GREEN MARKETING: REVIEW AND ASSESSMENT

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INTRODUCTION

The recent surge of environmental awareness throughout the world is unmistakable. Worldwide evidences indicate that people are becoming concerned about the environment and are changing their behaviour accordingly. As a result, there is a growing market for sustainable and socially responsible products and services. Though green issues convince all human activities, only few disciplines have integrated green issues into their literature. Businesses have begun to adapt their behaviour in an attempt to address society’s “new” concern, but the entrepreneurs, public and government are still lagging behind in the actual realization of the concept.

Green marketing refers to the process of selling products and/or services based on their environmental benefits. Such a product or service may be environmentally friendly in it or produced and/or packaged in an environmentally friendly way. While green marketing is growing greatly as increasing numbers of consumers are willing to back their environmental consciousnesses with their dollars, it can be dangerous. The public tends to be sceptical of green claims to begin with and companies can seriously damage their brands and their sales.
if a green claim is discovered to be false or contradicted by a company’s other products or practices. Presenting a product or service as green when it’s not is called green washing.

PRESENT STUDY

The objective of the present paper is to take stock of the development of the concept of green marketing. The study explores and highlights the significance of green marketing using the existing literature survey. The studies related to green marketing have been sourced from research journals, magazines and web portals. Thus present paper largely relies on secondary data.

THE CONCEPT OF GREEN MARKETING

According to the American Marketing Association, green marketing is the marketing of products that are presumed to be environmentally safe. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. Yet defining green marketing is not a simple task where several meanings intersect and contradict each other; an example of this will be the existence of varying social, environmental and retail definitions attached to this term. Other similar terms used are Environmental Marketing and Ecological Marketing. The legal implications of marketing claims call for caution. Misleading or overstated claims can lead to regulatory or civil challenges. In the USA, the Federal Trade Commission provides some guidance on environmental marketing claims.

The concept of ‘green marketing’ is the business practice that considers consumers concerns with regards to preservation and conservation of the natural environment (Coddington, 1993). Green marketing that has been previously and primarily focused on the ecological context has been shifted to more sustainability issues in the marketing efforts and main focus now is in socio-economic and environmental context. Whereas, green market is identified as a part of market segments based on the ‘greenness’ of the consumer
(Charter et al., 2002). Therefore, green marketing is now dealing with fair trade of socio-economical benefits as well as environmental responsibilities through the green business. Green marketing offers business bottom line incentives and top line growth possibilities. While modification of business or production processes may involve start-up costs, it will save money in the long term. For example the cost of installing solar energy is an investment in future energy cost savings. Companies that develop new and improved products and services with environmental impacts in mind give themselves access to new markets, substantially increase profits and enjoy competitive advantages over those marketing non-environmentally responsible alternatives.

Unfortunately, a majority of people believe that green marketing refers solely to the promotion or advertising of products with environmental characteristics. Terms like Phosphate Free, Recyclable, Refillable, Ozone Friendly, and Environmentally Friendly are some of the things consumers most often associate with green marketing. While these terms are green marketing claims, in general green marketing is a much broader concept, one that can be applied to consumer goods, industrial goods and even services. For example, around the world there are resorts that are beginning to promote themselves as "ecotourism" facilities, i.e., facilities that "specialize" in experiencing nature or operating in a fashion that minimizes their environmental impact.

Thus, green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. Yet defining green marketing is not a simple task. Indeed the terminology used in this area has varied, it includes: Green Marketing, Environmental Marketing and Ecological Marketing. While green marketing came into prominence in the late 1980s and early 1990s, it was first discussed much earlier.
REVIEW OF RELATED STUDIES

Oyewole (2001) presents in his paper a conceptual link among green marketing, environmental justice, and industrial ecology. It argues for greater awareness of environmental justice in the practice for green marketing. In contrast with the type of costs commonly discussed in the literature, the paper identified another type of costs, termed 'costs with positive results,' that may be associated with the presence of environmental justice in green marketing. A research agenda is finally suggested to determine consumers' awareness of environmental justice, and their willingness to bear the costs associated with it.

As per Merilänen et al. (2000), Environmental Management Systems and green marketing programmes have gained increasing popularity in western market economies. They are viewed as cost-efficient, effective and just means of tackling problems associated with the impact of economic activity on the environment. It is argued in this article, however, that these optimistic views are based on a number of ideas, images and metaphors that retain many andocentric and inadequate assumptions about self, society and nature that may be incompatible with long-term environmental protection goals.

Prothero and Fitchett (2000) argue that greater ecological enlightenment can be secured through capitalism by using the characteristics of commodity culture to further progress environmental goals. The authors reject both naive ecological romanticism and revolutionary idealism on the grounds that they fail to offer any pragmatic basis by which greater environmental responsibility can be achieved. Drawing on the now well-established theoretical tradition of post-Marxist cultural criticism, the authors offer a conceptual justification for the development and implementation of a green commodity discourse. For this to be achieved and implemented, prevailing paradigms regarding the structure, nature,
and characteristics of capitalism must be revised. Marketing not only has the potential to contribute to the establishment of more sustainable forms of society but, as a principle agent in the operation and proliferation of commodity discourse, also has a considerable responsibility to do so.

Prothero (1998) introduces several papers discussed in the July 1998 issue of 'Journal of Marketing Management' focusing on green marketing. This includes; a citation of the need to review existing literature on green marketing, an empirical study of United States and Australian marketing managers, a description of what a green alliance look like in practice in Great Britain, ecotourism and definitions of green marketing.

Kilbourne and Beckman (1998) provide a review and categorization of the environmentally related research published in the major English language marketing journals over the period from 1971 to 1997. It traces the development from the early research which focused predominantly on the characterization of the "green" consumer, conceptualization of environmental consciousness, environmentally related behaviours such as recycling, and attitudes towards environmental problems such as pollution. This was followed by a period in which energy conservation, legislation, and public policy issues were added to the agenda which remained predominantly managerialist in perspective. While the same issues were studied within the 1990s, the research agenda was expanded again to include broader issues such as environmental values and institutions. Most recently, the macro issues of sustainable marketing and its relationship to the dominant social paradigm have been introduced into the literature. The paper concludes by arguing that the examination of the macro issues from an interdisciplinary perspective is necessary for further development of marketing thought in this area, and that a synthesis of the macro and micro perspectives is necessary for effective and enduring public policy regarding the marketing/environmental relationship.
Walker and Hanson (1998) highlight and discuss green/environmental implications and imperatives associated with destination marketing as distinct from those related to product and services marketing. A comparative taxonomy has been developed to illustrate these, and to provide a framework for discussing their relevance, with reference to the particular case of Tasmania as a tourism destination.

Kilbourne (1998) discusses the failure of green marketing to move beyond the limitations of the prevailing paradigm. While there are nascent macro developments in marketing thought that might lead to a truly green marketing considering sustainability, holistic thought, and the limitations of the prevailing paradigm, they remain thus far on the periphery of the discipline. This will remain so until a broader, multi-disciplinary approach incorporating the multiple dimensions of the DSP is developed. The author identifies areas that must be examined for their effect in the marketing/environment relationship, namely economic, political and technological dimensions of the cultural frame of reference.

Fisk (1998) discusses the effectiveness of "reward and reinforcement" strategy used in marketing activity is compared to a strategy of "mutual coercion mutually agreed upon" as a means for accelerating acceptance of environmentally appropriate production and consumption technologies. The risk and reward consequences of green marketing tactics are traced to identify their implications in pursuing globally sustainable development. Together, reward and reinforcement strategies and coercive regulatory activities are more promising for attaining sustainable development than either one alone.

Grove & Fisk (1996) attempted to bring attention to the general and pervasive exclusion of service industries from discussions of green marketing practices. They explore why circumstance may exist, and provided arguments to support the adoption of environmental practices by services providers. Also, in trying to identify how the service sector can contribute to the preservation of the environment, a greening of services matrix was presented. This matrix was designed to demonstrate through hypothetical examples the
many ways that service industries can reduce, reuse or recycle resources, either collectively or individually, and thereby embrace the green initiative. Finally, the authors submitted a total quality/benchmarking approach as a means by which services organizations may adopt environmental practices.

Desmond and Crane (2004) explore issues of morality in relation to the consequences of marketing action. It addresses the reasons why, despite adverse social consequences, as well as the exhortations of marketing ethicists, a societal-based morality continues to languish at the margins of marketing practice. We note that ethicists mistakenly characterize organizations as being "amoral" and their decisions as being "purely economic." This ignores the reality that marketing theory and practice are suffused with the morality of economic self-interest. This has important implications for whether one can understand the consequences of marketing action as intended or unintended. We suggest it is due to the power of egoism that attempts to import ethical maxims from moral philosophy have been sidelined. Finally, we discuss the difficulties of securing a more moral basis for marketing decision-making.

Crane (2000a) in his study explores the literature relating marketing to the natural environment from the point of view of morality. It argues that the issue of morality has not been developed in any comprehensive or cohesive way in this literature and subsequently seeks to provide an analysis of the different ways in which morality has, to date, been applied and used. Five different moral perspectives are identified - namely, fair play, managerialist, reformist, reconstructionist, and interpretist perspectives. These are categorized according to the main moral issues typically examined, the core discipline from which the perspective has been developed, the form of morality ordinarily referred to, and the prevalent subject of moral enquiry. The various approaches are examined and their contribution assessed. The relationship between the perspectives is addressed, and it is suggested that from a macromarketing point of view, the reconstructionist and the
interpretivist perspectives might be expected to be the most fruitful avenues for future investigation.

According to Ginsberg and Bloom (2004), Green marketing has not lived up to the hopes and dreams of many managers and activists. Although public opinion polls consistently show that consumers would prefer to choose a green product over one that is less friendly to the environment when all other things are equal, those "other things" are rarely equal in the minds of consumers. How then, should companies handle the dilemmas associated with green marketing? They must always keep in mind that consumers are unlikely to compromise on traditional product attributes, such as convenience, availability, price, quality and performance. It’s even more important to realize, however, that there is no single green-marketing strategy that is right for every company. It is suggested that companies should follow one of four strategies, depending on market and competitive conditions, from the relatively passive and silent lean green approach to the more aggressive and visible extreme green approach - with defensive green and shaded green in between. Managers who understand these strategies and the underlying reasoning behind them will be better prepared to help their companies benefit from an environmentally friendly approach to marketing.

Karna et al (2003) are of the view that companies along the forestry-wood value chain from four European countries were surveyed in order to examine social responsibility in values and environmental emphasis in their marketing planning. Most of the Finnish, Swedish, German and UK companies emphasize environmental issues in their values, marketing strategies, structures and functions. The companies were classified into three groups according to their responsibility values based on the concepts of redirecting customers towards sustainability and the role of governmental balancing of markets. "Proactive green marketers" (companies emphasizing pursuing sustainability and believing in free market system) emphasize environmental issues in their marketing planning clearly more than
traditional "consumption marketers", and more than "reactive green marketers" (companies emphasizing pursuing sustainability under governmental balancing). We interpret that proactive marketers are the most genuine group in implementing environmental marketing voluntarily and seeking competitive advantage through environmental friendliness. Thus, the example of these progressive companies should be the direction towards sustainable development in business and society. The results also give evidence that green values, environmental marketing strategies, structures and functions are logically connected to each other as hypothesized according to the model of environmental marketing used to guide this study.

Crane (2000b) in his paper discusses green marketing strategies in the context faced by businesses in the middle to late 1990s. The literature suggests that this context has been characterized by a consumer backlash against green marketing, which has been created by perceived problems in the areas of green product performance and green claims in the late 1980s and early 1990s. Evidence is reported from a qualitative study which investigated corporate perceptions of this context and revealed the strategic orientations which have subsequently been employed by green marketers. The findings suggest that managers do indeed perceive the backlash to have occurred and to have been caused by the factors posited. It is argued that these understandings have assumed the role of myths in shaping organizational perceptions of the green marketing context. Four subsequent strategic routes are identified in the paper, namely passive greening, muted greening, niche greening and collaborative greening. These are described in some detail and managers’ justifications for them are presented. It is shown that each of these strategies might be appropriate for particular situations in the context of the backlash and some of the limitations of the green marketing literature in this respect are highlighted. Finally, some discussion is provided regarding the appropriateness of these strategies in the future and potential avenues for further research are identified.
Stone and Wakefield (2000) presents a study on the effect of a market orientation toward environmental issues and threats on business performance. The importance of corporate environmental responsibility is considered. A series of hypotheses are presented. The authors then go on to outline the methodology used before presenting their results and discussion.

Menon et al (1999) discuss the concerns related to the environment that are evident in the rapid growth of the environmentally conscious marketplace and its increasing impact on corporate strategists. Drawing from the academic literature and case studies of actual corporate experiences, a study discusses the concept of environmentally-based marketing programs within the context of each element of the marketing mix. Additionally, it discusses issues that are of critical importance in the implementation of the concept, from the perspectives of firm performance and business environment. The managerial implications of adopting environmentally-based marketing programs and concerns relevant to future research in this area are also addressed.

Pujari et al. (2004a) opines that the greening of new product development process has been under scrutiny by researchers, but the attention has been limited to consumer products. Based on a survey, this paper investigates the environmental responsiveness in industrial new product development in 82 industrial firms. In comparison to traditional NPD process in the extant literature, the findings revealed additional activities in the greening of industrial NPD. These activities fall under the broader scope of life cycle assessment (LCA) for environmental impact including supplier evaluation and design for environment issues. The paper also investigates the relative impact of organizational antecedents on greening of industrial NPD activities. Organizational antecedents include functional interface of environmental specialists with design and product managers, environmental product policy, and top management support.
Pujari et al (2003b) article reports the findings of a large-scale research project on environmental new product development (ENPD) within British manufacturers. A major contribution of this article is the attempt to integrate new product development (NPD) and environmental management philosophies in order to develop and empirically test a theoretical framework for ENPD and performance. As such, it is one of the first studies to go beyond the anecdotal evidence in the extant literature, to empirically research ENPD activities and their impacts. This contributes to the debate about the potential for firms to be "green and competitive" by examining the relationship between ENPD activities and market and eco-performance for environmental new products. Contrary to the popular perception, the results suggest that there is more synergy than conflict between the conventional and environmental product development paradigms.

Masui et al (2003) presents a methodology for applying Quality Function Deployment (QFD) is presented for environmentally conscious design in the early stage of product development. This methodology has been developed by incorporating environmental aspects into QFD to handle the environmental and traditional product quality requirements simultaneously. The QFD for environment (QFDE) proposed consists of four phases. Designers can find out which parts are the most important in enhancing environmental consciousness of their products by executing QFDE phase I and phase II. Further, a methodology is developed to evaluate the effects of design improvement on environmental quality requirements as phases III and IV. The results obtained from the case study of IC package show that QFDE could be applicable in the early stage of assembled product design, because the most important component from the viewpoint of the environment is clearly identified and multiple options for design improvement are effectively evaluated.

On the basis of a literature review, Johansson (2002) presents 20 factors essential for successful integration of eco-design in product development are presented. The success factors are structured according to six areas of concern: management, customer
relationships, supplier relationships, developmental process, competence and motivation.

By relating the factors to a number of product development elements that are generally claimed to be important for product development success, it is indicated that the integration of ecodesign to a great extent are related to the same elements. A few factors seem to be specific for the integration of eco-design. These factors are related to competence and motivation. As many of the ecodesign success factors relate to those elements that are acknowledged to affect product development success, this implies that a company that manages product development well increases the likelihood of being successful when integrating eco-design into product development.

Chen (2001) develops a quality-based model for analyzing the strategic and policy issues concerning the development of products with conflicting traditional and environmental attributes. On the demand side of the problem, the framework of conjoint analysis is used to structure the preferences of the ordinary and green customers. On the supply side, theories in optimal product design and market segmentation are applied to analyze the producer's strategic decisions regarding the number of products introduced and their prices and qualities. On the policy side, the effects of environmental standards on the economic and environmental consequences of green product development are evaluated. By jointly considering the interactions among the customers' preferences, the producer's product strategies, and the environmental standards imposed by governments, some interesting findings that can be used to manage and regulate the development of green products are presented. Two major findings show that green product development and stricter environmental standards might not necessarily benefit the environment.

Simon et al. (2000) reports some results from a major research project on the integration of environmental issues into design in the electrical and electronic industry. Product development practice and ecodesign methods were examined along with qualitative data from 19 manufacturers, using interviews and an action research methodology. A four-stage
framework for ecodesign practice resulted: first, to make an environmental assessment from a life cycle viewpoint; then to communicate the analysis and collect feedback; thirdly to prioritize the environmental issues and finally to complete the design using relevant tools and methods. This ‘ARPI’ framework (analyse, report, prioritize, improve) applies to both strategic and operational levels. Initial testing of the framework in collaborating companies highlighted difficulties with communication with design teams; the role of ecodesign champions is explained. Other challenges are the development of customized tools and the training of designers. The study concludes that the prioritization step is critical, as it simplifies and clarifies the tasks in design that take place after formulation of the specification.

Polonsky et al (1998) focuses on US and Australian markets' perceptions of stakeholders' potential to influence the green new product development (NPD) process and what strategies can be used to involve stakeholders in this process. The findings suggest that marketers believe some stakeholders with "high" influencing abilities should be involved in the green NPD process, although it appears that in practice, firms use very basic methods to include these stakeholders. It also appears that there is limited formal interaction between the firm and its stakeholders and that respondents are not engaging and learning from others with green product expertise.

Crane (2001) explores the notion of an ethical product. It is argued that ethical issues have long been involved in consumers' product evaluations, but that there has been little academic investigation of ethics in terms of product concepts and theories. Ethics are thus examined in the context of the augmented product concept, and 2 dimensions of ethical augmentation are identified: direction and content. These dimensions are set out and discussed at some length, and then they are used to construct an ethical product matrix. It is shown how this could be used to provide structure and coherence to examinations of the perceived ethics of any given product offering. The implications of the analysis offered in
the paper are discussed, and a number of limitations of the ethical product notion are identified. Finally, some conclusions and directions for future research are suggested.

Hartmann et al. (2005) proposes a set of strategic options for green brand positioning, based either on functional brand attributes or on emotional benefits. The aim of the study is to test the suggested green positioning strategies against one another, assessing their effect on perceived brand positioning and brand attitude. A theoretical model of the dimensionality and attitudinal effects of green brand positioning was developed. Both suggested alternatives to green brand positioning, along with a combined functional and emotional strategy, were tested in an experimental online setting. Results indicate an overall positive influence of green brand positioning on brand attitude. Further findings suggest distinct functional and emotional dimensions of green brand positioning with the interaction of both dimensions in the formation of brand attitude. Highest perceptual effects were achieved through a green positioning strategy that combined functional attributes with emotional benefits. Brand managers should deliver emotional benefits through the brand, at the same time making sure that target groups perceive real environmental benefits.

McDonagh (2002) examines the challenge for marketers to foster both anti-slavery and fair trade, and analyzes communicative work to enhance both. Underlying issues and public misunderstanding are described, drawing on specific themes by illustrating the Anti-Slavery International campaigns to end child labor via the Rugmark label, and the work of a fair trade coffee company, Café direct Ltd. The paper furnishes a link between societal marketing and the emergent theory of sustainable communication to effect anti-slavery and global fair trade. It concludes with a discussion, implications for societal marketing and suggestions for further research.

Langeland (1999) explores patterns of alternative consumption and analyses the emerging vigilant market segment and how to address it, with an emphasis on the element of non-
rationality in the purchasing process. After examining ‘vigilant' consumers and changing patterns of consumption, the implications for addressing this market segment are presented. The challenges and pitfalls of communicating the ‘green' premium are explored, based on the findings of the first part of this paper, and are illustrated in practice through the example of an unsuccessful campaign aimed at cafes that serve fair trade coffee. The paper examines the opacity of the vigilant market and the low number of factors over which business truly has control.

De Boer (2003) examines the role of labeling and certification schemes in pursuit of policies to make production and consumption processes more sustainable. From a logical point of view, labels are conceived as claims put forward by sellers to inform buyers about certain characteristics of their products. In the case of sustainability, labels might identify relevant ideals to approach and/or significant ills to escape. Toulmin’s argumentation theory is used to show how claims can be substantiated and challenged. Based on literature on the behavior of main stakeholders, the author discusses what labeling means for producers, consumers, policymakers and other groups in society. In the conclusions, attention is drawn to the way in which societal pressure might interact with market forces to shape the information environment for products and services. As a result, the role of sustainability labels might become more differentiated, varying from direct shopping aids to background quality assurances.

Saha and Darnton (2005) discusses over the years, green issues have been more talked about by business and industry, financial institutions and the general public. There has been much discussion about the environment and the damaging effects produced by everyday activities. Extensive environmental damage has been caused by continuous consumption, marketing, manufacturing, processing and polluting, along with several environmental disasters. There are various responses to green issues that companies have adopted. These range green product promotion, green marketing, environmental
management and aiming for sustainability. This article presents the results of research investigating the green strategies and practices in a sample of companies. It further relates issues such as ecological concerns, conservation and corporate social responsibility.

Kuk et al. (2005) suggests that most of the FTSE-listed firms in the United Kingdom use corporate environmental policy statements (CEPS) to communicate their strategic intent of what environmental and social targets to attain, and broad guidelines of how they will progressively achieve all the required changes and new developments. In this paper, we link the contents of CEPS of a sample of FTSE-listed firms (from the chemical, pharmaceutical and food industry that are committed to develop business excellence) to the voluntary participation in the environmental benchmarking exercise and the various levels of environmental performance therein. The findings suggest that in contrast to their non-participating counterparts, the strategic focus of the participating firms transcends from simply mitigating any potential damages that their operations might have on the environment to business process reengineering and building new implementation capabilities. However, not all of the participating firms achieved excellence in their environmental performance, the high performing firms outweighed their counterparts on their emphasis on technological competence and competitiveness, and interestingly, the average-performing firms would use the strategic emphasis on social responsibility to compensate for their mediocre technological competence.

Hardjono and Klein (2004) describe the European Corporate Sustainability Framework (ECSF). This framework addresses complex issues such as Corporate Sustainability, Corporate Responsibility and Corporate Change. It is a conceptual framework based on the tradition of the quality management approach and the concept of phase-wise development. The framework is based on several theories and models, all proven individually over several decades. These theories are the Emergent Cyclical Levels of Existence Theory (ECLET) of Professor Graves, The Four Phase Model© (Hardjono), EFQM"s
Business Excellence Model, Kaplan and Norton's Business Balanced scorecard, the research deliverables of the project “The European Way to Excellence” and the SqEME® methodology. All these models, theories and/or studies belong to the interpretative sociology (Milwax Burell and Morgan, 1992). The aim of the ECSF is to support organizations in their implementation of Corporate Sustainability and Corporate Responsibility (CS-R) by addressing the ambiguity and complexity of these issues.

Dentchev (2004) approaches the question whether CSP can contribute to the competitive advantage of firms. We adopted an explorative case-study methodology to explore the variety of positive and negative effects of CSP on the competitiveness of organizations. As this study aimed at identifying as great variety of these effects as possible, we selected a diversified group of respondents. Data was thus collected through embedded units of analysis in a petrochemical company, and triangulated with the opinions of experts on CSP. Overall, we found various positive and negative effects of CSP on the competitiveness of organizations. CSP is therefore not an innocent adventure for executives, but rather a strategy for achieving corporate objectives. If not carefully implemented, the CSP strategy may harm the competitive advantage of the firm, as our results have suggested.

Lee and Ball (2003) opines that current prescriptions for organizational eco-change, which are often driven by a desire to show companies the "right way forward," are often dominated by rhetoric and are reliant on the assumption that organizations will voluntarily become greener. There is little evidence to support any of these assumptions. Assuming that the primary motivating force for business corporations is the pursuit of organizational sustainability through the attainment of competitive advantage, corporate contributions to sustainability must stem from self-interest and survival instincts. This study seeks to develop a corporate understanding of emerging environmental concerns and their impacts on organizational survival and profitability. By focusing on the strategic assessment of change drivers - top management's commitment and strategic importance of green issues -
this paper studies 15 companies in the Korean chemical industry and develops four strategic response models ranging from lagging to proactive catalyst. This study finds that top management's commitment has a direct and indirect impact on corporate environmental responses and strategy.

Figge et al (2002) discusses that the Balanced Scorecard of Kaplan and Norton is a management tool that supports the successful implementation of corporate strategies. It has been discussed and considered widely in both practice and research. By linking operational and non-financial corporate activities with causal chains to the firm's long-term strategy, the Balanced Scorecard supports the alignment and management of all corporate activities according to their strategic relevance. The Balanced Scorecard makes it possible to take into account non-monetary strategic success factors that significantly impact the economic success of a business. The Balanced Scorecard is thus a promising starting-point to also incorporate environmental and social aspects into the main management system of a firm. Sustainability management with the Balanced Scorecard helps to overcome the shortcomings of conventional approaches to environmental and social management systems by integrating the three pillars of sustainability into a single and overarching strategic management tool. After a brief discussion of the different possible forms of a Sustainability Balanced Scorecard the article takes a closer look at the process and steps of formulating a Sustainability Balanced Scorecard for a business unit. Before doing so, the basic conventional approach of the Balanced Scorecard and its suitability for sustainability management will be outlined in brief.

Polonsky (2001) poses the questions such as: Why should firms engage in green marketing? What are the various levels of greening? What does implementation involve? And what are its implications? The author explores these issues and argues that green marketing is a complex tool that must be integrated across all organizational areas and activities if it is to be successfully implemented and achieve long-term benefits. Failure to develop an
An integrated approach will increase the probability that a firm's activities will not match consumers' expectations. The actions taken will be ineffective, both from a business and an environmental perspective.

Strannengård (2000) discusses how the natural environment became a business concern in a Swedish multinational manufacturing company. Ideas that were initially external to the organization were internalized and formulated, i.e. translated into guiding principles for environmental change efforts within the organization. External influences (environmental organizations, customers, media) and internal influences (CEO commitment, similar successful projects) were fitted with management tools that the organization already has experience from. Thus, the environmental strategy emerged as a result of a translation process: phenomena in the institutional environment become internalized and matched with existing tools and solutions. The empirical findings presented in the paper show how the translation process results in a business-driven environmental strategy. The environmental strategy is however not static, but the degree of business-environment integration fluctuates over time. The process by which an organization tries to integrate environmental strategies into business strategies is in the paper shown to be a matter of de-coupling and coupling business efficiency and environmental responsibility. The task of management becomes to keep a flexible, not loose, coupling between business efficiency and environmental orientation.

Sinding (2000) discusses that when firms look outward and consider how issues related to the natural environment are likely to affect them directly they can distinguish two main forms of influence. One is environmental and related regulation which comes in a variety of forms. The other partly overlapping form is market influences. As firms try to adapt to these influences, either they can take an internally focused approach or they can accept that environmental impacts are related to all the stages of life a product passes through and take the inter-organizational consequences in terms of required co-operation.
Pursuing inter-organizational environmental management, however, involves a choice of approaches, which are likely to vary greatly in terms of the degree of physical exchange and the cost of arranging and maintaining inter-organizational relations.

Langerak (1998) presents in his study that although the green market is growing the marketing literature has been relatively silent about the integration of environmental issues in marketing strategy and decision-making. Against this backdrop there is a need for more research on and discussion about the role of the natural environment in marketing strategy and business performance. Therefore, the purpose of the article is to develop and test a model that incorporates the antecedents and consequences of integrating environmental issues in marketing strategy and decision-making. In particular, the goal is to address the environmental consciousness and practices of marketers. Some of the external and internal antecedents and consequences analyzed include competitive and business intensity, consumer sensitivity toward environmentalism, and the environmental consciousness of marketers. Results indicated limitations associated with marketers' influence on green product development processes.

Hart (1997) focuses on the strategies utilized by business worldwide in an attempt not to harm the environment. More and more companies are ‘going green' as they realize that they can produce and increase profits. Hart sets out the challenge to develop a sustainable global economy and provides detailed information on strategies for a sustainable world and various daily environmental problems.

Menon and Menon (1997) discusses the concept of an enviropreneurial market strategy is discussed which reflects the confluence of social performance goals, corporate entrepreneurship orientations and marketing strategy by integrating environmental concerns when developing marketing policies. They argue that managers lack a strategic framework enumerating the factors under which an enviropreneurial marketing strategy can lead to competitive advantages within a product or market. To achieve that goal, the
authors (1) provide an overview of enviropreneurial marketing and its facets, (2) expound on the tactical, quasi-strategic, and strategic forms of enviropreneurial marketing, (3) propose a testable model of the antecedents and consequences of enviropreneurial marketing, and (4) offer direction to researchers. From a marketing academic perspective, more work in the area of enviropreneurial marketing and enviropreneurship can significantly enhance the contributions of marketing to the strategy dialogue. From a practitioner perspective, especially if present conditions continue, a firm's enviropreneurship may well determine whether it thrives or becomes an "endangered species."

Were (2003) gives a practice-based overview of the implementation aspects of Corporate Responsibility. After discussing the success factors for implementing Corporate Responsibility, the article describes a model for implementing Corporate Responsibility. Special attention is given to the success factors in the subsequent phases of implementation (sensitivity to the organizational environment, awareness of core values and clear leadership), to ensure that the most optimal results attainable for the organization can be reached. The implementation-model is clarified by looking at experiences in implementing Corporate Responsibility at Chiquita.

CONCLUSION

When looking through the literature, there are several suggested reasons for firms increased use of Green Marketing. Five possible reasons cited are:

1. Organizations perceive environmental marketing to be an opportunity that can be used to achieve its objectives

2. Organizations believe they have a moral obligation to be more socially responsible

3. Governmental bodies are forcing firms to become more responsible
4. Competitors' environmental activities pressure firms to change their environmental marketing activities

5. Cost factors associated with waste disposal, or reductions in material usage forces firms to modify their behavior.

The analysis of the above cited studies shows that although a large number of firms are using green marketing, there are a number of potential problems which need to be addressed. One of the main problem is that firms using green marketing must ensure that their activities are not misleading to the consumers or the industry, and do not breach any of the regulations or laws dealing with environmental marketing. In short, a firm going green must:

- Describe clearly environmental benefits;
- Describe environmental characteristics;
- Describe how benefits are achieved;
- Satisfy that comparative differences are justified;
- Satisfy that negative factors are taken into consideration; and
- Not use meaningless terms and visuals.

In addition, as many firms have tried to modify their products due to increased consumer concern, are misled with the fact that consumers' perceptions are always correct. Take for example the McDonald's case where it replaced its clam shells with plastic coated paper. There is ongoing scientific debate which is more environmentally friendly. Some scientific evidence suggests that when taking a cradle-to-grave approach, polystyrene is less environmentally harmful. If this is the case, McDonald's bow to consumer pressure, has chosen the more environmentally harmful option.
When firms attempt to become socially responsible, they face the risk that the environmentally responsible action of today will be found to be harmful in the future. Take for example the aerosol industry which has switched from CFCs (chlorofluorocarbons) to HFCs (hydro-fluoro-carbons) only to be told HFCs are also a greenhouse gas. Some firms now use DME (dimethyl ether) as an aerosol propellant, which may also harm the ozone layer. Given the limited scientific knowledge at any point in time, it may be impossible for a firm to be certain they have made the correct environmental decision. This explains why some firms, like Coca-Cola and Walt Disney World, are becoming socially responsible without publicizing the point. They may be protecting themselves from potential future negative backlash, if it is determined they made the wrong decision in the past.

Reacting to competitive pressures can cause all followers to make the same mistake as the leader. A costly example of this was the Mobil Corporation who followed the competition and introduced biodegradable plastic garbage bags. While technically these bags were biodegradable, the conditions under which they were disposed did not allow biodegradation to occur. Mobil was sued by several US states for using misleading advertising claims. Thus, blindly following the competition can have costly ramifications.

The push to reduce costs or increase profits may not force firms to address the important issue of environmental degradation. End-of-pipe solutions may not actually reduce the waste but rather shift it around. While this may be beneficial, it does not necessarily address the larger environmental problem, though it may minimize its short term affects. Ultimately, most waste produced will enter the waste stream, therefore to be environmentally responsible organizations should attempt to minimize their waste, rather than find appropriate uses for it.

To ensure consumer confidence, marketers of green products need to be much more transparent and refrain from breaching any law or standards relating to products or business practices. There needs to be an establishment of a management control system.
that will lead to adherence of stringent environmental safety norms. Marketers are ought to adopt more environment friendly raw materials at the production stage itself and explore possibilities of recycling of the used products so that it can be used to offer similar or other benefits with less wastage. The need of the present scenario seeks the green product development which is possible by the facilitation of the systematic change in the society that included consumers, producers, government aid and structural change. The relevant actors of green product development can have the long term economic benefits with its successful implementation.

Green marketing should not neglect the economic aspect of marketing. Marketers need to understand the implications of green marketing. If we think customers are not concerned about environmental issues or will not pay a premium for products that are more eco-responsible, think again. Green marketing is still in its infancy and a lot of research is to be done on green marketing to fully explore its potential. So, if today's successful marketing is about appealing to personal values and delivering consumer empowerment, then surely the time is right to inject sustainable development into the marketing mix to help address some of the gritty issues currently facing our planet. Green marketing methods produce highly effective results. They apply all of the steps you need to cut costs, raise response rates and increase growth in the most important marketing metric we are all held accountable for—the bottom line.

Finally we can conclude that:

- Green product development is more than just creating products that are environmentally friendly. It is about systemic change in society that includes consumers, producers and the general commercial structure within which they negotiate.
- By widening & deepening the meaning of green, relevant actors will have an economic incentive to pursue green product development.
Harnessing the market forces that favour green product development will lead to mainstream green.

REFERENCES


