Summer Internship Project Report

On

A Study on Consumer's Perception of Green Marketing

In Partial Fulfillment of
PGDM-IB – Batch-13

Submitted to
Prof. Faisal Ahmed,
Associate Professor,
International Business Area

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The success and outcome of this project required a lot of guidance and assistance from my faculty mentor and I am extremely privileged to have got this all along the completion of my project. All that I have done is only due to such supervision and assistance and I would not forget to thank him.

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Priyansha Pamnani

Certificate

This is to certify that Ms. Priyansha Pamnani, Roll No. 133092 has completed her summer internship at FORE School of Management and has submitted this project report entitled "*A Study on Consumer's Perception of Green Marketing"* towards partial fulfillment of the requirements for the award of the Post Graduate Diploma in Management IMG-13, 2019-2021.

This report is the result of her own hard work and to the best of my knowledge, no part of it has earlier comprised any other report, monograph, dissertation or book. This project was carried out under my overall supervision.

Date:

Place:

Internal Faculty Guide

Declaration by the Student

I am Priyansha Pamnani Roll No. 133092 have submitted this project report entitled "A Study on Consumer's Perception of Green Marketing" towards partial fulfillment of the requirements for the award of the Post Graduate Diploma in Management (IMG-13) 2019-2021.

This Report is the result of my own work, no part of it has earlier comprised any other report, monograph, dissertation or book.

Signature

Name of the Student

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Table of Content

List of Figures & Tables

Executive Summary

The report aims to study the consumer's perception of green marketing as the customers today are better informed regarding the environmental concerns than ever before and in response to this change in perception of consumers, brands are adopting green marketing business strategies to create a positive impact on their customers and to lessen the impact upon the environment. The report aims to fulfill 2 objectives.

The first objective is to evaluate the existing green marketing strategies of firms. For fulfilling which secondary research is performed and more than 30 research papers, articles, company's websites which mentioned the green marketing strategies used are reviewed. Using the case study method of Yin, 2009, a descriptive case study has been constructed with a green marketing strategy matrix which suggests which strategy a company should aim for after evaluating its green target customer base size and ability to differentiate on greenness.

Similarly, the second objective is to study the consumer's attitude towards green marketing in India, the methodology adopted for this objective was primary research as a survey was conducted among 101 Indian respondents and on the data collected, factor analysis was done to extract the attitudinal dimensions. The findings revealed 4 dimensions (Readiness to Pay, Perceived Quality Grade, Information Search and Consumer Skepticism) explained around 84% of the attitude of Indian consumers (sample frame of 101 respondents). Attitude towards green products have been studied in more detail by performing mean value analysis.

CHAPTER 1

INTRODUCTION

Green marketing is no longer a buzz word to lure one's customers and gain a positive image in their mind but a need of prime importance which is satisfied by focusing the efforts of marketing on the triple bottom line for the improvement and sustainability of industries, environment and society. The focus of this paper is to conduct a study on consumer's perception of green marketing.

Green marketing is defined as the role that marketing plays in the designing, production & development, packaging & advertisement etc of green or environment friendly products (Nair, R., Ranjith, P. V., & Tyagi, G. 2011). Green marketing includes activities ranging from transforming the production and distribution process, modifying the product and its packaging, changing the ways of marketing communications so that the impact of your company and its products on environment is reduced and increased on that your audience, you construct new ways to increase the customer's appeal for these green or eco-friendly products (Nair, R., Ranjith, P. V., & Tyagi, G. 2011).

This paper aims to put forth what attitude does consumers specifically show towards green marketing as certain industries have been showing great growth trends in the recent past and most of the customers are changing their perception towards the green and eco-friendly products today attributed to the increased awareness and concern towards the environment. As a result of these changing consumer perceptions, brands are acting accordingly by engaging more and more in green marketing than before. Companies are adopting different green marketing strategies and marketing mix blends not just a means of luring their customers but as quoted by Davari & Strutton (2014) to

create an impact on customer based brand equity (Davari, A., & Strutton, D. 2014), to lessen their impact on the environment and make a positive impact on their customers, work in accordance with triple bottom line framework for a better tomorrow.

However the acceptability of the green products varies significantly from region to region due to different level of consumer awareness, lack of standardization of the Rules and regulations regarding it etc. Also the consumer perception is impacted by the type of relationship between intentions and green consumption which is in turn regulated by the salience of social and personal identities (Costa Pinto, D., Nique, W. M., Maurer Herter, M., & Borges, A. 2016).

As seen above and in the discussion under the literature review there has been several studies on the consumer perception of green marketing but here what differentiates this study is that we shall explore the perception of the consumer by studying their attitude towards green marketing in India via exploring few attitudinal dimensions like Price, Quality, Suspicion and Information Search and then discovering how these dimensions impact Indian consumers. Also we will be discussing on how as a result of this perception, brands are also today deploying green marketing strategies. We will learn what is encouraging a brand to adopt a particular green marketing strategy over other and what strategies are suggested for a brand to adopt under a certain situation.

CHAPTER 2

LITERATURE REVIEW

This section involves discussion of theories emanating from studies that have addresses radical and mainstream forms of ethical green and sustainable consumption globally as well as in India.

Daud & Asha'ari in their article aims to define the role of a moderating variable, organization size on the effect caused by sustainable marketing on corporate sustainability. Questionnaire has been used for data collection. The Research findings have proved that there exists a positive correlation between sustainable marketing and corporate sustainability with organization size as a moderating variable (Daud, S., & Asha'ari, M. J. 2018). Fraj et al 2011 in their paper argued that the impact of integration between the company's internal culture and values upon the green marketing strategies of the firm. By means of optimizing firm's profitability and reducing costs, green marketing help a company in improving its performance. The results show that environmental Pro firms have increased better marketing performance, operational performance but the organization's dimension of process performance does not have a direct positive economic impact (Fraj, E., Martínez, E., & Matute, J. 2011).

Nyilasy & Gangadharbatla (2016) explored the internet use habits of green Consumers and answer two questions. Results have elucidated that the greater green conscious a consumer is more is the chance of his Social media presence. The findings have shown that the scope of reaching out to these green Consumers with social media is very bright and prosperous (Nyilasy, G., & Gangadharbatla, H. 2016). Ginsberg & Bloom (2004) in

order to recognize which marketing strategy stands most appropriate for a type of firm. There has been a discussion upon the green Consumers segment, the competitive landscape, the green marketing strategy mix (Ginsberg, J. M., & Bloom, P. N. 2004). Pinto et al. (2016) discussed how the type of relationship between intentions and green consumption is impacted by the salience of social and personal identities. The results demonstrate that when social identity is salient, self enhancement and self transcendence have equal impact on green consumption, however in case of prominence of personal identity the Influence of self enhancement is less than self transcendence (Costa Pinto, D., Nique, W. M., Maurer Herter, M., & Borges, A. 2016).

Bhattacharya (2011) discusses about the factors that represent attitude towards green marketing by customers receding in India and worked upon previous researches that have been performed on the same in order to explore what are the attributers of behavior and dimensions which are relevant in Indian context (Bhattacharya, S. 2011). Davari & Strutton (2014) has worked to assess the impact of green marketing blend components on the elements of customer based brand equity in a green showcasing setting, with a motive to create bits of knowledge that will permit green advertisers to close this gap. Seven different green promoting suggestions – each related either to the key administration of green items, advancements, channels, or messages were found (Davari, A., & Strutton, D. 2014). Suresh (2014) audits the green marketing literature writing in different viewpoints, which incorporate customer mindfulness, valuable elements, and parameters that would make green items increasingly alluring to purchasers to explore the useful factors on the utilization of green advertising items in the

5

current circumstance in Tamil Nadu (Suresh, G. 2014).

Yang et al. (2013) discusses the effect on market based assets by the environmental marketing strategy and how this relationship is influenced by the strategic proactively as moderating variables (Yang, D., Zhao, P., Lou, R., & Wei, H. 2013). Nair & Ganesh (2013) discusses about the reasons and influences for the practice of environmental advertising and Marketing in the Indian scenario and identified five major reasons which contribute for environmental marketing in India and then proposed the most compelling ones are customer empowerment and higher profit motives which guide the environmental practices being followed in the Indian organizations (Nair, S. R., & Ganesh, C. 2013). Nair & Ndubisi (2011) have focused on identifying the importance and the degree of influence that upon an organization's environmental marketing practices, its stakeholders exert. Also differentiated strategies each directed towards a particular group of stakeholders have been proposed (Nair, S. R., & Ndubisi, N. O. 2011).

Juslin et al. (2001) talks about the proposition or hypothesis regarding how the environmentally sound, structured and strategic decision making is reflected when environmental pro advertising is done by a firm (Karna, J., Juslin, H., Ahonen, V., & Hansen, E. 2001). Soule & Reich (2015) argues that the impact of a brand's environmental reputation on the success and reach of its environmental campaign is very huge however the impact of the reputation goes above and beyond the brand's length of direct contribution towards environmental protection (Armstrong Soule, C. A., & Reich, B. J. 2015).

6

Green & Peloza (2014) have argued 2 forms of appeals that a company does to gather an environmental responsible customer's attention, Customer benefit and societal benefit. The impact on the efficacy of each type of appeal is evaluated from the eye of decision making and consumption context. The results show that those Consumers who are part of public settings look for societal benefits whereas those more included in private setting tend to favor customer benefit (Green, T., & Peloza, J. 2014).

Ing Wu & Ru Lin (2016) did a research which was aimed at understanding the Influence of green marketing strategies on the business performance and image of all registered 1287 organic farms in Taiwan. The research conducted SEM technique on 288 valid questionnaires and explored the strength and direction of relationship between various related dimensions. Results show a positive impact on the company's image and performance as a result of adoption of green marketing practices (Wu, S. I., & Lin, S. R. 2016).

Wister (2012), argues via his research to know about the consumers who are environmentally responsible, care about the resources, have environmental friendly habits and purchase behavior and if they are skeptical about the green advertising by the companies. The results show that greater environmentally responsible a customer is greater is the level of skepticism from him/her towards green marketing and the results show that gender by no means effect the findings (Do Paço, A. M. F., & Reis, R. 2012).

Trivedi et al. (2008) did research to know what factors among customers influence the

pro environmental behavior that they have by performing the factor analysis approach. The factors extracted by analyzing the loadings are energy economists who strive to save the energy for economic reasons and considerations, Energy conservists who save energy because they care; and people who take pro environment actions, i.e., pro environmentalists (Trivedi, R. H., Patel, J. D., & Savalia, J. R. 2011). Shrum et al. (1995) constructed a psychographic profile of the green consumers in terms of variables directly related to purchase behavior, such as price consciousness and general care in shopping, interest in new products, and brand loyalty etc. The results show the green consumer to be an opinion leader and a careful shopper who seeks information on products, including information from advertising, but also suggest that the green consumer is rather skeptical of advertising (Shrum, L. J., McCarty, J. A., & Lowrey, T. M. 1995). Smith & Browner (2012) did study which revolved around exploring and finding out those Marketing Strategies which influences Millennialism's pro environment purchase behavior. Results show that Millennial do look at packaging, labels on the product and reputation of the company. And there are certain terms, symbols and messages that are perceived as more influential than others (Smith, K. T., & Brower, T. R. 2012). Moraes et al. (2012) worked on redefining gaps between attitude and behavior as coherent inconsistencies and moving away from just explanation of the change in consumer and individual behavior to understanding how upstream and downstream approaches can be used for facilitating the more sustainable consumption form (Moraes, C., Carrigan, M., & Szmigin, I. 2012).

Rettie et al. (2012) has worked upon a new aspect of sustainable marketing by distinguishing and repositioning activities as normal or not normal, considering their

impact on adoption of sustainable consumer practices (Rettie, R., Burchell, K., & Riley, D. (2012). Sohail (2013) aimed to study effects caused on Consumer Based Brand Equity by the green marketing strategies. The paper has attempted to address perceived gap in the pro environmental behavior of the green consumers and their actual consumption patterns and on its basis, a model is constructed (Sohail, S. 2016). Johnstone & Hooper (2016) worked upon recognizing the research gap addressing the wider factors like social factors affecting the green consumer behavior (GCBs) and not just individual factors. This paper aims to know how social factors within social cognitive framework affect a consumer's GCB (Johnstone, M. L., & Hooper, S. 2016). Nair et al. (2011) conducted the need gap analysis and talks about the consumer perception of green cars in India. It also presents some globally accepted and successful initiatives in the industry that could be implemented here in India to increase the adoption of Green Cars in India to gain a competitive sustainable edge over competitors (Nair, R., Ranjith, P. V., & Tyagi, G. 2011). Capatina et al. (2016) argued social sustainability and environmental needs are simultaneously addressed by sustainable marketing. The balance between market need and environmental concerns is to be addressed by sustainable marketing. Marketers should try to address those external and internal factors, changes in who could affect the turnover and intern ROI. Therefore the implications are the greater you invest in sustainable marketing; the better your revenue will be (Capatina, A., Micu, A., Cristache, N., & Micu, A. E. 2017).

Parkman & Krause (2018) argues that "Green Marketing" can act as a competitive edge for your firm, lack of institutional standards and aware market base can prevent you

having an edge over other opportunistic "green washing" competitors and suggested an element that aid a firm in gaining its authenticity and depict them as "Diamond" model of authentic green marketing (Parkman, I. D., & Krause, A. J. 2018). Mishra & Sharma (2014) have talked about how organizations have expanded their pace of focusing on green purchasers, specific sections of green purchasers and investigate the difficulties and openings organizations have with green marketing and the current patterns of green advertising in India (Mishra, P., & Sharma, P. 2014).

2.1 Research Gap: After studying the literature and work of above researchers, I realized that there was a clear gap in the study when it came to studying the attitude of the Indian consumers and customers towards the green and eco-friendly product's marketing. As there were studies which carried the similar research but the consumers were not Indian ad if Indian they were very specifically focused towards customers perception towards automobiles, pharmacy etc. or were focused on a particular state ex. Tamil Nadu, Kerala etc and there was no clear study on studying the general behavior, perception or attitude of an Indian consumer towards green or eco friendly products of any industry and we don't have a study specifically evaluating what behavioral or attitudinal dimensions that actually affect an Indian consumer while he/she is purchasing an eco-friendly or green product.

Also there was a clear gap in studying what are the green marketing strategies that the firms are currently using or deploying for their green products. Several studies show different green marketing strategies that a company can follow depending upon the group

of stakeholders it intends to satisfy (Nair, S. R., & Ndubisi, N. O. 2011 Several studies in the past as quoted under the literature review section have performed studies on identifying how environmental conscious behavior of consumers affects the strategy deployed but here there was a gap when a strategy was deployed after learning about the organization's green customer base and its ability to differentiate itself on the green front considering its competitive landscape and internal capabilities.

2.2 Objectives: In order to address these research gaps, I have made two objectives for this research paper:

Objective 1: To evaluate the existing green marketing strategies of firms

Objective 2: To study the consumer's attitude towards green marketing in India

Chapter 3

Research Methodology

3.1 To evaluate the existing green marketing strategies of the Firms (Case study Method)

The motive of this study is to determine the existing green marketing strategies that the firms adopt and having an overview of which green marketing strategy suits the best for a type of firm. For fulfilling the desired objective the approach of Case methodology has been accepted here. To be precise the one have which been used here is the illustrative type of case study, developed as per (Yin, 2009).The method adopted here is almost universally acclaimed six stage case study process (Yin, 2009). The illustrative type is

chosen as it focuses more upon description of a particular phenomenon, policy or program with the intention of adding realism to it by adding real life in-depth examples and other information.

The best method of understanding about the green marketing strategies is to study their theory and the in-depth real life example where they were used and sufficed the best. This is the primary reason as to why I have adopted this approach and not any statistical. As quantitative and statistical research is primarily concerned with statistical generalizations and hypotheses evaluation but the qualitative like case study approach involves understanding and studying the research problem's nature and not its characteristics, performing intensive study of a single topic, process or phenomenon as a unit for the objective to understanding it.

An illustrative type of case study allows a reader as well a developer to gain a deep holistic glance or view of the problem under consideration i.e., your research problem and aids you to describe, explain and understand a research situation or a problem.

The case study process adopted here consists of 6 stages which are Plan, Design, Prepare, Collect, Analyze and Share respectively as per (Yin, 2009). GAO defines case study as "a method for learning about a complex instance, based on a comprehensive understanding of that instance obtained by extensive description and analysis of that instance taken as a whole and in its context"
(GAO, 1990, p.15). Also as discussed by (Yin, 2009) how and why questions are better

studied by case study method and as here our objective also is to understand how and why a green marketing strategy works for one type of firm and not for other, the method stands most suitable as the survey type of study is most suitable if you want to answer what, where, who, how much and how many, which is not what we want to study.

3.2 To study the consumer's attitude towards green marketing in India (Factor Analysis)

As has been stated before, the motive or objective to this study was to identify and study the attitudinal dimension's set which influence the Indian customers while making the purchase of eco-friendly products. For fulfilling the objective a survey was conducted amongst 103 adults chosen via convenient sampling i.e., for the data collection primary method was adopted and all the responses were obtained by getting the questionnaire filled between April 2020 and May 2020. The survey was in the form of a questionnaire consisting of 8 questions or initial items. The questionnaire was filled via Google form and was measured on a Likert scale, where 1 meant strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

On the 103 responses received the best way to understand the underlying dimensions of attitude was conducting Factor Analysis as also done by (Trivedi, Patel and Sawalia, 2008) in their report. As it would extract the constructs that would explain the attitude of Indian customers, buying the green products in the best way possible. Hence, factor analysis was done, to extract the factors i.e., the attitudinal dimensions that are considered to have an impact on the purchasing behavior of customers.

13

Factor Analysis is a statistical technique which is used to generate fewer numbers of factors from large number of variables. This technique is widely used to extract factors by extracting maximum common variance from a wide variety of all variables. For further analysis we can use these extracted factors or scores as an index for all variables. There are several assumptions when this analysis is performed and this technique is a part of GLM i.e., General Linear Model. Some of the assumptions before carrying the analysis are: Multicollinearity is absent, linear relationship is present, there exists actual correlation between extracted factors and variables, and it takes into consideration relevant variables into analysis. Amongst all the available methods Principal Component Analysis is most widely used.

Factor analysis involves forming dimensions, factors or scores by grouping similar variable in order to identify constructs or latent variables. Basically leading to form a fewer dimensions (4 in our case) by reducing many individual items (8 in our case). It helps in simplifying the data and giving comprehensible outputs.

To do the Factor Analysis, I have used Principal Component Analysis as extraction method and Varimax with Kaiser Normalization as Rotation Method to obtain the Item wise Factor Loading.

CHAPTER 4
ANAYSIS & FINDINGS

4.1 To evaluate the existing green marketing strategies of the Firms

4.1.1 Plan

As discussed previously the methodology adopted here is the case study process with 6 stages of (Yin, 2009). The first step in the six stage process is the Planning stage which focuses on identifying the rationale, research problem or the research question for doing the case study, why this particular method is being employed and not others and knowing, evaluating and understanding the limitations and strengths of the method being deployed which is illustrative or descriptive type of the case study (Yin, 2009).

The research problem or question being discussed here is how the firms should handle the dilemma associated with sustainable or green marketing i.e., how to showcase that one-size-fits-all strategy in terms of green marketing doesn't exist. The strategy adopted varies according to your firm's green consumer segment size and the marketing conditions, competitive landscape it operates in. Accordingly, the strategies range from the "lean green style" approach which is relatively passive form to extreme "agile green style" approach, which is an aggressive and visible form of strategy with "guarding green style" and "hue green style" midway. Therefore the research problem is to showcase and make marketers understand the 4 different styles of green marketing which they can employ depending upon their firm's green customer segment size, competitive landscape and marketing conditions.

The research question being posed here, asks for answering the how and why questions which are answered in a much better way via the case study methodology (Yin, 2009).

Under any situation, for in-depth detailed and extensive description of complex phenomenon, process, topic or study, case study method stands the best (Gerring, 2004). Also as said by Gerring (Gerring, 2004), Descriptive type of case study tries to provide a detailed description of the characteristics of a phenomenon in its context so that they can be utilized for theory building. It basically focuses upon scrutinization and articulation of a phenomenon's questions and proposition at the outset.

The limitation of this descriptive/illustrative type of case study is that its scope is limited to generalization of theories and creation of their detailed description and it cannot be used for theory testing or deduction of imperative evidences. This method is often not applauded due to lack of theoretical contribution and also it is argued that it often becomes costly to conduct such studies given that they demand in-depth and rich nature of data and information to be sought in order to achieve the credibility.

4.1.2 Design

As per the 6 stage model of (Yin, 2009), this stage primarily emphasizes on defining the unit of analysis and the cases likely to be discussed, development of the theory and issues underlying the anticipated study, design of the case (Yin, 2009).

As according to Yin and GAO, the unit of analysis is defined as what the case is primarily focused upon (GAO, 1990; Yin, 2009). Therefore, the unit of analysis for this case study is the organizations as the entire study is focused upon studying the strategies adopted by the companies and evaluating them. In the next few sections, we will study in detail about how the organizations across the world took some actions and their actions could

be categorized into a strategy for further evaluation. Also the case study design here adopted among single, multiple, holistic and embedded is multiple design of case study as we will discussing more than one case, or scenario here to understand the difference and similarities between the cases (Baxter & Jack, 2008; Stake, 1995). We can thereby make several comparisons and understand in a better way how strategy worked for one failed for other and can analyze both across and within situations in a better way (Yin, 2003).

Before discussing the 4 strategies in detail, in this section we will study about the issues underlying the study and the theory concepts which would aid us in understanding the strategies better.

It is said that green marketing has not fulfilled the hopes and expectation of the marketers, activists and managers. As it was believed that if other parameters were equal (price, packaging, availability etc), consumers would rather have green and eco friendly products than their counterparts but it was observed that these "other parameters" were rarely same in the minds of the consumer. For example the launch of Sun chips with new biodegradable bags than the traditional plastic bags with almost same price, taste quantity was a flop because the packet was noisy and the sound frequency of it rustling was over 100 decibels.

To study the strategies effectively it is important to study the consumer segments. As per the Roper survey used in the article (Ginsberg, J. M., & Bloom, P. N. 2004) customers can be segmented as:

- True Green: This segment consists of customers with strong environmental values, who consider it their prime responsibility to take actions and drive positive change.

Their segment constitutes about 9% of the population and consumers are approx 3-4 times to avoid non eco-friendly products (Ginsberg, J. M., & Bloom, P. N. 2004).

- Greenback Greens: These customers are not active politically but are far more ready and willing to take eco-friendly actions than the average customer. Around 6% of the customers constitute this segment (Ginsberg, J. M., & Bloom, P. N. 2004).

- Sprouts: Around 31% of total customers and the 2nd largest segment which is rarely practically active but can be persuaded easily in going either way (Ginsberg, J. M., & Bloom, P. N. 2004).

- Grousers: This segment is rather cynical about their individual efforts driving change and uninformed about environmental concerns with 19% of the customer segment. These customers are pessimistic about the performance, quality and cost of the eco-friendly products (Ginsberg, J. M., & Bloom, P. N. 2004).

- Basic Browns: These people are unconcerned about the issues and caught up in daily chores, constituting 33% of the entire segment (Ginsberg, J. M., & Bloom, P. N. 2004).

As we can observe, around 20-49% of the entire customer base is receptive and this size could vary depending upon the product category, cultural, economic trends etc.

4.1.3 Prepare

As per Yin this section should include an introduction about the case study, its purpose,

procedures of data collection, an outline or brief about the case study report (Yin, 2009). The reason for performing the study, the research question along with the design and unit of analysis have been covered in the previous sections.

For the case study, the data collection method used is secondary i.e., the data has been collected from different company's websites, articles, newsletters etc as the study consists of examples of strategies adopted by several companies in the past and also from the article Ginsberg, J. M., & Bloom, P. N. (2004). Choosing the right green marketing strategy. *MIT Sloan management review*, *46*(1), 79-84. As already mentioned the purpose of the case study is to guide managers about the strategies that they can choose on the basis of the size of their green target customer segment and their marketing conditions and competitive landscape

Today almost on every company's website we can see a report on Corporate social responsibility, Sustainability or Environment Safety and Health etc. As the public and government today are closely scrutinizing these efforts, almost all big companies are working towards integrating the environmental issues and concerns with their offerings, products and services and making their customers aware about the impact of such integration on the environment.

But before a company decides upon a strategy to adopt they must evaluate answers of 2 questions.

First, how big or small is the green target consumer's segment for their organization? Is

it large enough to drive change in company's revenue positively or financial blow by improving the perception of the greenness of the company? Or is the segment largely indifferent about the perception of greenness of the organization?

Second question is whether the organization can create a competitive edge by differentiating itself on the dimension of greenness? If yes, then does it have that commitment among its internal stakeholders, ample necessary resource? Do they clearly understand what greenness are customers expecting from that industry? Can you beat your competitors on this front?

Depending upon what answers these questions got a company can decide to what extent should it use greenness as a differentiating factor to create a competitive advantage or should it emphasize upon while marketing. To what extent should it invest in quality control environmental friendly processes and business practices? Also noting that company's response to these issues is guided by several other factors as well.

4.1.4 Collect

As per (Yin, 2009) this section involves using and maintaining a series of examples and evidences from multiple sources to explain case study by generating a case study database which can used later to draw logical conclusions and implications.

 After answering 2 questions discussed in the previous stage we will discuss about the 4 strategies in detail with examples.

- Lean Green Style: Companies following this strategy target on gaining a

competitive advantage by means of low cost leadership achieved via adoption of environmental friendly business practices in their firms and not generating any differentiation advantage due to their greenness. Hence, they choose to not advertise and market their green practices extensively as they are targeting long term profits because the current size of their green customer segment is not substantial and nor it is profitable for them to differentiate themselves from their competitors on greenness.

Example, McDonalds can be an excellent example of Lean Green Style, as though it didn't publicize its efforts much, may be due to brand breath and wide target market, it still embraced green practices by completely getting rid of foam made coffee mugs/cups and adopting 100% recyclable double walled paper cups in 2012. Not to forget, its collaboration with PETA for adopting sustainable business practices.

- Guarding Green Style: This strategy is usually adopted in retaliation to a crisis, outrage faced by the company as precautionary measure to lure their substantial green target segment which they cannot afford to lose and alienate. When the scope or size of green target market stands high but they cannot differentiate themselves on the basis of greenness, companies generally go for Guarding style as a temporary and sporadic activity and switch to long term initiatives if they feel they can get a big competitive advantage out of it

Best example of it could be the Gap controversy in 2000 when its founder and former CEO Robert Fisher was accused of not adopting sufficient sustainable

forest practices ,at a time when Gap was known as a socially responsible company and its large chunk of target audience was environmentally concerned. Back then GAP acted swiftly and addressed all concerns clearly leading to short lived uproar and thereby addressing all outrage via guarding green style.

Example of long term initiative as guarding strategy are, after protests, demonstrations for years, Home Depot decided to launch "no old-growth sales" policy with a promise to stop harvesting trees from old growth rainforest.

- Hue Green Style: These companies make huge financial and non financial investments with a motive to introduce innovative products satisfying needs with green quotient via environmental friendly long term business practices. They choose to not differentiate themselves on the greenness quotient as they want their product attributes to speak primarily giving tangible benefits and these eco-friendly, green practices and benefits to act as a backbone or secondary benefit.

  Example: Dell launched "no computer should go to waste" recycling program under which dell customers could return dell products to the company at no cost. Also they accept equipments and computers for safe disposal from other companies as well.

  Honda, well known already as "the most fuel efficient auto company in the US" due to its hydrogen fuel cell powers FCX, Infrastructure based on hydrogen, CO_2 emission reduction by 5% making it "the best-heeled green advocate".

  Wal-Mart after facing years of hatred launched a long term plan to create a competitive advantage by powering its stores via renewable sources of energy

100% and is working to turn its practices and operations more eco-friendly than before .

- Agile Green Style: These companies have their values, philosophies around being green and they adopt environmental friendly measures, practices, manufacturing at their core. Greenness has been their driving forces their inception. They have a niche market with specialized channels of distributions to aid their eco-friendly manufacturing, life-cycle pricing and Environmental TQM.

  Example: From TOMS, Beyond Meat, Wipro Eco Energy, Lush Cosmetics, Body shop, Biotique, Patanjali to Patagonia. *Patagonia* which sells everything from fleece to snow gears to sleeping bags have built repair centers across the world with a motive to reduce the carbon footprint and boosting the longevity of their products with their philosophy of "100% for the Planet".

  Beyond Meat's plant-based "meat products" which are animal, climate, environmental and health friendly with delicious taste is also an excellent example of Agile Green Style.

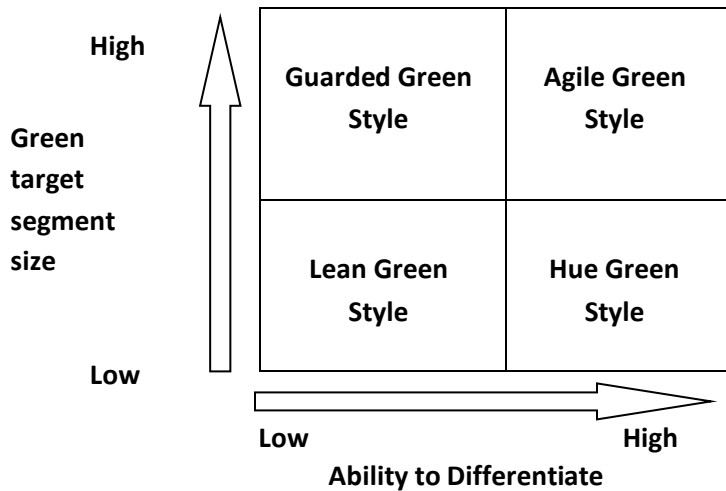An illustration for the above strategies have been attached below

Figure 4.1 Green Marketing Strategy Matrix
Source: Inspired from "Choosing the right green marketing strategy. *MIT Slogan management review*

4.1.5 Analysis

A company should carefully analyze where does it stands on the 2 dimensions i.e., ability to differentiate on the quotient of greenness and its green market size. Second parameter could be understood well by looking at gathered customer records or surveys to find a figure of the proportion of the customers under Green Back, True Blue and the Sprouts segment. If this proportion is not substantial enough, capitalizing them on the greenness may not be successful.

However, if these 3 green segments constitute substantial portion of the total customer base, a company can think to capitalize on the green front. But before that a company has to analyze what is at stake and estimate how much it stands to lose or gain, if some crisis occurs and perceived greenness is diminished or if it improves. As if the estimated gain or loss isn't large enough, the segment might not be substantial enough to be sought.

24

And if the stake is high and size considerable then agile green style or guarded green style strategy could be adopted. Further decision on what strategy to be adopted amongst the two could be guided by analyzing the competitive landscape and the internal and external capabilities of the company.

In addition to studying this, understanding the customer's perception of greenness for your company as well as that of competitors is extremely important to avoid any misperceptions. An agile green style or hue green style strategy may be suitable enough if a company feels that with credibility and honesty they can differentiate themselves for a long term. But if the addition cost constraints remain and the worth to spend don't seem enough, a company can adopt a lean green style or guarding green style.

Apart from the above parameters, it's important that before pursuing any strategy a company incorporates such corporate culture which is integrated with social responsibility from top to bottom of the hierarchy as if the strategy lacks internal commitment, the implementation of the strategy will stand as a challenge. Similar has been suggested by Fraj et al. 2011 in their paper where they argue the need to integrate the green marketing strategies with the internal culture (Fraj, E., Martínez, E., & Matute, J. 2011).

Some critics argue that beside the benefits that adopting any green marketing strategy would yield there are certain risks as the magnitude of investment and the risk associated can be very high, regulatory compliance, risk of wrong perception by customers, threat of being seen as green washing , backlash or outrage threat. Therefore it's extremely crucial

that a company anticipates and prepares itself for any fortunate or unfortunate future circumstance.

It is important that a company also educates its customers regarding the greenness of the business practices, environmental friendliness and biodegradability of the products (Roper, 2002). A company can make efficient use of labels, packaging, in-store displays, free samples, product demonstrations etc. It's important a company correctly portrays how and why its products or services are biodegradable or eco-friendly.

From top management to the sales people on ground should all be well aware about it to educate their customers as any point of interaction with customers should reflect the same ideology and motive. Also a company should never compromise on its primary attributes for the green attributes as it is rarely possible to lure customers only on terms of greenness.

4.1.6 SHARE

As discussed on the basis of a company's evaluation of it green market size and its ability to differentiate itself on the quotient of greenness considering the position of the company itself and its competitors in the industry at the green front, ability to match its competitors or win against them, expected gain or loss if the greenness perception of company is correctly or wrongly received, financial and non financial investment capacity, internal commitment, socially responsible corporate culture, etc. a company may decide to choose a green marketing strategy amongst lean green style, guarding green style, hue

green style and agile green style

4.2 To study the consumer's attitude towards green marketing in India

In order to search the attitudinal dimensions which influence the purchase of green products by Indian consumers, a survey of 101 respondents was conducted. The respondents were result of convenient sampling and consisted of 63% Males and 37% female.

Out of the 101 respondents, 64% were between below the age of 30 years and 36% above 30 and below 50 years. The average income monthly of the respondents was Rs. 16,000. Almost 39% were service holders, 13% not working and 48% were self employed.

The factor analysis performed revealed 4 factors. The name of the factors has been given in accordance to the nature of its questions. In the rotated component matrix attached below as Table 4.2, only factor loadings higher or greater than 0.5 has been considered and assumed to have significance as per the criterion used and adopted by Thomson et al. (2005) in which he measured emotional brand attachment by developing a scale to measure it.

	Component			
	1	2	3	4
Do you feel it's worthy to spend more on eco-friendly products?	0.89			
Do you feel the quality of eco- friendly products is superior?		0.84		
Do you think standard quality control mechanisms are followed by companies who make eco friendly products?		0.76		
Do you think green products are way higher priced than their non green counter parts?			0.61	
Do you feel Green products have no as such extra benefits?			0.68	
Do you feel you have to gain sufficient information before purchasing green products?				0.59
Do you feel, Brands having eco friendly labels on their		0.73		

products are more trustworthy?				
Do you search intensively before buying eco- friendly products?				0.53

Table 4.2 Rotated Component Matrix (Item wise Factor Loading)
Source: Factor Analysis Output Report of Survey (101 Respondents)

Table 4.3 shows that the KMO value is greater than 0.5, i.e., 0.736 and the value of chi square and Bartlett's Test of Sphericity was found significant at 5% significance level. The KMO value >0.5 reflects adequate sample size for the study to give reliable results and findings as the KMO value measures the sampling adequacy and it should be atleast 0.5 to proceed further though larger the value, better it is. As values between 0.7-0.8 are acceptable and 0.9 or more are really reliable. A well known Thumb rule says that atleast 8-16 respondents should be there for 1 initial item or variable. In our case we had reasonable responses i.e., 101 for 8 initial items around 12-13 responses per variable, which is acceptable.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.736
	Approx. Chi-Square	2758.971
Bartlett's Test of Sphericity	df	28
	Sig.	.001

Table 4.3 KMO and Bartlett's Test

Source: Factor analysis output report of the survey performed (Primary)

Table 4.4 explains the total variance that is explained after performing the rotation which is varimax in our case. The initial numbers of items are 8 in our case which have been extracted to 4 as shown in column 1 under the heading components. The Second column onwards the readings are shown for the distribution of the variance after varimax rotation has been performed. This particular rotation is chosen because it attempts to maximize the variance for each of the extracted factor or component which is 4 in our case and thereby it redistributes the total amount of variance among the 4 extracted factors. The

second column in the figure shows the variance which is explained by each of the factor extracted, third shows the same in % and fourth shows the cumulative i.e., sum of the variance explained by that particular factor and the ones before it. Hence the total variance explained is found to be 84.051%. Which means these four factors (Readiness to pay, Perceived Quality Grade, Consumer Skepticism and Information Search) explain 84.051% attitude of Indian consumers towards green products (results are limited to the sample frame of study).

Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	1.454	18.179	18.179
2	1.413	17.662	35.841
3	2.069	25.868	61.709
4	1.787	22.342	84.051

Table 4.4 Total Variance Explained

Source: Factor analysis output report of the survey performed (Primary)

Eight initial items were used as shown in Appendix 3.2, and I have successfully extracted 4 factors from it. One factor has only 1 Initial item, one has 3 initial items and other two factors has 2 initial items each. Now on the basis of the questions asked via initial items I have named the 4 extracted factors. Factor No. 1 is Readiness to spend and Variable 1 is loaded to Factor 1, this initial item is focused to know, are customers ready to spend money on these green products. Factor No. 2 is Perceived Quality Grade as all 3 initial items try to explore how do the customers perceive the quality grade of green products, Variable 2, 3 and 7 are loaded to Factor 2. Factor No. 3 is Consumer Mistrust/Skepticism,

its objective is to explore the skepticism of the customers towards the claim made by these products Variable 4 and 5 are loaded to factor 3 and Factor No. 4 is Information Search, to identify if customers search information before making the purchase and Variables 6 and 8 are loaded to factor 4.

Therefore the results show that the attitudinal dimensions affecting Indian consumers purchasing green or eco friendly products are Readiness to spend, Perceived Quality Grade, Consumer Skepticism and Information Search. Attitudinal Dimensions on similar lines can be expected to influence consumers in other developing nations as well.

4.2.1 Readiness to Spend: Green products are somewhat costly than their counterparts, however that is not applicable always and sometimes they are priced less. But as is usually observed that the cost of green products is higher compared to their counterparts, it acts an impediment which inhibits the Indian consumers from buying these eco-friendly variants. As the study conducted by (Datta, S. K. (2011) also showcases that Indian consumers are less willing to pay a premium price for an eco-friendly product which may be attributed to perhaps consumer's apprehension or the perceived product performance. (Mandese, 1991) also suggests that consumers do act price sensitive when it comes to buying green products independent of whether they are concerned about the environment or not. (Choy and Prizzia, 2010) also talked about how a group of automobile customers from Hawaii were ready to use Hybrid cars instead of traditional fuel one's if the prices of both were same. And also as a report suggests that Indian customers prefer to visit and patronize those hotels which adopt green practices but they aren't in favor of shedding extra penny and paying premium for that (Manaktola and Jauhari, 2007).

Normally it is presumed by the Indian customers that the green products are expensive than their counterparts and somehow that is true and their suspicion of the quality strengthens the reasoning of why are they not ready to pay a premium. Therefore when the other factors like quality, brand name and utility is premium, we can expect this willingness to act positively.

4.2.2 Perceived Quality Grade: As already stated Indian customers unless satisfied with the quality grade of the green products won't make a purchase and pay a premium and therefore quality credentials are required to satisfy these demanding customers. As already it is perceived that the cost of green products is higher (Datta, S. K., 2011). Therefore if the Indian customers perceive that the product quality is inferior or average, there is a high probability of them not making a purchase

4.2.3 Consumer Skepticism: Are these eco-friendly products actually safe for environment? Or these green products actually green? Are quality control mechanisms actually been used by these companies? Indian consumers generally have these questions unanswered and therefore reflect cynical attitude and skepticism towards these claims. As a report also shows that greater environmentally responsible a customer is greater is the level of skepticism from him/her towards green marketing (Wister 2012). Also there is a general climate of skepticism and mistrust observed by these customers attributed to the macro trends observed nowadays.

4.2.4 Information Search: As a result of the above discussed factors i.e., increased consumer skepticism and mistrust towards the green products and eco-friendly products, customers do extensive information search via external and internal sources to validate

the claims and assure that they indulge extra penny in order to get premium grade quality products only and spend upon those companies who actually adopt quality control mechanisms rather than on the one's who are green washing their customers (Parkman and Krause, 2018).Table 4.5 shows the mean analysis of the responses received for the 8 initial items and therefore gives more insights which can help us in understanding Indian customers/consumers purchasing green product in a better way. For initial item "Do you feel its worthy to spend more on eco-friendly products ?" the mean response I got was 4.41, which is close to 5 stating that Indian consumers feel that it is worthwhile to spend more on green/eco-friendly products and they feel they are ready to shed more penny for products that are eco-friendly. For the Initial item "Do you feel the quality of eco- friendly products is superior?" the mean response was 4 stating that Indian consumers do feel that the quality of the green products is much better and superior to that of non green products

Item No.	Items	Mean Value
1	Do you feel it is worthy to spend more on eco-friendly products?	4.41
2	Do you feel the quality of eco- friendly products is superior?	4
3	Do you think standard quality control mechanisms are followed by companies who make eco friendly products?	**3.67**
4	Do you think green products are way higher priced than their non green counter parts?	**3.98**
5	Do you feel Green products have no as such extra benefits?	**2.84**
6	Do you feel you have to gain sufficient information before purchasing green products?	**3.86**
7	Do you feel, Brands having eco friendly labels on their products are more trustworthy?	**3.68**
8	Do you search intensively before buying eco-friendly products?	**3.72**

Table 4.5 Mean Value Analysis

Source: Data from Survey on 101 Respondents (Primary)

For the initial item "Do you think standard quality control mechanisms are followed by companies who make eco friendly products ?" the mean response value is 3.67 showing that Indian consumers are not very sure if the quality control mechanisms are actually followed as the value is closer to 3 (neutral). For the initial item "You think green products are way higher priced than their non green counter parts?" the mean value is 3.98, showing that Indian consumers do feel that the green products are costlier. For the initial

35

item "Do you feel Green products have no as such extra benefits?" the mean value

obtained is 2.84, indicating that Indian customers actually disagree to some extent with

the view that the green products have no as such extra benefits but as the value is very

close to 3 (neutral), the view can be considered neutral as well. For the 2 initial items

"Do you feel you have to gain sufficient information before purchasing green products?"

and "Do you search intensively before buying eco- friendly products?" the values are

3.86 and 3.72 respectively indicating that the Indian consumers do perform extensive

information search via internal and external sources before making a green product

purchase and thereby indicating and reinforcing that the Indian consumers are actually

very suspicious about the actual greenness of these products as these 2 items were

reversely coded to know about the level of suspiciousness of the Indian consumers

towards the green products. Against the initial item "Do you feel, Brands having eco

friendly labels on their products are more trustworthy?" the response was 3.72 indicating

that Indian consumers feel that companies/Brands having eco-friendly labels are more

trustworthy than others.

Chapter 5
Discussion and Conclusion

5.1 To evaluate the existing green marketing strategies of the Firms

The objective of the study was to evaluate the existing green marketing strategies of the

firms and accordingly suggest which green marketing strategy should be adopted under

what circumstance. For following the objective the methodology adopted was Case Study

Method by Yin (Yin, 2009) under which several articles, research papers were reviewed

to study what green marketing strategies are being deployed in past and present by the

companies and to see which stood successful for whom.

The findings from the analysis done in the previous chapter elucidate that the following parameters can guide a company to choose among the 4 strategies namely lean green style, hue green style, guarding green style and agile green style.

- A company should analyze the size of its green target segment which includes sprouts, True Blue and Greenback and its ability to differentiate itself from its competitors on the greenness front.

- A crucial evaluation of both along with several factors like ability to match its competitors or win against them should be done

- An organization should evaluate the expected gain or loss if the greenness perception of company is correctly or wrongly received

- If the stake is high and size considerable then agile green style or guarded green style strategy could be adopted. Further decision on what strategy to be adopted amongst the two could be guided by analyzing the competitive landscape and the internal and external capabilities of the company.

- An agile green style or hue green style strategy may be suitable enough if a company feels that with credibility and honesty they can differentiate themselves for a long term.

- But if the addition cost constraints remain and the worth to spend don't seem enough, a company can adopt a lean green style or guarding green style.

- Before proceeding with any strategy evaluate your financial and non financial investment capacity

- A company should develop internal commitment and socially responsible corporate culture prior to implementing these strategies for better results

- A company should follow the necessary measures to educate its customers about the greenness (Roper, 2002)

- Using packaging, labels, in-store displays, product demonstrations, free samples etc to educate its customers (Roper, 2002)

- Greater green conscious a consumer is more is the chance of his Social media presence. Therefore, the scope of reaching out to these green Consumers with social media is very bright and prosperous (Nyilasy, G., & Gangadharbatla, H. 2016).

Therefore it's very important that a company before adopting any strategy critically evaluates the size of its green market because if not properly done, it may lead a company adopting a strategy that will not work for it. A real life example of this is the launch of Nike's Considered Line in 2005 which focused on utilization on recycled materials, less harmful manufacturing process etc. but the customers liked it's shoes for the performance image and these ones were an extendibility which its target segment just not appreciated and the line is as a result not a success though environmentalists applauded it. From the above example we can see that if Nike would have critically evaluated the size of its green market then maybe it would have gone for a lean green style move and the launch would have been a sustainable performance shoe which may have been a success.

Whenever a company adopts green business practices, includes environmental

friendliness in its business and indulges in green marketing, it is not just the company that benefits but all shareholders including customers, society etc. Proper implementation of these strategies and use of green marketing can act as a blessing and immensely help a company in having a positive public image as well as an emotional connection with the customer base and these with time may result in tangible benefits like company ranking, stock prices, better sales etc

5.2 To study the consumer's attitude towards green marketing in India

The objective of this study was to study the consumer's attitude towards green marketing in India. To fulfill this survey with 8 initial items was conducted among 101 respondents chosen via convenient sampling and on the data collected; factor analysis was performed in SPSS. The output report showed that 4 factors were extracted from 8 initial items. The factors extracted were named on the basis of the nature of the questions discussed under them (known via rotated component matrix report Fig 3.2)

The findings obtained via performing the mean value analysis within the sample frame of study regarding the behavior of Indian consumers towards green products reveals following information about the 4 extracted factors:

- Price: The sample frame of this study which includes educated individuals mostly in the age of 18-35 believe that they are willing or ready to spend a premium for products that are eco-friendly
- Quality: As per the response from the sample frame of study, they believe that the quality of green products is superior but they show less confidence with the fact

that the companies do follow quality control measures religiously and hence these customers carry intensive search before making an actual purchase. Thereby, reflecting the underlying suspicion and lack of trust by the consumers

- Skepticism & Information Search: It was found that the respondents did performed intensive search before making an purchase thereby reflecting high level of skepticism

A real life example of the same is an Indian Brand called Patanjali Ayurved, which introduced the green wave of FMCG goods in India, giving tough competition to the already established brands by its low priced, good quality, natural and herbal products. The brand ambassador of the brand is a well known Indian yoga guru who is very much trusted by Indians and is known since decades for promoting ayurveda. This company brought an ideal mix of factors discussed above to the table as Patanjali's products were comparatively low priced, good quality (natural and herbal products), and low suspicion as the brand ambassador and is trusted immensely by Indian people. Factors that further aided the brands success are Positive Media Attention, Retail Outlets, Huge variety of products etc.

As discussed above within the sample frame of this study, the concept of Green Marketing in India is still not well established with customers depicting high level of mistrust and skepticism towards the products attributed to lack of genuine firms practicing quality control mechanisms and mistrust among customers due to perceived average quality of the products against the premium price that they pay generally.

The green marketers must therefore work to build the confidence among these customers by carrying out heavy promotional campaigns and changing their perception of perceived product quality. These campaigns should be targeted towards the skepticism among the customers regarding the quality, real greenness and the quality control measures adopted by the companies. As this will satisfy a huge chunk of green product consumers and assure them about the qualitative aspects and benefits of the products. This stands as an extremely important move as we have already discussed and observed that the Indian consumers are price sensitive and apprehensive about the premium quality and green products stand costly in comparison to their counterparts. Attributed to the attitudinal dimensions that showcase price sensitivity observed by the Indian consumers, the companies producing green products in India must evaluate certain cost cutting strategies and should focus on heavy campaigning addressing the issue of perceived quality grade and skepticism as customers making such purchases do indulge in information search prior to the actual purchase and such campaigning could increase the probability of making the purchase.

5.2.1 Limitations:

The sample space generated for the study was non random, therefore results may not be extended and generalized beyond the sample frame of this study. However, these results support a prior established and generalized notion that the willingness to pay premium for the eco-friendly or green products is not yet established and the Indian customers are rather price sensitive. Also the research was conducted via a self reporting questionnaire

and therefore their might be a concern of Respondents' bias atleast in case of the construct "Readiness to spend.

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Appendix

Annexure 3.1 Customer Attitude towards Green Products Questionnaire
Source: Primary (Self prepared)

Question	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
You feel it's worthy to spend more on eco-friendly products?					
You feel the quality of eco- friendly products is superior?					
You think standard quality control mechanisms are followed by companies who make eco friendly products?					
You think green products are way higher priced than their non green counter parts?					
You feel Green products have no as such extra benefits?					
You feel you have to gain sufficient information before purchasing green products?					
You feel, Brands having eco friendly labels on their products are more trustworthy?					
You search intensively before buying eco- friendly products?					

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47