

Rethinking Green Marketing: A Qualitative Study on Consumer Engagement in a Sustainable Cycling Community in Agadir

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Résumé

Cette étude qualitative examine les liens entre la communication sur la durabilité, le marketing vert et l'engagement des consommateurs dans la mobilité durable, en se centrant sur la communauté cycliste d'Agadir. À travers une approche de design thinking, elle explore comment les individus interprètent et réagissent aux messages environnementaux promouvant le vélo comme alternative écologique. L'étude mobilise la Theory of Planned Behavior (Ajzen, 1991), la Value—Belief—Norm Theory (Stern, 2000) et la psychologie environnementale pour analyser l'influence des attitudes, du contrôle perçu et des normes sur le comportement. Les entretiens semi-directifs menés auprès de six membres actifs montrent que le marketing vert encourage des attitudes positives et des changements à court terme, mais que l'engagement durable reste limité par des contraintes infrastructurelles, culturelles et socio-économiques. Les résultats mettent en évidence que des stratégies de communication fondées sur l'empathie et adaptées au contexte local peuvent faire du marketing vert un moteur de co-création et de mobilisation collective en faveur d'une mobilité urbaine durable.

Mots-clés : Marketing vert, Communication sur la durabilité, Engagement des consommateurs, Mobilité urbaine, Design thinking.

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Abstract

This qualitative study explores the interplay between sustainability communication, green marketing, and consumer engagement in sustainable mobility, focusing on Agadir's cycling community. Using a design thinking approach, it examines how individuals interpret and respond to environmental messages promoting cycling as an eco-friendly alternative. The study draws on the Theory of Planned Behavior (Ajzen, 1991), Value–Belief–Norm Theory (Stern, 2000), and Environmental Psychology to analyze how attitudes, perceived control, and norms shape behavior. Semi-structured interviews with six active community members reveal that green marketing encourages positive attitudes and short-term behavioral shifts, but long-term engagement is limited by infrastructural, cultural, and socioeconomic barriers. Participants highlight that empathy-driven, locally adapted communication is essential for trust and community resonance. Findings suggest that aligning environmental messaging with social values, tangible incentives, and lived realities can transform green marketing from a mere tool of persuasion into a catalyst for co-creation and collective action in sustainable urban mobility.

Keywords: Green marketing, Sustainability communication, Consumer engagement, Urban mobility, Design thinking.



INTRODUCTION

Across the globe, cities are increasingly confronted with the dual challenge of ensuring environmental sustainability while maintaining efficient urban mobility. The accelerating pace of urbanization, rising air pollution, and dependence on fossil-fuel transportation have positioned sustainable mobility at the center of contemporary public policy and marketing discourse. Within this context, green marketing, defined by the American Marketing Association as marketing efforts that promote environmentally safe products and practices, has emerged as a strategic communication tool for shaping consumer awareness and motivating eco-friendly behavior. However, while the global interest in sustainability communication continues to grow, its actual impact on consumer engagement and behavioral change remains context-dependent, particularly in emerging economies such as Morocco.

In Morocco, the government's commitment to sustainable development, as reflected in initiatives like the *National Strategy for Sustainable Development (2017–2030)*, has encouraged local and regional efforts to promote green mobility. Urban centers such as Agadir have witnessed the emergence of grassroots cycling communities seeking to challenge conventional transport norms and advocate for low-carbon lifestyles. Despite these efforts, cultural perceptions, infrastructural limitations, and socio-economic barriers continue to hinder widespread adoption of sustainable mobility practices. Understanding how consumers perceive and absorb sustainability messaging becomes essential in this tension.

Although green marketing campaigns aim to promote eco-conscious behavior, several studies (Peattie & Crane, 2005; Biswas & Roy, 2015) argue that their effectiveness depends on credibility, emotional resonance, and cultural adaptation. Many campaigns remain overly rational or generic, neglecting the lived experiences of target audiences. In emerging markets, environmental awareness often coexists with practical constraints, such as affordability, accessibility, and social perceptions. Which weaken the link between positive attitudes and consistent behavior. This gap highlights the importance of user-centered approaches, such



as design thinking, which emphasize empathy, co-creation, and contextual understanding to foster meaningful behavioral change.

The integration of behavioral theories, notably the Theory of Planned Behavior (Ajzen, 1991) and the Value–Belief–Norm (VBN) Theory (Stern, 2000), provides a valuable analytical lens to explain how attitudes, social norms, and perceived control shape sustainable choices. By combining these frameworks with design thinking principles (Brown, 2009), sustainability communication can evolve from top-down persuasion to collaborative problem-solving rooted in community realities. This hybrid perspective enables a more holistic understanding of the factors influencing consumer engagement in green initiatives, particularly in socio-culturally diverse contexts such as Morocco.

The present study therefore seeks to explore how sustainability communication and green marketing messages influence consumer engagement within a sustainable cycling community in Agadir. Through examining how individuals perceive, interpret, and respond to environmental messaging, this research aims to uncover the psychological, social, and contextual mechanisms underlying sustainable behavior. Adopting a qualitative approach grounded in design thinking, it highlights the interplay between motivation, infrastructure, and identity in shaping eco-friendly mobility practices. In the end, the study adds to the continuing discussion about how to localize sustainability communication by showing that societal goals, everyday practicalities, emotional connection, and environmental principles must all be in line with effective green marketing.

I. THEORETICAL FRAMEWORK

Green marketing has evolved beyond the simple promotion of environmentally friendly products to encompass a comprehensive strategic orientation that integrates ecological responsibility into the entire marketing process. As defined by the American Marketing Association, green marketing involves "the marketing of products that are presumed to be environmentally safe," but scholars such as Peattie and Crane (2005) argue that this definition is insufficient to capture its ethical and systemic dimensions. In reality, green marketing seeks to change consumer attitudes, actions, and values toward sustainability in addition to providing information. However, poorly run campaigns frequently fall victim to greenwashing, which is the



superficial use of environmental claims that erodes credibility and destroys consumer trust (Mishra & Sharma, 2014). The clarity, transparency, and contextual sensitivity of sustainability communication become more important in developing economies, where public understanding of environmental issues is still developing. Biswas and Roy (2015) underline that consumers in such contexts respond positively when environmental benefits are communicated clearly and credibly, but that economic constraints and perceived inconvenience often reduce the translation of positive attitudes into sustainable action.

This disconnect between awareness and behavior highlights the need for communication approaches that are empathetic, participatory, and context-sensitive. In Morocco, where environmental discourse is still shaped by strong social, economic, and infrastructural determinants, sustainability communication must extend beyond persuasive messages and instead engage citizens in co-creating meaning around sustainable living. This user-centered orientation aligns with the principles of design thinking, which emphasize empathy, iteration, and collaboration as the foundations of problem-solving and innovation (Brown, 2009). Design thinking encourages communicators to deeply understand user motivations, needs, and constraints, thereby creating messages that reflect lived realities rather than abstract ideals.

To explain the mechanisms through which sustainability communication influences behavior, the Theory of Planned Behavior (TPB) developed by Ajzen (1991) provides a robust psychological foundation. Such theory suggests that individual behavior is determined by three interconnected factors: attitudes toward the behavior, perceived social norms, and perceived behavioral control. In the context of green mobility, these variables determine whether positive environmental intentions will be transformed into concrete actions such as cycling. For example, an individual may express favorable attitudes toward sustainable transportation yet refrain from using a bicycle if road safety is perceived as poor or if cycling lacks social legitimacy. Research by Heinen, van Wee, and Maat (2010) confirms that practical barriers, such as unsafe infrastructure, limited facilities, or social stigma, can significantly weaken the link between intention and behavior. Within Moroccan cities like Agadir, such contextual constraints are particularly relevant, as limited urban planning and infrastructural adaptation hinder the effective adoption of cycling despite growing environmental awareness.



While the Theory of Planned Behavior explains how individual intentions evolve into behavior, it does not sufficiently address the moral and normative dimensions of environmental engagement. The Value–Belief–Norm (VBN) Theory, proposed by Stern (2000), enriches this understanding by highlighting the ethical and emotional motivations underlying sustainable action. According to this framework, environmental behavior arises from a chain of psychological factors beginning with personal values, whether egoistic, altruistic, or biospheric, which shape ecological worldviews and activate moral obligations to act. When individuals internalize a sense of responsibility toward nature and society, they are more likely to translate their beliefs into concrete sustainable behaviors. In the Moroccan cultural context, where collectivism and social belonging are important, aligning sustainability communication with shared moral and communal values can significantly strengthen individuals' sense of duty toward environmentally responsible practices. The VBN perspective therefore shifts attention from purely rational decision-making to the moral and affective dimensions of sustainability.

Complementing these behavioral models, environmental psychology provides insights into how the physical and social environment influences pro-environmental actions. Steg and Vlek (2009) emphasize that sustainable behavior is determined by personal motivation as well as contextual factors such as urban design, perceived safety, and social support. A person's willingness to adopt cycling, for instance, depends on their environmental convictions and on how secure and comfortable they feel within their city's infrastructure. Environmental psychology also highlights the concept of *place attachment*, the emotional connection individuals form with their local environment, which can foster a sense of stewardship. In Agadir, cycling communities may develop such bonds through collective experiences that associate sustainability with pride of place and local identity, reinforcing the emotional value of eco-friendly mobility.

From a marketing perspective, understanding how consumers assess the overall worth of sustainable practices is essential. The Consumer Perceived Value (CPV) model proposed by Sweeney and Soutar (2001) offers a multidimensional view of consumer evaluation, considering functional, emotional, social, and contextual values. In the domain of green mobility, individuals may perceive cycling as environmentally beneficial, health-promoting, cost-saving, and socially engaging. However, if cycling is associated with inconvenience, danger, or social stigma, its



perceived value diminishes, weakening behavioral consistency. For sustainability communication to be effective, it must therefore articulate the full spectrum of values associated with green behavior, demonstrating that sustainable choices can be both desirable and practical.

Finally, design thinking acts as an integrative framework connecting these theoretical perspectives. Rooted in human-centered innovation, it offers a methodological bridge between behavioral theories and the lived realities of users. Design thinking encourages the development of sustainability communication strategies grounded in empathy, experimentation, and co-creation. By involving community members in the design of environmental campaigns, practitioners can uncover subtle motivations, frustrations, and aspirations that top-down strategies often overlook. In the case of Agadir's cycling community, this means moving beyond generic green appeals to craft narratives that reflect local values, address infrastructure-related anxieties, and celebrate collective identity. In this sense, design thinking transforms green marketing from a persuasive exercise into a collaborative and transformative process that empowers communities to participate in shaping their sustainable futures.

Taken together, these frameworks, green marketing, the Theory of Planned Behavior, the Value–Belief–Norm theory, environmental psychology, and consumer perceived value, form a comprehensive foundation for understanding sustainable consumer engagement. Each offers complementary insights into how attitudes, values, and contexts interact to influence behavior, while design thinking provides the practical means of translating these insights into empathetic and effective sustainability communication.

II. METHODOLOGY

This research adopts a qualitative exploratory design guided by the principles of design thinking to investigate how sustainability communication and green marketing influence consumer engagement in sustainable urban mobility. A qualitative approach was selected as it allows for a deep understanding of participants' experiences, perceptions, and motivations, which cannot be captured through quantitative instruments. The study seeks to generate rich, contextual insights rather than statistical generalizations, aligning with the interpretivist paradigm that views social reality as constructed through lived experience and meaning.



1.1. Research Context and Approach

The study was conducted within a cycling community in the city of Agadir, one of Morocco's most active local movements promoting sustainable mobility. Agadir represents a particularly relevant context, it combines environmental vulnerability due to rapid urban expansion with increasing civic interest in eco-friendly lifestyles. In this case, design thinking served as a mechanical tool and as a mindset structuring the research process through its key stages, empathizing with participants, defining issues, ideating around possible interpretations, and iteratively refining analytical themes.

1.2. Sampling Strategy and Participants

Participants were selected using purposive sampling, a technique suited for qualitative inquiry where depth of information is prioritized over breadth. Six active members of Agadir's sustainable cycling community were recruited between April and June 2024. The selection criteria included regular engagement in community cycling activities, exposure to sustainability or green marketing campaigns, and willingness to share personal experiences.

Recruitment was conducted through community networks and digital communication platforms such as; Instagram and WhatsApp, used by the cycling association. The sample size was determined by data saturation, the point at which no new themes or insights emerged during analysis. Saturation was reached after the sixth interview, confirming the adequacy of the sample for exploratory depth.

1.3. Data Collection Procedures

Data were gathered through semi-structured interviews lasting between twenty and thirty minutes. Interviews were conducted in a mix of French, Darija, and English, depending on participants' preference, and were held either in person or through secure video-call sessions. The interview guide included open-ended questions exploring participants' understanding of sustainability, perceptions of green marketing, motivations for cycling, perceived social and infrastructural barriers, and attitudes toward environmental messaging.



In line with design thinking's empathic principles, we applied active listening, probing, and mirroring techniques to elicit authentic narratives. Participants' responses were carefully noted and supplemented with detailed field notes capturing tone, non-verbal cues, and contextual observations. To ensure ethical compliance, participants were informed about the study's objectives and the voluntary nature of their participation. Anonymity and confidentiality were strictly maintained in data storage and reporting.

1.4. Data Analysis

The interviews were documented through detailed notes and analyzed using thematic analysis following the six-phase process outlined by Braun and Clarke (2006), familiarization with data, generation of initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. Both inductive and deductive coding strategies were employed. Inductive to allow themes to emerge from participants' lived experiences, and deductive to connect these themes with the theoretical frameworks discussed earlier.

Codes were initially identified manually and then organized using Excel to enhance traceability and consistency. Constant comparison across interviews ensured analytical coherence, while reflective memos documented interpretive decisions. The emerging themes were continuously revisited through an iterative process consistent with design thinking's cyclical nature, allowing us to refine interpretations based on empathy and contextual understanding.

1.5. Methodological Limitations

While qualitative research does not seek generalizability, certain limitations must be acknowledged. The small sample size and the localized focus on Agadir's cycling community limit the representativeness of the findings. The study also relies on self-reported perceptions, which may be influenced by social desirability bias. Nevertheless, these constraints are counterbalanced by the depth of understanding gained from direct participant engagement and contextual immersion, which align with the study's exploratory and interpretive objectives.



III. RESULTS AND DISCUSSION

1.1. Results

The thematic analysis of six semi-structured interviews with members of Agadir's cycling community revealed five key themes: Motivations for cycling, perceptions of sustainability campaigns, influence of green communication on lifestyle, barriers to regular cycling, and expectations for improving sustainability engagement. Each theme reflects a complex interaction between personal values, social norms, and contextual constraints that shape the adoption of sustainable mobility practices:

1.1.1. Motivations for Cycling

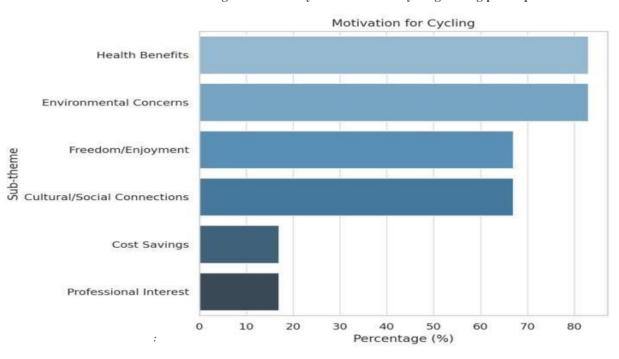


Figure 1: Primary motivation for cycling among participants

Source: Author

Health benefits and environmental concerns were the primary motivators for cycling, with 83% of interviewees citing these factors (**Figure 1**). One participant shared, "*I don't like the air pollution in this city, choosing to cycle is one way I try to reduce my impact*," emphasizing the role



of environmental awareness. Freedom and enjoyment were also significant motivators, mentioned by 67% of participants, alongside the social and cultural aspects of cycling, with one participant noting the "camaraderie" and "sense of freedom." Cost savings and professional interest in cycling infrastructure were less commonly cited (17% each). Such findings highlight the diverse and multifaceted appeal of cycling.

1.1.2. Perception of Sustainability Campaigns

All participants (100%) expressed positive views of sustainability campaigns, indicating strong resonance within the cycling community. Half (50%) valued their educational role, with one noting that " They raise awareness about environmental issues and offer practical tips for integrating sustainability into our daily lives." Regional differences in messaging impact were highlighted, as one participant observed, "Each city has its own sustainability message, but these efforts aren't always shared or adopted by other cities." Another offered a pragmatic view, stating, "Green marketing is still better than nothing at all," suggesting that even imperfect campaigns can foster meaningful engagement.

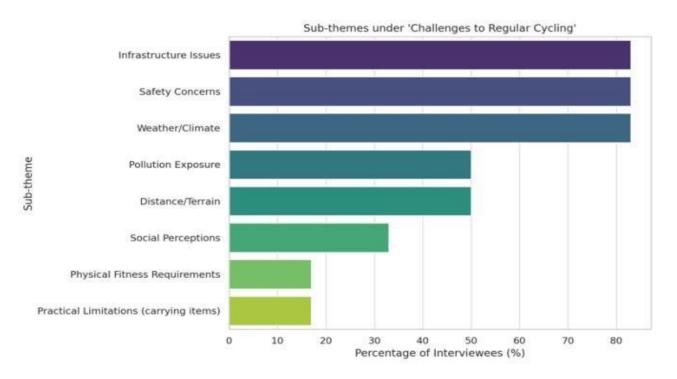
1.1.3. Influence on Lifestyle and Alignment with Personal Values

Sustainability messaging influenced behavior, with 83% of respondents (4 out of 5) increasing bicycle use and 67% reducing car or motorcycle use. One participant declined to answer, citing uncertainty. Community engagement also grew, as reported by one of the interviewees, with cycling event participation rising from 500 to 2,000, especially among 18- to 30-year-olds. While 83% of participants identified environmental protection as a core value, 33% expressed concerns about the cost and accessibility of sustainable lifestyles. Such shows a gap between environmental values and practical implementation, with economic and structural barriers limiting deeper adoption.



1.1.4. Challenges to regular cycling

Figure 2: Key barriers to regular cycling



Source: Author

Figure 2 illustrates the barriers to cycling adoption, with infrastructure issues, safety concerns, and weather challenges cited by 83% of participants. Common infrastructure problems included poor cycling lanes, described as "usually connected to regular traffic roads," creating safety hazards. Pollution exposure and distance/terrain difficulties were mentioned by 50%, with one participant highlighting inhaling "exhaust fumes." Social perceptions, noted by 33%, included the stigma of bicycles being "used by poor people only." Physical fitness and practical limitations, such as carrying capacity, were mentioned by 17%. These barriers illustrate the complex, interconnected challenges to cycling adoption.



1.2. Discussion

1.2.1 Effectiveness of Green Marketing on Consumer Engagement

The findings reveal that green marketing campaigns have generally succeeded in shaping favorable attitudes toward sustainable mobility among members of Agadir's cycling community. Participants viewed these campaigns as credible and educational, acknowledging their contribution to raising awareness of environmental issues and promoting behavioral reflection. This supports Biswas and Roy's (2015) assertion that consumers in developing economies respond positively when environmental benefits are clearly communicated. The results also show that participants valued the sincerity and cultural relevance of sustainability messages, emphasizing that local adaptation and practical orientation are crucial for effective engagement.

However, the influence of green marketing remains limited when economic and infrastructural realities are overlooked. As several participants noted, sustainability messages sometimes appear disconnected from daily challenges such as cost, safety, or urban conditions. This observation echoes Peattie and Crane's (2005) critique of an idealized green marketing, which often promotes abstract ecological ideals without addressing structural constraints. The Moroccan case demonstrates that effective sustainability communication must combine emotional resonance with contextual realism, ensuring that environmental messages are not perceived as external or elitist but as integral to local lifestyles. Integrating design thinking principles, particularly empathy and co-creation, could help marketers craft messages that speak authentically to citizens' lived experiences.

1.2.2 Behavioral Change Mechanisms and Barriers to Sustainable Transportation

The behavioral changes reported by participants, such as increased bicycle use and reduced reliance on motorized vehicles, reflect the influence of sustainability communication on intention formation, consistent with the Theory of Planned Behavior (Ajzen, 1991). Positive attitudes, reinforced by community encouragement and social approval, strengthen behavioral intentions toward eco-friendly practices. Yet, this progress is offset by persistent obstacles, including unsafe road conditions, limited cycling infrastructure, and cultural stigma associating bicycles with lower



social status, which weakens perceived behavioral control, a central determinant in Ajzen's model, and prevent intentions from fully materializing into consistent habits.

From the lens of Environmental Psychology, these findings underline the role of contextual factors, physical environment, safety perceptions, and social norms, in shaping sustainable mobility choices (Steg & Vlek, 2009). Participants' repeated emphasis on infrastructure and safety demonstrates that environmental design and public space quality are secondary conditions and core enablers of sustainable behavior. Moreover, the existence of strong cycling communities and social events highlights the potential for collective engagement to counteract individual limitations. In this regard, sustainability initiatives in Morocco must integrate behavioral insights with urban and cultural planning, ensuring that pro-environmental intentions are supported by environments that make green behavior both possible and rewarding.

1.2.3 Multidimensional Motivations for Sustainable Practices

The analysis of motivations reveals that cycling adoption in Agadir is driven by a single factor as well as a complex set of environmental, emotional, and social incentives. Health improvement, enjoyment, community belonging, and environmental concern interact to form a multidimensional structure of value. This variety is consistent with the Consumer Perceived Value model (Sweeney & Soutar, 2001), which holds that people assess sustainable behavior based on functional, emotional, and social factors. Participants saw cycling as both a personal pleasure and an ecological obligation, indicating that sustainability communication should highlight its many advantages rather than concentrating only on moral arguments.

At the moral level, participants' engagement reflects the mechanisms described in Stern's (2000) Value—Belief—Norm theory, where altruistic and biospheric values give rise to moral norms and a sense of obligation toward environmental protection. Many participants expressed pride and moral satisfaction in contributing to collective well-being, describing their actions as part of a broader social responsibility. Nonetheless, these moral impulses must be reinforced by accessible infrastructure and visible institutional commitment to avoid frustration or behavioral fatigue. In other words, values can motivate, but systems must enable.



1.2.4 Design Thinking Application in Sustainability Communication

The insights gained from participants affirm Brown's (2009) view that design thinking offers a dynamic and human-centered framework for addressing complex sustainability challenges. The participants' feedback revealed that many sustainability campaigns remain top-down and detached from community realities. Messages are often perceived as externally produced, failing to capture the nuances of Moroccan urban life or the everyday barriers to cycling. Design thinking, grounded in empathy and iterative co-creation, provides a pathway to bridge this gap between communication and lived experience.

Sustainability communication can progress from persuasion to cooperation by include community members in problem definition, idea generation, and solution testing. In addition to strengthening local ownership of sustainability programs, this participatory method guarantees that campaigns target users' actual needs, such as safety, accessibility, and cultural identity. Adopting design thinking ideas within Agadir's cycling community would entail creating ads that celebrate local culture, acknowledge user complaints, and value collective agency in addition to promoting cycling. By transforming green marketing into a collaborative design process, design thinking creates communication that is both credible and transformative in its ability to inspire communities to make long-lasting changes.



CONCLUSION

This study gave a thorough look at the social, emotional, and contextual factors influencing sustainable mobility in Morocco by investigating how green marketing and sustainability communication affect consumer involvement within Agadir's bicycle community. Based on a qualitative design thinking methodology, it showed that although environmental messaging effectively raises awareness and moral commitment, infrastructural, cultural, and economic constraints continue to limit its capacity to produce long-term behavioral change.

The results show that Moroccan individuals are in fact developing good views toward cycling and environmental responsibility, which reflects the increasing internalization of sustainability concepts. Yet, according to the Theory of Planned Behavior (Ajzen, 1991), the lack of perceived behavioral control resulting from social stigma, insufficient infrastructure, and safety concerns is the reason why the gap between intention and action continues. These limitations demonstrate that systemic hurdles cannot be addressed by sustainability communication alone unless enabling circumstances are in place. The study also shows that pro-environmental sentiments are strongly influenced by participants' moral engagement, as predicted by the Value–Belief–Norm theory (Stern, 2000). Likewise, in order to turn moral conviction into long-term practice, such moral drive needs to be strengthened by visible institutional commitment and inclusive community actions.

Through the integration of Environmental Psychology and Consumer Perceived Value perspectives, the study highlights that decisions about sustainable mobility are influenced by both rational and emotional factors. Cycling was seen as an expression of freedom, health, and social belonging in addition to being an ecological act, demonstrating how sustainable behavior becomes enduring when it is in line with positive emotional and social values. Marketers and legislators are encouraged to reconsider sustainability communication as a process of value co-creation rather than unilateral persuasion by this multifaceted understanding of motivation.



This study's usage of design thinking was crucial for revealing consumers' actual experiences and complaints as well as for spotting creative opportunities. Design thinking offers a practical framework for enhancing sustainability communication by emphasizing empathy, iteration, and local relevance. It turns green marketing from a tool for increasing awareness into a cooperative process where institutions, organizations, and citizens work together to co-design solutions that are realistic. Such a strategy might encourage the development of user-centered, socially inclusive, and culturally relevant sustainability policies in Morocco.

The research has multiple practical implications. Policymakers should prioritize infrastructure and safety improvements to enhance the perceived feasibility of cycling. Educational institutions and local associations can play an important role in normalizing sustainable behaviors through awareness programs and community initiatives. For businesses, adopting a design thinking mindset in green marketing would ensure that sustainability campaigns are more credible, empathetic, and tailored to local contexts. Finally, fostering partnerships between public authorities, private actors, and civil society is essential to scale sustainable mobility beyond individual efforts. It recognizes specific limitations, namely its limited sample size and localized emphasis on Agadir's cycling culture. Future research could expand this inquiry to include other Moroccan cities or compare community-led initiatives across North African contexts to identify shared challenges and distinct socio-cultural influences. Longitudinal qualitative studies could also explore how changes in infrastructure and policy over time affect the evolution of sustainability engagement.

The data confirms that effective sustainability communication must incorporate moral ideals, emotional connection, and contextual awareness. When environmental messages are co-created with communities and reinforced by systemic change, they can go beyond awareness and drive true, long-term change. This research adds to rethinking green marketing as a participatory process for building Morocco's sustainable urban future, combining design thinking with behavioral and psychological frameworks.



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