmetries In Th...  

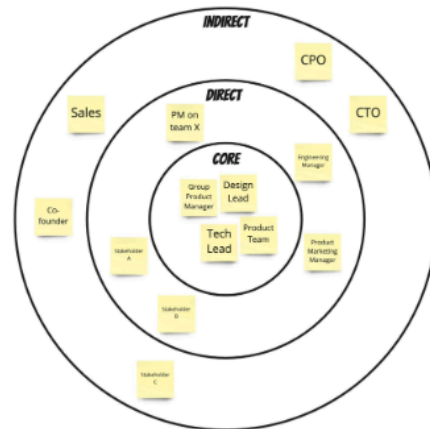
Figure 1. Key stakeholders and value asymmetries in the global chocolate industry



+ Poser une question  

Adjustments: this figure did not look like what I wanted, I wanted a more circular aspect, showing the circles of influence more transparently

STAKEHOLDER MAP



how about one more like this?



Yes — **this is a very good idea**, and this *format* works extremely well for PRME if it's **adapted carefully to your argument**. You're thinking in exactly the right direction.

Let me be very clear and practical.

Short answer (clear recommendation)

✓ Yes, you can use a concentric stakeholder map like this

⚠ But only if you adapt it to show power, distance, and responsibility — not organisational proximity

✗ Do not include it in addition to the previous system-flow map unless you are very tight on space and execution



In other words:

How to adapt it to the chocolate industry (exact labels)

Here's how I would populate the rings.

CORE (Decision-making & value capture)

These are actors with **high power and control**:

- Multinational chocolate manufacturers
- Brand leadership & marketing functions
- Procurement / sourcing teams

This is where pricing, messaging, and risk management decisions are made.

DIRECT (Operational interface)

Actors who **implement decisions but don't** ↓ **the rules**:

- Cocoa cooperatives & intermediaries
-

DIRECT (Operational interface)

Actors who **implement decisions but don't set the rules**:

- Cocoa cooperatives & intermediaries
- Certification bodies / auditors
- Logistics & traders

These actors translate strategy into practice, often absorbing complexity.

INDIRECT (High exposure, low influence)

Actors who are **most affected but least empowered**:

- Smallholder cocoa farmers
- Farming communities
- Forest ecosystems



- Logistics & traders

These actors translate strategy into practice, often absorbing complexity.

INDIRECT (High exposure, low influence)

Actors who are **most affected but least empowered**:

- Smallholder cocoa farmers
- Farming communities
- Forest ecosystems
- Future generations

You could optionally add:

- Consumers (ethically concerned but strally distant)
- Producing-country governments

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I decided to do it myself on Canva, taking into account ChatGPT's recommendation of clusters.

Step1: I acknowledge the use of ChatGPT (chatgpt.com) to assist with the APA7 referencing list.

Step 2: Describe how the information or materials were generated and how you amended them following guidelines on academic integrity.

ChatGPT 5.2 ▾

↑ Partager

APA7 reference stye for:
<https://journals.sagepub.com/doi/10.1177/0896920507084623>
623

Here's how you would format the reference for the journal article at DOI
10.1177/0896920507084623 in **APA 7th edition** style:

Banerjee, S. B. (2008). *Corporate social responsibility: The good, the bad and the ugly*. *Critical Sociology*, 34(1), 51–79. <https://doi.org/10.1177/0896920507084623> ↗

journals.sagepu...

If you need the corresponding **in-text citation** formats:

- **Narrative:** Banerjee (2008)
- **Parenthetical:** (Baneriee. 2008)



ChatGPT 5.2 ▾

↑ Partager

<https://link.springer.com/article/10.1007/s10551-010-0501-6>

Here is the **APA 7th edition** reference for the article at that link:

Carrington, M. J., Neville, B. A., & Whitwell, G. J. (2010). *Why ethical consumers don't walk their talk: Towards a framework for understanding the gap between the ethical purchase intentions and actual buying behaviour of ethically minded consumers*. *Journal of Business Ethics*, 97(1), 139–158. <https://doi.org/10.1007/s10551-010-0501-6> ↗ link.springer.com

In-text citation examples

- **Narrative:** Carrington, Neville, and Whi ↓ 'l (2010)
- **Parenthetical:** (Carrington et al., 2010)

<https://journals.sagepub.com/doi/10.1177/0170840600214004>

Here's the **APA 7th edition** reference for the article with DOI 10.1177/0170840600214004:

Kamoche, K. (2000). *Developing managers: The functional, the symbolic, the sacred and the profane*. *Organization Studies*, 21(4), 747–774. <https://doi.org/10.1177/0170840600214004>

[researchgate.net](#)

In-text citation examples

- **Narrative:** Kamoche (2000)
- **Parenthetical:** (Kamoche, 2000)



<https://research.cbs.dk/en/publications/timely-hypocrisy-hypocrisy-temporalities-in-csr-communication/>

Here is the **APA 7th edition** reference for the article you linked (from *Journal of Business Research*): [CBS Research...](#)

Christensen, L. T., Morsing, M., & Thyssen, O. (2020). *Timely hypocrisy? Hypocrisy temporalities in CSR communication*. *Journal of Business Research*, 114, 327–335.

<https://doi.org/10.1016/j.jbusres.2019.07.020> [CBS Research Po...](#)

In-text citation examples

- **Narrative:** Christensen, Morsing, and Thyssen (2020)
- **Parenthetical:** (Christensen et al., 2020)



Sources

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https://journals.sagepub.com/doi/10.1525/cmr.2011.54.1.64

Here's the APA 7th edition reference for the article at that link:

Delmas, M. A., & Burbano, V. C. (2011). *The drivers of greenwashing*. *California Management Review*, 54(1), 64–87. <https://doi.org/10.1525/cmr.2011.54.1.64>

journals.sagepu... +1

In-text citation examples

- Narrative: Delmas and Burbano (2011)
- Parenthetical: (Delmas & Burbano, 2011) journals.sagepu...

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+ Poser une question



APA7 for: https://journals.aom.org/doi/abs/10.5465/amj.2016.5001

Here's the reference in APA 7th edition for the article with DOI 10.5465/amj.2016.5001:

Wang, H., Tong, L., Takeuchi, R., & George, G. (2016). *Corporate social responsibility: An overview and new research directions*. *Academy of Management Journal*, 59(2), 534–544. <https://doi.org/10.5465/amj.2016.5001>

researchgate.net +1

In-text citation examples

- Narrative: Wang, Tong, Takeuchi, and George (2016)
- Parenthetical: (Wang et al., 2016) researchgate.net

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


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


<https://medium.com/@truthiness/the-paradox-of-ethical-consumption-29e6c649ffb4>

Here's how to cite the **Medium** article in **APA 7th** edition:

Harrison, P. (2024, November 8). *The paradox of ethical consumption*. Medium.
<https://medium.com/@truthiness/the-paradox-of-ethical-consumption-29e6c649ffb4> 

In-text citation examples

- **Narrative:** Harrison (2024)
- **Parenthetical:** (Harrison, 2024) 

Let me know if you need this formatted for a reference list or bibliography!

       Sources




+ Poser une question





Amendments: in this case I removed “November 8 which was not necessary in this case)

https://environment.ec.europa.eu/topics/forests/deforestation/regulation-deforestation-free-products_en

Here's an **APA 7th** edition reference you can use for the **European Commission** page on the Regulation on deforestation-free products:

European Commission. (n.d.). *Regulation on deforestation-free products*. European Union.
https://environment.ec.europa.eu/topics/forests/deforestation/regulation-deforestation-free-products_en 

If you want to cite it in-text:

- **Narrative:** European Commission (n.d.) 
- **Parenthetical:** (European Commission, n.d.) 

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Amendments: in this case I amended the date to 2023

<https://www.fao.org/home/en>

Here's how you can cite the **Food and Agriculture Organization of the United Nations (FAO) homepage** in **APA 7th edition** format:

Food and Agriculture Organization of the United Nations. (n.d.). *Home*.
<https://www.fao.org/home/en/>

In-text citation

- **Narrative:** Food and Agriculture Organization of the United Nations (n.d.)
- **Parenthetical:** (Food and Agriculture Organization of the United Nations, n.d.)

Notes for APA style:

- Because this is an entire website with no specific publication date, use **(n.d.)** for "no date."

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<https://voicenetwork.cc/cocoa-barometer/>

Here's an **APA 7th edition** reference for the **Cocoa Barometer** page from the **VOICE Network** site:

VOICE Network. (n.d.). *Cocoa Barometer*. VOICE Network.
<https://voicenetwork.cc/cocoa-barometer/>

In-text citation

- **Narrative:** VOICE Network (n.d.)
- **Parenthetical:** (VOICE Network, n.d.)

Notes:

- This page describes the *Cocoa Barometer* recurring report on sustainability in the cocoa sector published by a global consortium of civil society organisations hosted by

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https://voicenetwork.cc/app/uploads/2025/10/2025-Cocoa-Barometer-1.pdf

Here's the **APA 7th edition** reference for the **2025 Cocoa Barometer** PDF you linked (the full report published by the VOICE Network):

Voice Network +1

Fountain, A. C., & Hütz-Adams, F. (2025). *2025 Cocoa Barometer* (Report). VOICE Network & Südwind Institut. <https://voicenetwork.cc/app/uploads/2025/10/2025-Cocoa-Barometer-1.pdf> (204 pp.)

Voice Network +1

In-text citation examples

- **Narrative:** Fountain and Hütz-Adams (2025)
- **Parenthetical:** (Fountain & Hütz-Adams, 2025)

Voice Network

Notes:



The Cocoa Barometer is a triennial independent sustainability assessment of the global

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https://royalsocietypublishing.org/rstb/article/365/1554/2869/21420/Food-security-and-marine-capture-fisheries

Here is the **APA 7th edition** reference for the Royal Society article you linked:

Garcia, S. M., & Rosenberg, A. A. (2010). *Food security and marine capture fisheries: Characteristics, trends, drivers and future perspectives. Philosophical Transactions of the Royal Society B: Biological Sciences*, 365(1554), 2869–2880.

<https://doi.org/10.1098/rstb.2010.0171>

pubmed.ncbi.nlm...

In-text citation examples

- **Narrative:** Garcia and Rosenberg (2010)
- **Parenthetical:** (Garcia & Rosenberg, 2010)



pubmed.ncbi.nlm...

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<https://journals.sagepub.com/doi/10.1177/1470593111403218>

Here's the **APA 7th edition** reference for the article at DOI **10.1177/1470593111403218**:

Gordon, R., Carrigan, M., & Hastings, G. (2011). *A framework for sustainable marketing. Marketing Theory, 11*(2), 143–163. <https://doi.org/10.1177/1470593111403218>

Coventry Univer...

In-text citation examples

- **Narrative:** Gordon, Carrigan, and Hastings (2011)
- **Parenthetical:** (Gordon et al., 2011)

Coventry Univer...



Let me know if you need the reference formatted with specific page citations for in-text

<https://www.pnas.org/doi/full/10.1073/pnas.1909726116>

Here's the **APA 7th edition** reference for the article you linked from *Proceedings of the National Academy of Sciences*:

Hilborn, R., Amoroso, R. O., Anderson, C. M., Baum, J. K., Branch, T. A., Costello, C., de Moor, C. L., Faraj, A., Hively, D., Jensen, O. P., Kurota, H., Little, L. R., Mace, P., McClanahan, T., Melnychuk, M. C., Minto, C., Osio, G. C., Parma, A. M., Pons, M., Segurado, S., Szuwalski, C. S., Wilson, J. R., & Ye, Y. (2020). *Effective fisheries management instrumental in improving fish stock status. Proceedings of the National Academy of Sciences of the United States of America, 117*(4), 2218–2224.

<https://doi.org/10.1073/pnas.1909726116>

pubmed.ncbi.nlm...



In-text citation examples

https://onlinelibrary.wiley.com/doi/10.1111/j.1477-8947.2007.00159_2.x?utm_medium=article&utm_source=researchgate.net

Here's an **APA 7th edition** reference for the **book review article** you linked (published in *Natural Resources Forum*):

Eidelman, G. (2007). [Review of the book *Brewing Justice: Fair Trade, Sustainability, and Survival*, by D. Jaffee]. *Natural Resources Forum*, 31(4), 323–324.

https://doi.org/10.1111/j.1477-8947.2007.00159_2.x

In-text citation

- Narrative: Eidelman (2007)
- Parenthetical: (Eidelman, 2007)

Notes:

<https://journals.sagepub.com/doi/10.1177/002224299005400201>

Here is the **APA 7th edition** reference for the article at DOI 10.1177/002224299005400201:

Kohli, A. K., & Jaworski, B. J. (1990). *Market orientation: The construct, research propositions, and managerial implications*. *Journal of Marketing*, 54(2), 1–18.

<https://doi.org/10.1177/002224299005400201>

In-text citation examples

- Narrative: Kohli and Jaworski (1990)
- Parenthetical: (Kohli & Jaworski, 1990)

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+ Poser une question



<https://www.sciencedirect.com/science/article/pii/S2210422418303332?via%3Dihub>

Here's the **APA 7th edition** reference for the article you linked from *Environmental Innovation and Societal Transitions*:

Köhler, J., Geels, F. W., Kern, F., Markard, J., Onsongo, E., Wieczorek, A., Alkemade, F., Avelino, F., Bergek, A., Boons, F., Fünfschilling, L., Hess, D., Holtz, G., Hyysalo, S., Jenkins, K., Kivimaa, P., Martiskainen, M., McMeekin, A., Mühlemeier, M. S., Nykvist, B., ... Wells, P. (2019). *An agenda for sustainability transitions research: State of the art and future directions. Environmental Innovation and Societal Transitions*, 31, 1–32.

<https://doi.org/10.1016/j.eist.2019.01.004> research.manch...

In-text citation examples

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<https://www.sciencedirect.com/science/article/pii/S0148296324000249?via%3Dihub>

Here's the **APA 7th edition** reference for the article you linked from *Journal of Business Research*:

Gerrath, M. H. E. E., Olya, H., Shah, Z., & Li, H. (2024). *Virtual influencers and pro-environmental causes: The roles of message warmth and trust in experts. Journal of Business Research*, 175, Article 114520. <https://doi.org/10.1016/j.jbusres.2024.114520>

sciencedirect.com +1

In-text citation examples

- **Narrative:** Gerrath, Olya, Shah, and Li (? ↓ 1)
- **Parenthetical:** (Gerrath et al., 2024) sciencedirect.com

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<https://www.tandfonline.com/doi/full/10.1080/0267257X.2025.2572966>

Here's the **APA 7th edition** reference for the article you linked from *Journal of Marketing Management*:

Lloveras, J., & Pansera, M. (2025). *Degrowth: A literature review and conceptualisation for sustainable marketing and consumer research*. *Journal of Marketing Management*, 41(??), 1–31. <https://doi.org/10.1080/0267257X.2025.2572966> ↗ postgrowth-lab...

In-text citation

- **Narrative:** Lloveras and Pansera (2025)
- **Parenthetical:** (Lloveras & Pansera, 2025) postgrowth-lab...

Note: For APA, include the **volume and issue** if available; if the issue number isn't shown

<https://www.jstor.org/stable/43660871>

Here's the **APA 7th edition** reference for the article you linked from *Organization Science* (JSTOR stable 43660871): jstor.org

Marquis, C., & Qian, C. (2014). *Corporate social responsibility reporting in China: Symbol or substance?* *Organization Science*, 25(1), 127–148. <https://doi.org/10.1287/orsc.2013.0837> ↗ (jstor.org ↗) ideas.repec.org

In-text citation examples

- **Narrative:** Marquis and Qian (2014)
- **Parenthetical:** (Marquis & Qian, 2014) jstor.org

Let me know if you also need an annotated citation or a specific citation for a section of the article!

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https://www.researchgate.net/publication/324730151_Lead_Firms_in_the_Cocoa-Chocolate_Global_Production_Network_An_Assessment_of_the_Deductive_Capabilities_of_GPN_20

Here's the **APA 7th edition** reference for the article you linked — *Lead Firms in the Cocoa–Chocolate Global Production Network: An Assessment of the Deductive Capabilities of GPN 2.0*:

Neilson, J., Pritchard, B., Fold, N., & Dwiartama, A. (2018). *Lead firms in the cocoa–chocolate global production network: An assessment of the deductive capabilities of GPN 2.0*. *Economic Geography*, 94(4), 400–424. <https://doi.org/10.1080/00130095.2018.1426989>

researchgate.net



In-text citation examples

<https://www.sciencedirect.com/science/article/pii/S0048733305001721>

Here is the **APA 7th edition** reference for the article you linked from *Research Policy* (ScienceDirect):

Smith, A., Stirling, A., & Berkhout, F. (2005). *The governance of sustainable socio-technical transitions*. *Research Policy*, 34(10), 1491–1510. <https://doi.org/10.1016/j.respol.2005.07.005>

sciencedirect.com

In-text citation examples

- **Narrative:** Smith, Stirling, and Berkhout (2005)
- **Parenthetical:** (Smith et al., 2005)

sciencedirect.com



Let me know if you need a shortened version, or use in a list or an annotated bibliography!

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<https://journals.sagepub.com/doi/10.1177/0743915620947359>

Here's the **APA 7th edition** reference for the article you linked (from *Journal of Public Policy & Marketing*): EconBiz

Vredenburg, J., Kapitan, S., Spry, A., & Kemper, J. A. (2020). *Brands taking a stand: Authentic brand activism or woke washing?* *Journal of Public Policy & Marketing*, 39(4), 444–460. <https://doi.org/10.1177/0743915620947359> journals.sagepu...

In-text citation examples

- **Narrative:** Vredenburg, Kapitan, Spry, and Kemper (2020)
- **Parenthetical:** (Vredenburg et al., 2020) onBiz

Let me know if you want an annotated bibliography version!

<https://journals.sagepub.com/doi/10.1177/0022242919825649>

Here's the **APA 7th edition** reference for the article from *Journal of Marketing* with DOI **10.1177/0022242919825649**:

White, K., Habib, R., & Hardisty, D. J. (2019). *How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework.* *Journal of Marketing*, 83(3), 22–49. <https://doi.org/10.1177/0022242919825649> journals.sagepu... +1

In-text citation examples

- **Narrative:** White, Habib, and Hardisty (2019)
- **Parenthetical:** (White et al., 2019) journals.sagepu...