



## **Green Marketing: Conceptualizations, Managerial Practices, Challenges and Research Agenda**

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### **Abstract**

Green marketing has attracted some attention in recent times. The general interests in green marketing have been as a result of the increased concerns related to the inefficient use of resources, the poor management of wastes, the high use of fossil fuels, the increase in the emission of greenhouse gases, in addition to relevant pressures from consumers, clients, civil society organizations and governments, among others. Green marketing is an important strand of green business, which is concerned with reducing the impact of business practices on elements of the environment. It, specifically, focuses on reducing the adverse impact of marketing practices on the environment via such traditional marketing activities as product designing, producing product, product packaging, product labelling, product promotion, product distribution, and consuming goods and services that are friendly to the environment. It entails certain broad marketing issues such as product planning, processing, production, promotion, distribution, in addition to protective interest in people, society and planet which are designed by an organization to show its objective of reducing the adverse effect on the environment of its marketing activities. This paper conceptualizes the green marketing construct, presents some of its practices and challenges, and suggests research direction (with a research instrument) for investigating the construct in different organizational and environmental settings.

**Keywords:** Sustainability, marketing, green marketing, environmental marketing, sustainable marketing, ecological marketing, green consumer behaviour, environmentalism, corporate social responsibility.

## **Introduction**

Organizations, generally, engage in business and managerial practices that will help them in adapting to their relevant environmental contexts and/or achieve set organizational goals and practices. These business and managerial practices can be in the organic business functions (marketing, finance, human resource, and operations/production management) and/or in corporate and strategic business units that have organizational relevance.

In contemporary times, organizations have been engaged in business and managerial practices that seek to be “environmentally correct”. These practices attempt to align organizational business decisions to environmental acceptability and sustainability. These organizational practices have been described with many constructs such as green management, sustainable management, and green managerial practices, among others. With regard to marketing, marketing and the environment are interconnected (Prakash, 2002; Polonsky, 2011), and marketing which is sensitive to the environment has been described as green marketing, among other labels of relevance. Organizations associated with green marketing practices engage in marketing activities that are environmentally friendly. Chahal et al (2014) posit that few companies practise green marketing because of limited awareness of the green marketing concept, in addition to lack of resources required for its implementation. However, Bailey et al (2016) argue that there has been an increased interest in green marketing issues by consumers, clients, scholars, practitioners, governments and civil society organizations in both developed and developing countries. Knowledge of green marketing issues can assist organizational marketers in designing and implementing relevant, efficient and effective marketing

practices and strategies. This paper conceptualizes green marketing, discusses some of its practices and challenges, and proposes a research agenda (with a research instrument) for investigation of the construct in relevant contexts.

### **Conceptualizations of the Green Marketing Construct.**

The marketing discipline is associated with many concepts, constructs and practices. For instance, the marketing concept, with its practical application called market orientation, requires marketers to study the needs and wants of their customers and clients. This practice, it has been argued with equivocation, will result in marketing efficiency and effectiveness for organizations. Marketing, generally, is concerned with the identification of needs and wants of consumers and clients, and the consequent production, pricing, promotion, and communication, among other cognate activities, of goods and services to satisfy the needs and wants and achieve marketing goals and objectives.

With regard to the environment, marketing has relevant relationships with its environments (Prakash, 2002; Polonsky, 2011). As a result, organizational marketers endeavour to create beneficial fits between their organizational marketing practices and environmental realities. These marketing practices that are sensitive to environmental realities have been given many labels such as strategic management (Osugwu, 2016), environmental marketing (Coddington, 1993), ecological marketing (Henion and Kinnear, 1976), sustainable marketing (Fuller, 1999), greener marketing (Charter and Polonsky, 1999), green marketing (Mishra and Sharma, 2010; Peattie, 1995), and corporate social responsibility (Olsen et al., 2014), among others. Some salient green marketing issues of interest to scholars include environmental responsibility, corporate social responsibility (CSR) and green marketing practices (Eneizan et al., 2018; Abbas et al., 2019; Maruyama et al., 2019; Taleizadeh et al., 2020; Al-dmour et al., 2021). The green marketing construct was coined in 1975 via a workshop by the American Marketing Association (Simao and Lisboa, 2017; Kuo and Smith, 2018).

There are various conceptualizations of the green marketing construct in relevant extant literature over time: as a marketing construct incorporating many marketing activities such as modification of goods and services, changes in product production process, changes in product packaging, and modification of product promotion practices, among others, for the purpose of satisfying relevant needs and wants without impairing the environment (Polonsky, 1994); as the undertaking of marketing practices within social responsibility framework (Alsmadi, 2008); as an organized way of influencing consumer and client behaviours towards goods and services that are environmentally friendly (Alsmadi, 2008); as a marketing construct consisting of planning, process, product, promotion, people and eco-efficiency, also known as the 5Ps +EE (Violeta and Gheorghe, 2009); as a total orientation in all business activities having possible negative environmental dimensions (Nadanyiova et al., 2015); as consisting of marketing practices directed at customers and clients aimed at exhibiting an organization's goal of reducing the negative environmental impacts of its goods and services (Groening et al., 2018); and as an effort to protect consumers/clients and the environment via the production, promotion, consumption and disposal of environmentally-friendly goods and services (Annamalai et al., 2018), among others.

Green marketing has also been seen as a way of minimizing the adverse effects of marketing operations on the environment (Martins, 2022). Conceptually, green marketing is synonymous with environmental marketing, ecological marketing and sustainable marketing (Mishra and Sharma, 2012; Ardito and Dangelico, 2018; Qureshi and Mehraj, 2021). According to Eneizan et al (2016), there are three broad conceptualizations of the green marketing construct. These include focus on satisfying customers and clients via green friendly goods and services, utilization of marketing-mix elements in green marketing activities to satisfy the needs and wants of customers and clients, and incorporation of green marketing orientation in the overall business activities of the organization.

Green marketing can also be conceptualized as all marketing practices which are purposed for the generation and facilitation of exchange transactions and relationships that satisfy the needs and wants of customers and clients, help in achieving organizational efficiency and effectiveness, in addition to being environmentally and societally friendly and beneficial. It involves a battery of marketing practices that are jointly beneficial to individuals, organizations, society and the natural and physical environments. This includes the applications and reformulations of the marketing –mix-elements in relevant sectors with appropriate strategies (Prakash, 2002; Cronin et al., 2010).

Green marketing has also been conceptualized from three major lenses, which include retail perspective (which focuses on the selling of environmentally-safe goods and services), societal marketing perspective (which focuses on the marketing of goods and services which have reduced negative impact on the physical environment), and the environmental perspective (which focuses on the production, promotion, packaging, and reclaiming of organizational goods and services in such a way that ecological considerations are emphasized) (Rosenbaum and Wong, 2015).

Green marketing is essentially concerned with developing goods and services that meet the needs and wants of customers and clients, in addition to promoting, pricing, and distributing, among other cognate marketing practices, these goods and services in ways that issues pertaining to individuals, society, environment and future generations are not negatively affected (Pomeroy, 2017). It entails reduction of environmental pollution in the production of goods and services. It involves the conservation of energy in marketing transactions and relations. It is also concerned with reduction in the production of hazardous goods and services. It involves the beneficial reusing and recycling of materials in marketing activities. Green marketing has been conceptualized as an extension of the societal marketing concept (Amoako et al., 2020b), as the integration of strategic marketing orientation with environmental considerations (Chan et al., 2012), as

the management process concerned with identifying, anticipating, and satisfying the need and wants of customers, clients, organizations, society and environment in a beneficial and sustainable manner (Chan, 2014), and as one of the factors determining the buying behaviours of consumers, customers and clients (Ali, 2021).

Green marketing is an important strand of green business, which is concerned with reducing the impact of business practices on elements of the environment. It, specifically, focuses on reducing the adverse impact of marketing practices on the environment via such traditional marketing activities as product designing, producing product, product packaging, product labelling, product promotion, product distribution, and consuming goods and services that are friendly to the environment (Rahman et al., 2017). It entails certain broad marketing issues such as product planning, processing, production, promotion, distribution, in addition to protective interest in people, society and planet which are designed by an organization to show its objective of reducing the adverse effect on the environment of its marketing activities (Groening et al., 2018). Business organizations are generally using green marketing practices, including internal green marketing (or green human resource management) practices (Paulet et al., 2021; Qureshi & Mehraj, 2021), to address the effects of harmful business actions on the environment and to achieve organizational efficiency and effectiveness (Dubey et al., 2017; Papadas et al., 2019). Organizations that engage in green marketing practices gain beneficial rewards with regard to organizational performance measures (Mu et al., 2009; Wagner and Hansen; 2005; and Menguc and Ozanne, 2005), including improved customer and client satisfaction indices (Luo and Bhattacharya, 2006).

Green marketing is the practice of producing, promoting, pricing, and distributing, among other relevant marketing practices, of goods and services bearing in mind their actual or apparent sensitivity to environmental (e), social(s) and governance (g) (ESG) sustainability considerations or criteria. It is the marketing practice that is environmentally friendly or environmentally less harmful. It is the marketing practices

that focuses on the alignment of environmental, social and organizational sustainability goals. Organizations, via green marketing practices, attempt to minimize the negative environmental, social and governance impacts of their goods and services, in addition to the associated methods of developing, promoting, pricing and distributing the goods and services. Organizational green marketing products and their associated pricing, promotion, and distribution methods actually or apparently attempt to meet the criteria of environmental, social, and governance (ESG) sustainability criteria or considerations. Some instances of green marketing practices relate to advertising the reduced emissions associated with an organization's process for producing its goods and services, the use of post-consumer recycled materials for a product's packaging, reduction of carbon emissions associated with an organizations's business operations, the maintenance of high labour standards both internally and externally, development of renewable energy sources, development of new eco-friendly goods and services, improving the environmental performance of existing goods and services, promoting greener consumer behaviour, replacing toxic product materials with more sustainable alternatives, production and marketing of organic foods, and engagement in some social responsibility initiatives (including philanthropic engagements to assist the societies or communities where an organization does its business operations), among others.

Green marketing focusses both on the quality of the environment and the quality of life in the environment, including lives of organizational personnel, consumers, customers and clients, and members of the society, among others (Eneizan et al., 2016). It is a construct with many dimensions (Chahal et al, 2014) and practices, including green consumer behaviour and green marketing-mix practices, among others. For instance, green consumer behaviour is the inclination of consumers, customers or clients to exhibit positive environmental sensitivity with regard to their consumption psychology towards goods, services or ideas (Haws et al., 2014). Empirical evidence supports the positive behavior of consumer and clients towards green goods and services offered by

organizations ((Sidhu, 2018). Compared to traditional marketing, green marketing has wider stakeholders of interest. However, there is equivocation in relevant extant literature regarding conceptualizations of the green marketing construct. According to Ali (2021), there is no generally agreed definition for the green marketing construct.

### **Green Marketing Practices.**

Many governments and business organizations across the world, in order to be 'environmentally correct', have developed different relevant organizational programmes and practices. These programmes and practices include green revolt, environmental safety, sustainable developments, going green, protecting our earth, and green marketing practices, among others. Via these programmes and practices, organizations strive to achieve organizational efficiency and effectiveness measures, in addition to protecting the environment. Green marketing is practised by both profit and non-profit organizations (Mahmood and Haque, 2016; Sadiku et al., 2018).

The green marketing construct was introduced in industrial practice in 1980 (Peattie and Crane, 2005), and have gone through three major phases with regard to its practices (Lee, 2008). According to Welford (2000), green marketing is a practice in marketing management process concerned with identifying, anticipating and satisfying the needs and wants of consumers, clients and society profitably and sustainably with regard to the environment. Generally, green marketing practices comprise strategic decisions dealing with efficient and effective management of green-based goods and services, green logistics management, green promotions management, green pricing management, green consumption management, and green relationship management, among other relevant marketing management decisions, in addition to considerations about environmental issues of relevance in exchange transactions and relationships (Al-dmour et al., 2021). The major purpose of green marketing is to improve sustainable marketing activities, including the production and consumption of goods and services, in addition to cognate



marketing activities linking production and consumption of goods and services, in different environmental contexts (Kuo and Smith, 2018; Sima et al., 2019).

Green marketing is associated with marketing practices that protect, simultaneously, the interests of customers and clients, organizations, society and the natural and physical environments. They are responsible managerial practices aimed at preserving nature in exchange transactions and relationships. Green marketing practices are generally sensitive to the sustainable interests of individuals, organizations, society and the planet in all marketing operations from production of goods and services to their consumption, including associated after consumption behaviours of consumers, customers and organizations producing the goods and services. Green marketing practices, generally, comprise cognate marketing operations which are purposed to satisfy individual, organizational, and societal needs and wants without presenting negative consequences to these entities and the environment (Polonsky and Ottman, 1998).

Green marketing practices produce environmentally-friendly goods and services for the relevant stakeholders. Green marketing practices are evident in many aspects of marketing activities, including consumer behaviour, supply chain management, and decision in the broad marketing-mix elements, among others. Green marketing practices utilize traditional marketing methods, tools and strategies for the purpose of creating positive impacts on the relevant stakeholders in its present and future internal and external environments. Some major dimensions of green marketing practices include environmental knowledge, environmental concern, green pricing decisions, green promotions, green distribution practices, green product decisions, green corporate social responsibilities, and green buying behaviours of consumers and clients (Martins, 2022).

Green marketing practices also focus on enhancing the quality of goods and services via marketing practices and strategies, organizational policies, and environmental sensitivity tendencies. These practices can be implemented through adding value to organizational activities, management systems employed by the organization, and production,

distribution and communication of environmentally friendly and beneficial goods and services (Giantari and Sukaatmadja, 2021). In addition, green marketing practices and strategies can be undertaken via the production of goods and services that are recyclable and safe to the relevant environment, practicing environmentally-friendly packaging and promotional activities, distributing environmentally-friendly goods and services, undertaking safe pollution control measures, and engaging in energy-conservation practices in marketing operations in order to achieve set marketing performance metrics. In services marketing, green marketing practices are seen as integral aspects of the services offered by the organization (Rosenbaum and Wong, 2015).

There are some benefits associated with green marketing practices in organizations (Dhar et al., 2014; Saini, 2014; Al-dmour et al., 2021). The general benefits associated with green marketing practices include improved corporate image, reduction of organizational wastes, cost minimization, increased customer and client satisfaction levels, increased productivity, enhanced organizational goodwill, increased market share, increased general financial and market performance measures, savings in operational costs, improved marketing opportunities, improved returns from the marketing of green goods and services, improved environmental performance levels, among others (Sana, 2021; Mukonza and Swarts, 2020; Shabbir et al, 2020). An organizational green marketing practice that is oriented towards protecting elements in the environment is likely to assist in improving organizational efficiency and effectiveness measures (Sathasivam et al., 2021). Giantari and Sukaatmadja (2021) posit, with empirical evidence, that environmental orientation has a direct and important impact on green marketing-mix practices.

The practical relevance of green marketing can be adapted to many business sectors, including services, manufacturing, small and large business organizations, and profit and non-profit organizations, among others. For instance, marketers have shown practical interest in green consumer behaviour, including isolating the salient factors that impact

the behaviours of customers, clients and consumers in environmental manners (Haws et al., 2014; Armstrong et al., 2015). With regard to behaviour of customers and clients, some organizational marketers have utilized various forms of consumer and client-oriented strategies via green appeals, green cues and relevant information about the good or service in order to create positive consumer response behaviours (Yang et al., 2015). There are pieces of empirical evidence regarding the positive impacts of green marketing practices on the buying behaviours of customers and clients (Juwaheeret al., 2012; Amoako et al., 2020a; Troudi and Bouyoucef, 2020).

The general interest and practices in green marketing have been as a result of the increased concerns related to the inefficient use of resources, the poor management of wastes, the high use of fossil fuels, the increase in the emission of greenhouse gases, in addition to other environmental problems. Therefore, some organizations have shown interest in green marketing practices via the development of their goods and services, their marketing promotions strategies, relationships with their customers and clients, and their concerns with other relevant stakeholders in the marketing environment, among other relevant marketing practices and strategies. With regard to green marketing practices and performance, organizational performance measures and sustainability have been recognized over sometime as salient issues worthy of consideration (Annamalai et al., 2018; Dangelico and Vocalelli, 2017; Reilly and Hynan, 2014). Rahbar and Wahid (2011) posit that firms should design relevant marketing strategies for their different market segments of interest in order to achieve efficiency and effectiveness via green marketing practices for the organization, society and the environment, which is termed as the triple bottom line. Stated differently, organizations should design relevant green marketing strategies and practices in order to achieve their triple bottom line indices for the organization, society and environment (Eneizan et al., 2016). This should involve all the functional units of an organization with emphasis on a total quality management (TQM) orientation. Engaging in green marketing practices is a strategic issue for an

organization (Siegel, 2009), and it is important to integrate environmental considerations into organizational marketing strategies (Chan et al., 2012). Green marketing mix tools or elements are used by organizations to serve their relevant market segments efficiently and effectively without any adverse impact on the environment (Mukonza and Swarts, 2020). The green marketing mix tools comprise green product, price, place and promotion (Gustavo et al., 2021). Nguyen-Viet (2022) argues, with empirical evidence, that the use of green marketing mix tools has positive effect on green customer-based brand equity creation.

### **Challenges Associated with Green Marketing.**

The green marketing construct, which is also known as environmental or ecological marketing, is concerned with the promotion of goods and services which are environmentally friendly (Polonsky, 1994). The construct assumed attention and relevance in the late 1980s and early 1990s as business organizations started to address environmental issues in their marketing practices and strategies (Ginsberg & Bloom, 2004). In the past many years, green marketing has become a strong strand of some business organizations' strategy as organizations strive to address environmentally conscious consumers and clients. This increased awareness of environmental issues and the increasing demand for environmentally-friendly goods and services have made business organizations to engage in green marketing practices and strategies (Peattie & Crane, 2005). However, implementing green marketing practices and strategies is associated with some challenges despite its many benefits. This section of the paper discusses some of the challenges associated with green marketing practices.

First, there is the issue of skepticism of consumers and clients. Specifically, consumers and clients may be skeptical about the environmental claims made by business organizations, leading to concerns about greenwashing, where businesses overstate or misrepresent the environmental importance of their goods and services (Nyilasy et al., 2014). In order to address this green marketing challenge, business organizations need to

provide transparent and accurate data and information regarding their environmentally-friendly business practices and promote consumer and client education on environmental issues of relevance (Leonidou et al., 2013).

Second is the issue of regulatory barriers. Regulatory barriers can also minimize the effective implementation of green marketing practices. For instance, non-uniform regulations and standards across many countries can make it difficult for business organizations to adapt their marketing practices and strategies relevantly (Grewal & Dharwadkar, 2002). To address this green marketing challenge, business organizations should engage with policymakers and industry associations across sectors and countries in order to establish clear and consistent guidelines and standards (Gupta & Hodges, 2012).

A third issue is that of corporate culture. Absence of organizational culture of commitment to sustainability issues can negatively affect the efficient and effective implementation of green marketing practices and strategies (Banerjee, 2001). Consequently, business organizations need to inculcate an organizational culture of environmental consciousness and integrate sustainability principles and virtues into their corporate and unit level practices and strategies (Epstein & Buhovac, 2014).

A fourth issue is that of greenwashing. Greenwashing, which is the practice of making misleading or unsubstantiated claims about the environmental benefits of an organization's goods or services, is a major challenge in green marketing (Delmas & Burbano, 2011). In order to address this green marketing challenge, business organizations should be transparent about their environmental efforts and initiatives and follow established policies, norms and standards, including International Standards Organization (ISO) guidelines for environmental management (ISO 14000 series) (Delmas & Montes-Sancho, 2010).

A fifth challenge relates to communication and engagement. It should be noted that effective communication of the environmental efforts and benefits of sustainability-

friendly goods and services of an organization is essential in green marketing assessment. However, this can be challenging to many organizations as a result of the technical nature of environmental information and the difficulty in conveying this information to the relevant audience (Minton et al., 2012). In order to address this green marketing challenge, business organizations should use clear, simple, and easily understandable language in their marketing materials to communicate to their publics of relevance. In addition, using communication visuals and storytelling can help make the green marketing information more engaging, relatable and effective (Peattie, 2010).

A sixth challenge is that of targeting the right market segment. In this regard, it should be noted that not all consumers and clients are equally environmentally conscious. Therefore, targeting the wrong market segment can lead to inefficient and ineffective green marketing strategies (D'Souza et al., 2006). Consequently, business organizations should conduct periodic market research to identify the most appropriate target market segment for their environmentally-friendly goods and services and direct their marketing practices and strategies relevantly. Via this approach, business organizations can understand their target market segment's values, preferences, and motivations, and design relevant and effective green marketing practices and strategies (Tanner & Kast, 2003).

Another green marketing challenge deals with collaboration and partnerships between and among organizations. Collaboration and partnerships between and among organizations can play crucial roles in reducing green marketing challenges. Therefore, by collaborating and partnering with environmental organizations or other business organizations of relevance, business organizations can leverage their partners' expertise, credibility, and networks to improve their green marketing efforts, initiatives and strategies (Parguel et al., 2011). Also, such collaborations and partnerships can lead to the development of innovative, environmentally-friendly goods and services, in addition to

sharing of best practices and strategies in sustainability issues between and among business organizations (Chen, 2010).

Finally, there is the challenge of competition and differentiation between and among business organizations. As more business organizations engage in green marketing practices and strategies, it becomes increasingly challenging for them to differentiate themselves from rivals (Ottman et al., 2006). Consequently, business organizations should innovate and develop unique selling propositions (USPs) which differentiate them from their rivals. This can be achieved via product innovation, superior performance in environmental metrics, or the development of unique marketing strategies that efficiently and effectively convey the company's commitment to sustainability issues of interest and relevance (Chen, 2008).

Therefore, it should be noted that green marketing provides business organizations unique opportunities and benefits to address environmentally-conscious consumers and clients, in addition to reducing their ecological footprints. However, effective implementation of green marketing practices and strategies requires addressing many challenges, including consumer and client skepticism, regulatory barriers, corporate culture, and greenwashing, among others. By addressing these green marketing challenges, business organizations can develop efficient and effective green marketing practices and strategies that contribute to sustainable growth and long-term organizational performance measures.

### **Conclusion and Research Agenda.**

Green marketing, generally, has been conceptualized from different lenses as revealed in the paper. In addition, the construct has witnessed appreciable degrees of practices, and some studies have investigated the green marketing construct with regard to consumer and client buying behaviour, sustainable competitive advantage, and organizational performance measures (Martins, 2022), among others. This paper set out to present some of the conceptualizations of the green marketing construct, in addition to its practices.

Specifically, the paper explains what green marketing is, some of its practices, and proposes a research agenda for investigating the construct in different organizational and environmental settings. In addition, the paper isolates some ways of reducing the adverse impact of marketing practices on the environment via traditional marketing activities such as product designing, product production, product packaging, product labelling, product promotion, product distribution, and consumption of goods and services that are beneficial to the environment.

The paper is associated with some practical implications. First, the paper provides insights into the concept of green marketing and its practices. In addition, the paper highlights the importance of reducing the adverse impact of marketing practices on the environment and suggests ways in which organizations can achieve this. Also, the paper proposes a research agenda for investigating the practices of green marketing in different organizational and environmental settings. The findings from the proposed research can be used by organizations to develop effective green marketing strategies that are directed to their specific needs and contexts. Generally, the paper can assist organizations in becoming more environmentally friendly, responsible and sustainable in their marketing practice decisions.

The paper has some strengths. First, the paper provides a comprehensive conceptualization of the green marketing construct and some of its practices. In addition, the highlights the importance of reducing the adverse impact of marketing practices on the environment. Also, the proposes a research agenda for investigating the construct in different organizational and environmental settings. The paper can serve as a useful guide for organizations in goods and service-oriented businesses that want to develop efficient and effective green marketing strategies. Finally, the paper makes a humble contribution to the literature on green marketing and can stimulate further research in this area. However, it should be noted that this is a conceptual paper that presents different perspectives on the green marketing construct and suggests a research agenda



for investigating the construct in different organizational and environmental settings. Therefore, the paper's major limitation is that it does not provide any empirical evidence or data to support its claims, and its proposals need to be tested through empirical research in relevant organizational and environmental settings.

With regard to research interest in the green marketing construct, and despite various interests and stakeholders associated with the green marketing construct, Eneizan et al (2016) posit that there is limited research record associated with the construct in different organizational and environmental setting, including green industrial marketing (Chan et al., 2012). In the case of developing countries, Juwaheer et al (2012) lament about the limited research efforts associated with green marketing construct in developing economies. Therefore, regarding future research direction, it is suggested that relevant streams of research be undertaken in order to explore and understand different aspects of the green marketing construct in different contextual settings with regard to sectors, small and large organizations, and profit and non-profit organizations, in addition to the challenges confronting green marketing practices in different environmental contexts, among other research streams of interest. Also, future research efforts are suggested regarding the impact of green marketing practices on organizational performance metrics, including the moderating effects of certain variables of research interest in relevant environmental contexts. These proposed streams of research can utilize cross sectional, longitudinal, qualitative and quantitative research approaches that have appreciable levels of ecological relevance. The attached research instrument can assist the proposed streams of research.

These suggested future areas of research are likely to assist in providing further conceptualizations and clarifications of the green marketing construct. Also, the proposed streams of research are likely to reveal the degree of green marketing practices in different organizational settings, the impacts of these practices on organizational performance measures, the challenges associated with green marketing practices in

organizations operating in different contextual settings, in addition to the extent to which organizational green marketing campaigns cohere with the managerial tendencies of organizational personnel who are charged with the execution of green marketing policies and strategies in their respective organizations (Qureshi & Mehraj, 2021). Also, the proposed research agenda will add to the existing body of green marketing knowledge, provide evidence to guide relevant green marketing decisions, policies and interventions, and stimulate further research efforts in cognate areas of green marketing in different organizational and environmental settings.

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**Appendix: Green Marketing Practices Questionnaire**

**Section A:**

To what extent are the following marketing activities associated with your organization? Please answer by selecting one of the alternatives 6, 5, 4, 3, 2, and 1. You may add comments to justify your answers:

6 = very high extent.

5 = high extent.

4 = average extent.

3 = low extent.

2 = very low extent.

1 = no extent at all.

S/N	ASPECTS OF MARKETING PRACTICES	RESPONDENT'S CHOICE						COMMENTS
		6	5	4	3	2	1	
1.	Environmental consideration is a central corporate value in your company.							
2.	Your company engages in dialogue with its stakeholders about environmental aspects of its organizational business.							
3.	Your company forms collaboration agreements with relevant government agencies.							

4.	Your company cooperates with environmentally-friendly partners.							
5.	Your company undertakes market research to detect green or environmental needs in the marketplace.							
6.	Your company targets environmentally-conscious customers and clients, among other target market segments.							
7.	Your company makes efforts to use renewable energy sources for its products.							
8.	Your company invests in low-carbon technologies for its production/operation processes.							
9.	Your company invests in R&D programs to create environmentally friendly products.							
10.	Your company has created a separate department/unit specializing in environmental issues for the organization.							
11.	Green marketing in your organization begins with green product design.							

12.	Green products in your organization provides an opportunity for differentiation.							
13.	Your company seeks to bring innovative green products to the market segments of interest.							
14.	Your company uses recycled or reusable materials in its products.							
15.	Raw materials used in your company are safe for the environment and health.							
16.	Your company provides environmentally- friendly products.							
17.	Your company uses ecological clean materials for packaging of its products.							
18.	Your company's green products are desired by the customers and clients.							
19.	Your company's green products are almost always priced at a premium over conventional product offerings.							
20.	Your company's customers/clients who are more receptive to environmental products are willing to pay more for environmentally friendly products.							



21.	Your company's customers/clients usually agree to pay higher green prices when part of the amount is donated by your company to green activities.							
22.	Your company considers environmental issues in its pricing policy.							
23.	Your company considers environmental issues in its distribution policy.							
24.	Your company tries to convince its customers/clients to be environmentally friendly during direct sales.							
25.	Your company encourages the use of e-commerce method because it is eco-friendly.							
26.	Your company uses cleaner transportation systems in its business operations.							
27.	Your company's marketing communication aims to reflect the company's commitment to the environment.							
28.	Your company promotes green environmental components of its products.							
29.	Your company employs green/environmental perspectives in its marketing communication activities.							

30	Your company's customers/clients are suspicious of its environmental advertising and claims.							
31.	Your company's environmental claims in advertisements are often met with criticisms from competitors, consumer/client organizations, etc.							
32.	Your company uses promotional media that are environmentally-friendly.							
33.	Your company prefers digital communication methods for promoting its products because these methods are more eco-friendly.							
34.	Your company collaborates with environmental groups to promote its green image effectively.							
35.	Environmental labeling is an effective promotional tool for your company.							
36.	Your company uses eco-labels for the packaging of its products.							
37.	Your company shows eco-labels on its corporate website.							
38.	Your company informs its consumers/clients about environmental management in the company.							

39.	Your company provides sponsorship or patronage for environmental groups or events.							
40.	Your company has a clear statement urging environmental awareness in all areas of the company's operations.							
41.	In your company, daily marketing operations purposefully lead to the green image.							
42.	Your company applies a paperless policy in its procurement practices where possible.							
43.	Environmental issues are very relevant to the major functioning of your company.							
44.	Your company has a clear policy statement that calls for environmental awareness in all areas of its business operations.							
45.	Your company's culture makes green marketing practices easier for the company.							
46.	Your company tries to promote environmental preservation as a major goal across all departments in the company.							

47.	Your company makes concerted efforts to ensure that every employee in the company understands the importance of environmental preservation.							
48.	Your company's employees believe in the environmental values of your company.							
49.	Your company encourages its employees to use eco-friendly products.							
50.	In your company, environmental activities by job-seeking candidates are a bonus in its employee recruitment process.							
51.	In your company, exemplary environmental behavior is acknowledged and rewarded.							
52.	Your company has created internal environmental prize competitions that promote eco-friendly behavior for its employees.							
53.	Your company organizes periodic presentations for its employees to inform them about the green marketing strategy of the company.							

54.	Your company forms, periodically, environmental committees for implementing internal audits of environmental performance levels in the company.							
55.	Your company applies a paperless policy in its personnel management where possible.							
56.	All things considered, to what extent are you are satisfied with your company's green/environmental marketing activities?							

**Section B: Please provide the following pieces of data to assist in the analysis of your responses in section A above:**

1. Title or position of respondent in the company: \_\_\_\_\_
2. Respondent's educational qualification(s): \_\_\_\_\_
3. Respondent's professional qualification(s): \_\_\_\_\_
4. Respondent's working experience (years): \_\_\_\_\_
5. Respondent's age (years): \_\_\_\_\_
6. Respondent's gender: \_\_\_\_\_
7. Industrial sector of respondent's company: \_\_\_\_\_
8. What is the number of staff employed in your company?:
  - a. Between 1-9 \_\_\_\_\_
  - b. Between 10-99 \_\_\_\_\_
  - c. Between 100-499 \_\_\_\_\_
  - d. Between 500 and above \_\_\_\_\_

**Section C:**

**All things considered, how certain do you feel regarding all the responses/answers you have provided in sections A and B above?:**

6. Very certain.
5. Reasonably certain.
4. Averagely certain.
3. Fairly certain.
2. Poorly certain.
1. Not certain at all.