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# Green Marketing: An Exploration through Qualitative Research

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*Strictly as per the compliance and regulations of:*



# Green Marketing: An Exploration through Qualitative Research

Dr. Rajeev Kumar 'Ranjan'

**Abstract-** An increase in the awareness of the various problems that environment is facing has led to a drastic change in the buying patterns of consumers on how do they consume the products. There has been a change in consumer preferences towards environmentally friendly and sustainable products. People are willingly and actively trying to lessen their usage patterns of products, which are detrimental to the environment. However, the concept of green marketing, which came into prominence in the late 80s, still has different interpretations from the customer as well as the marketer's point of view. Although in Academics, green marketing has a specific meaning, but when it comes to companies Green marketing has a very hazy understanding which needs proper understanding. The present study tries to explore the concept of green marketing qualitatively.

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## I. INTRODUCTION

Green marketing is a relatively new concept from the Indian point of view, but it has gained prominence lately due to the degradation of the environment, which is being globally accepted now due to strict regulations. It is seen that both the consumers and companies have started paying more attention to their activities to make them environmentally friendly (Polonsky, 1994). It has been proven from the studies conducted that the influence of green marketing strategies on the performance of organizations is significant (Fraj, Martinez, Matute, 2013), but the area remains largely unclear and needs to be deliberated upon further. Although this concept is widely used in the marketing discipline (Peattie & Charter, 2003), but a deeper understanding of this concept is still lacking. Green marketing, as understood from the literature, is a potent tool for sustainability and sustainable products. As the consumer becomes more aware and concerned about the environment, the businesses have begun to modify their value chain in an attempt to address consumer's "new" concerns regarding greenness. The environmental performance has become an important buying criterion for consumers now (Peattie, et al. 1992). In the twenty-first century, companies have understood the importance of Green Marketing but have failed to integrate the environmental implications in the marketing process. The other problem with the green marketing area is that there has been little attempt to academically or theoretically examine green marketing. While some

literature does exist, it comes from divergent perspectives. The Marketing Mix of any organization claiming to be into Green marketing can be defined keeping in mind the green concept (Bhalerao & Deshmukh, 2015).

Thus, green marketing incorporates a range of activities, like product modification, changes in the production process, changes in packaging, and changes in the advertising strategy. The studies have shown that the definition of Green marketing has evolved. Therefore, Green marketing has been defined as the satisfaction of the needs and wants of the consumers with a minimum impact on the environment (Polonsky, 1994). The definition incorporates all the components of traditional marketing, which encompasses all the activities which are designed to satisfy human needs or wants in an environmentally friendly way (Stanton and Futrell 1987). The paper analyses the definition and the concept of Green marketing and its evolution.

## II. NEED AND MOTIVATION OF RESEARCH

The paper provides an in-depth understanding of Green marketing. The study focuses on the conceptual understanding and analysis of Green marketing so that it increases the awareness of consumers so that they act in an ecologically responsible manner. But it has been found that there are different interpretations of this concept. Since innovation in the area of green marketing will play an important role in enhancing the competitiveness of the company; therefore the understanding of 4P's of green marketing becomes essential. The limited knowledge about the concept of green marketing by the consumers as well as the companies in the Indian context is the major limitation faced during the study.

The need and motivation for the current research is summarized in the following points given below:

1. India is vulnerable to environmental degradation due to the unhealthy practices of industries as well as the end consumers.
2. Not enough attention is paid by researchers in the direction of environmental sustainability.
3. Green marketing is still a new field of research, and various concepts of it are under scrutiny through retesting and cross-cultural testing.

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4. Research and development in the field of green marketing can change the concept of marketing.

### III. LITERATURE REVIEW

Green Marketing has significantly evolved since it was first defined by (Henion and Kinnear, 1976) as “all marketing activities that cause environmental problems and that may provide a solution for environmental problems.” In this First Age, Green Marketing is seen as a subset of activities with a narrow field of action in an “end-of-pipe” view (Ottman, 1993); the focus was on specific environmental problems like air pollution or environmental degradation. In the Second Age, Green Marketing was defined as “the management process which is responsible for identifying, anticipating and satisfying the needs of customers, in a profitable and sustainable way” (Peattie, 2001b). The definition by (Fuller, 1999) defined Green Marketing as “the process of planning, implementing, pricing, promotion, and distribution of products in a manner that satisfies the customer need, organizational and the process is compatible with eco-systems.” As per (Peattie, 2001), green marketing cannot be seen just as a variation of conventional marketing. According to (Ottman et al., 2006), qualitatively identified some factors that should be considered for developing and marketing green products successfully. Many researchers have highlighted that green marketing should satisfy two conditions: develop products with high environmental quality and satisfy customers' expectations. (Polonsky et al., 2001) explained each of the 4 Green Ps to implement Green Marketing strategies and tactics.

(Davari & Strutton, 2012) analyzed the relationship between the 4 Green Ps and consumer perception and reaction toward a sustainable brand. (Robert Dahlstrom, 2011) examined that Green Marketing has positive influences on many players in the economy. But the companies that adopt green programs can face two main problems firstly consumers may believe that product is of inferior quality because of being green and consumers feel the product is not really green. The study by (Jacquelyn A. Ottoman, 2006) explained that Green Marketing must satisfy two objectives: Improved Environmental Quality and Customer Satisfaction. Many green products have not been able to use green product innovation to their advantage due to green marketing myopia. (David L. Loudon & Albert J. Della Bitta, 1993) examined that the green movement is extensively growing and companies are cashing in on an environmental awakening by focusing on the buying behavior and changing perceptions of the consumers. (Michael R. Solomon, 2009) in their work, Marketing: Real people, real decisions, identified that firms that adopt the philosophy to enhance the natural environment as they go about their business activities is an instance of green

marketing. Companies have now understood that it is essential to achieve the target of environmental sustainability in business operations and sustainability is an efficient tool for competitive advantage (Svensson & Wagner, 2010). In a study by (Fisk, 1973) emphasized that consumers should reduce their ecological footprint on the environment by using environmentally friendly products and based on that concluded that green marketing is not a fad but is here to stay. Consumer behavior is a prerequisite to environmental safety and sustainability (Olander & Thøgersen, 1995). To promote environmental sustainability, the concerned actors would have to find ways to inspire the relevant changes in individual behavior (Sutcliffe et al., 2008). Studies show that usage of green products is a complex task, as it requires making a tradeoff between practical functionality and the environmental concern (Young et al., 2010).

These findings from the literature, point to the fact that the consumers are the focal point of green marketing and the concept of green marketing have varied interpretations. So it is surmised that green marketing is still in the evolution stage, and in a systematic and updated review on Green Marketing is required.

### IV. RESEARCH GAP

The phrase 'research gap' is linked to a systematic review to find the gap or opportunity. In the present study on 'Green marketing' from the review of literature and the practices of the organizations implementing Green marketing, it has been noticed that on the one hand the conceptual understanding of Green marketing, green marketing practices, and green marketing strategies have to be developed and organizations interpret these and on the other hand how do they measure these in terms of their business performance.

### V. RESEARCH METHODOLOGY

The study used the sequential emergence of the reflexive approach is complemented by the hypothetico-deductive approach. It is a scientific process of forming various hypotheses and then choosing one of these to test, and then subsequently predictions based on the chosen objectives are made, and finally, they are then tested for correctness through experimentation and observation, and then the conclusion is made whether the objectives is confirmed. Hypothetico-deductive reasoning can be used to solve problems in such fields as chemistry and biology. When making predictions, the experimenter deduces what could result from observation or experimentation. This type of reasoning can also be helpful for everyday life problems. For example, an individual having problems with a music player may hypothesize that a battery

replacement is needed and that the player will turn on after the battery has been replaced. After the replacement of the battery the player switches on, the individual can thus conclude that his or her objectives were correct (Taleb, Nassim Nicholas, 2007). This natural emergence of both of these approaches emerged due to reasons which are as follows:

1. The frame of the subject has been perplexed on the perspective one should have about Green marketing as a Marketer as well as a consumer.
2. Initial interactions with the experts and the Academicians after the Literature survey exposed the dilemma of intelligentsia including, academicians and marketers, about the subject.
3. Few initial in-depth discussions with the marketers belonging to the organizations (Ambuja cement, Godrej, and Jubilant life sciences for this study) claiming to be following Green marketing processes made the proponent realize that there are strong convergence and divergence on the specific perspective of marketers about the subject.

Therefore, the reflexive approach emerged as the logical option which when crystallized supports the generation of specific objectives. Qualitative research focuses on mainly the verbal data rather than measurements. The information gathered is then analyzed in an interpretative manner. The primary aim of a Qualitative Research is to provide a detailed description of the research topic. This research is usually exploratory in nature and seeks to understand human behavior and reasons that govern such behavior. Debates have been ongoing whether Qualitative research is better than the Quantitative research. The reason for this is that each has its strengths and weaknesses which vary depending upon the topic. But primarily if the study aims to find out the answer to an inquiry through numerical evidence, then Quantitative Research should be used whereas if the studies wish to explain further about why a particular event happened, then Qualitative Research is appropriate.

## VI. RESEARCH OBJECTIVES

*RQ1:* To understand the perspective of Green marketing and Green marketing Strategies of selected organizations.

*RQ2:* To understand the specific aspects of the marketing process related to Green marketing as implemented by the organizations.

*RQ3:* To study the process of Green marketing strategy implementation of the organizations.

## VII. METHODOLOGICAL FRAMEWORK

Crystallizations of the issues which could reconfirm the contention which developed through the analysis of literature were the main objective of the

study. For this purpose, in-depth interviews were conducted to conceptually understand the concept of Green marketing the interviews were more of discussions and informal talks to better understand this concept from the stakeholder's point of view.

### *Description of conduction of interviews:*

The interviews/discussions were conducted to understand the concept of Green marketing as, understood by academia and corporate. The Interviews/discussions were conducted with Faculties of top colleges like IIT-Roorkee and IMT-Ghaziabad, Vidya Business School, Meerut, Quantum Global Campus, Roorkee and experts from the corporate sector like Jubilant organics, Alkem and Uttarakhand Seeds and Tarai Development Corporation limited, Uttarakhand Power Corporation, etc. The interviews were spontaneous and took place in corridors or over coffee. These interviews had the advantage of allowing free-ranging responses and conversations that were natural. The interviewees were put at ease and did not realize that the interview is going on. Lots of effort was made to obtain useful data as opposed to extraneous general comments. During discussions, some issues got crystallized that effectively made the author interpret certain points that are been discussed as follows in interpretation:

## VIII. INTERPRETATION

The main question which emerged after the analysis was that what can be the strategic directions that the acceptance would give to the researcher. Therefore, in lieu of the subject the interpretation in corroboration with the in-depth interviews and case let's are:

1. Information and communication is an important tool, and companies are utilizing it for Eco-labeling to enhance customer satisfaction, but the satisfaction has to be realized in terms of customer life time value. Therefore, it is required that the measure of the customer life time value should be adopted to justify green marketing strategies even as primary as Eco-labeling (Adrian Payne, 2005).
2. Excessive usage of green-related terminology has been transcendental across the age group, and regardless of education and occupation and that is why the companies have strong advantages of product modification to the core because the customer would not reject the product if found comparatively better and not overpriced.
3. The supply chain initiatives and customer adoption wherein the outcome is suggestive of the fact that if design thinking perspective is introduced about augmentation of the supply chain to enhance the customer adoption of the green products would yield radical changes through and through (The Designful company: by Marty Neumeier, pp 15-22).



- The customers' perception with regards to companies is that they put a higher priority on profitability than on reducing pollution or environmental protectionism. The regulatory protections are the significant predictors of customers' negative perception toward green product adoption. The positive contribution to the

customers' psyche is the past experiences with the green product, which is indicated to be positive. The results of the discussions also show that customer's do not accept lower quality and higher prices of green products.

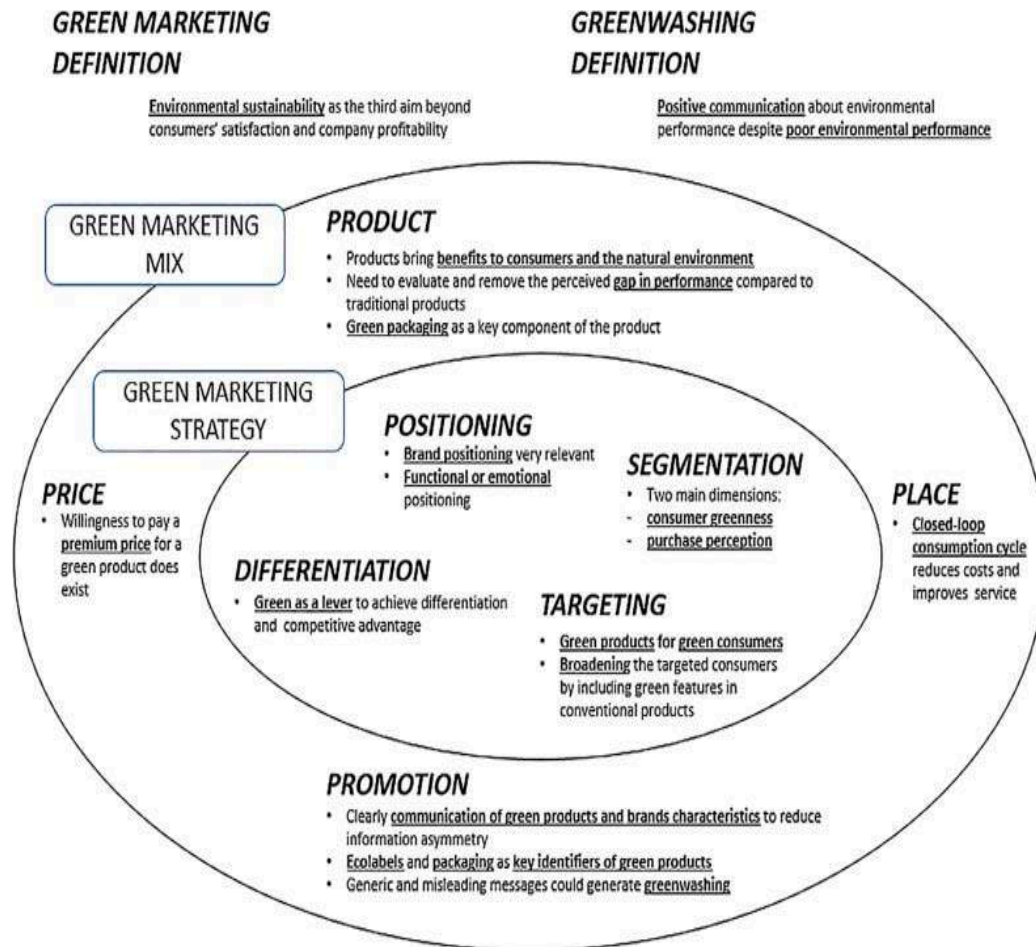


Figure 1: Green Marketing Strategy and the Green Marketing Mix (adapted from Kotler and Armstrong, 2014).

## IX. DISCUSSION

The consumers are increasingly becoming more aware and becoming the change agent in the marketplace. Due to this increasing pressure, the companies are integrating appropriate green strategies into their operational activities like product development processes and other marketing activities which help them in satisfying the consumer needs and helps in achieving a competitive advantage in saturated markets. The various strategies which the companies have now started using aggressively include green pricing, green consumer behavior, and innovation techniques used to go green. As per many types of research the consumer has become over-demanding, and is now asking for transparent mechanisms to ensure safety at all levels and this elucidates the consumer shift towards organic products. The customers have realized that what harm

the chemical-laden products pose on the health of the customers. The consumer is more aware of the quality of the products. They are looking for more transparency and efficacy.

Over the last decades, Green marketing and environmental sustainability have gained importance due to pressures from the regulatory authorities. Due to this, many companies' around the world have started developing green products and the customers have shown a keen interest in these products. Due to these reasons, deep understanding of Green Marketing would foster, cleaner production of green products and their sustainable consumption through successful marketing. The study resorted to exploratory research design based identification of the problem, which has to be done through in-depth interviews and Case lets. As evident from the case studies, the problem statement of the study got its shape though the cases where the

elements of the statement emerged from the following discussion points matching the problem statement. The case studies have played the role of cross validity, the findings were primarily suggestive of the fact that both the producers and the consumers understand each other in term of 'Green and Green Marketing' though the producer is much aware of what should be done but was strategically perplexed because of business compulsions as greenness always don't prove to be a profitable proposition. Therefore, the most important thing which emerges is that the awareness of the producer has to be transmitted to consumer as a package and measure of reliability and trust without any extra cost to the consumer and specifically to achieve customer loyalty which helps in retaining the customer for the product or service (Adrian Payne, et.al, 2005). According to the results of the interviews, some inputs have been given about the implementation of green marketing strategies of the company according to the marketing mix. The first P 'Product' of green marketing strategy is green products. In this, the national policies of the country are the main driving force for the company. The second P 'price' of green products is generally higher than the price of similar general products. The third P is Place, which means the transfer of goods from the place of origin to the place of consumption which is different as compared to the general products because the green products use different modes for transferring goods. In this the Green supply chain system plays a very pivotal role since it becomes necessary to ensure activities which are conducive to environmental protection. The fourth P 'Promotion' implementation also requires different marketing approaches, since the green concept creates competitive advantages for company. In implementing the fourth P the company should directly sell its products to consumers by themselves, and they also chosen agents and sold their products as a wholesaler and the company should set up special outlets to attract consumers' attention. In a nutshell the company should improve upon products as per the consumer feedback to improve corporate brand image. The chapter deals with the discussion of the results obtained from the

analysis of the data collected. The results about socio-demographics like age, occupation and education, social factors, green marketing products, and their adoption has been discussed. As already discussed Green marketing is yet to be understood concept by the consumers as well as the companies as a marketing process in similar terms. It implies that the marketer on the one side has the perspective of environmental sustainability while he refers to green marketing, but on the other side, consumer does not hold a view of Green marketing with adaptive persuasion. As external conditions changed the companies are has forced to adopt some green practices into their business and many companies prospered and gained competitive advantage by adopting several green business practices. The study suggests several strategies, which the companies can adopt to enter existing or new market. If the company is not green, they can see what different strategies are available for them when they want to enter into a new or existing market. The analysis shows that companies can use Eco-labeling of their products in communication which would build trust about the greener aspects of the product and the company could differentiate itself from the competitors. These types of companies can build knowledge in the consumer about environmental effects. Based on survey conducted, the trend shows that the companies should put more focus on the development of their marketing mix when companies enter into new or existing markets. The price factor is equally important in a marketing strategy; however this factor could be changed if companies indulge themselves in Social responsibility. Green advertising helps in translating Consumers' environmental values into purchases of green products. Their study reported that environmentally unaware consumers were positively affected by green appeals. Environmental messages conveyed through green advertising influences purchase decisions. Therefore, it is concluded that Green advertisements are an important tool in communicating environmentally friendly business practices to customers (Rahbar & Wahid, 2011).

## X. GREEN MARKETING IMPLEMENTATION

*Table 1:* Green marketing implementation at different levels

	Operating level Greening	Tactical Level Greening	Strategic level Greening
Targeting	Run advertisements highlighting the green features of the product.	Company develops the green product	Spends on R & D to develop Green products.
New Product design	Choosing the right supplier of eco friendly raw materials	Life cycle analysis is implemented to reduce eco harm.	Green becomes the philosophy of the company for top to bottom

Green Pricing	Cost savings are highlighted which is due to Green usage	Shifting in the traditional pricing Policy	A company rents the products and customer pay for the use of the products.
Green Logistics	Focus is on lowering the shipping costs.	Minimizing the packaging.	Reverse logistics should be put in place.
Green Communication	Demerits of using the non eco friendly product.	Promotion of eco benefits.	As part of the company's philosophy.
Green Disposal	Lowering the waste output	Recycling the product	Using the waste for creative usage
Green Collaboration	Social awareness Activities.	Collaboration with Green companies.	Green activists appointment on the board of company.

The above table 1 illustrates the various activities which are undertaken under the operating, Tactical, and strategic level greening. Operating level greening involves limited change across multiple functions. Tactical level greening involves more substantive changes in green activities. Strategic level greening requires a holistic approach, with the green philosophy implemented across all functional areas from top to bottom. A key benefit of implementing green marketing is to create a new market using a blue ocean strategy because of the presence of few competitors. Implementing the Green strategy could give a three-for-one opportunity. First, greening production processes, result in efficient usage of the resources; second, green marketing helps the firm in differentiating the products in new markets and thus giving a competitive advantage, and thirdly, the firm can treat the process of green marketing as an opportunity for corporate self-transformation. In the current scenario, green marketing has become imperative for business, and companies implementing the green marketing strategies would have a first-mover advantage. Green marketing is a continuous process that improves the green performance and business performance of the organization. Therefore the companies should adopt the entrepreneurial approach to marketing by integrating environmental issues with a marketing strategy in search of opportunities and innovations.

## XI. CONCLUSION AND RECOMMENDATIONS

The conclusions which emerged in due course of time evolved through the data analysis as well as the reflexive understanding of the researcher, reflects that Green Marketing is a terminology which is yet to reach towards a universally understood and interpreted the concept. It is observed that Green marketing has a specific meaning in Academics but, for marketers and consumers 'Marketing' gets shadowed by 'Green', which has imaginative interpretation concentric to ecological and environmental conservation but paradoxically not having any relationship with such prospective conservationist thought. Marketers have not developed systematic plans of projecting Green marketing as a mode and Methodology and are averse

of acknowledging the fact that they are perplexed with this thought. It is an accepted fact that as far as Marketing Process is concerned, it is a matured and well-understood concept. The sequence of this process is associated with creating, communicating, delivery offerings that have value. But the question is where to put Green in the sequence.

1. Should the marketer include Green while communicating about the offerings?
2. Should it be done while creating the offerings?
3. If the answer to both of the above questions is yes, then the subsequent question is how? Because if 'Green' has to be inducted at the stage of creating value, then the initial part of the complete value chain has to change.

To illustrate, A furniture manufacturer at the end of the day cannot justify any furniture neither wood nor iron because somehow usage of both the materials, i.e. Iron and Wood, generally in contemporary parlance are away from the green. If the answer to the communication process is yes, that is a furniture manufacturer says that they are manufacturing furniture through replacement forestry or some other green-oriented process than when they have to address large volume production this declaration sounds hollow. The research witness a pertinent conclusion which is oriented with the reflexive understanding of the researcher rather any substantial research outcome, and that is the marketers in past few decades have been strongly focusing upon their functions, which have taken them away from the required intimacy with other functions in the value chain. When marketers are consulted by other functional managers about their initiative or compulsion of changing the process towards green, Marketers generally had one answer, "it should not affect their market share". Apart from the above points, the Intra industry communications also are highly accommodative of sales-based marketing efforts rather than going for a prospective integrative plan for futuristic green marketing. For Example Refrigerators are now being designed to accommodate lighter plastic bottles and utensils rather than heavier material. Meaning thereby, even if the consumer is refrigerators cannot accommodate them.

Interviews with the marketer and the understanding of the researcher as a fieldworker and as an academician are suggestive of the fact that the financial ratios and sales potential at the end of the day supersedes the aspect of 'serving the society at large'. Awareness of the consumers on the other side has also been superseded by two important Barriers:

- a. Easy Accessibility
- b. A thought in the consumers' minds that my minimal contribution towards Green marketing may not create a large difference.

An intermediary conclusion with reference to Green marketing is that though it makes a business sense that adoption of green contextually in whole of the marketing process has to be done in translational phases but larger industry analysis which was beyond the scope of this research would suggest that initiating Green Marketing Processes with an orientation of complete value chain orientation would be mere beneficial in the long run. Few subsidiary conclusions can be that Marketers should develop the highest possible benchmarks according to the available knowledge in terms of Green Marketing. Subsequently, Marketers should try to foresee how current practices and strategies can be included or incorporated in terms of benchmarks. The next step should be to analyze about how the up gradation of contemporary marketing to the levels of said benchmarks can prove to be a strategic advantage. Then this strategic advantage must be converted into a potential market share analysis, which may subsequently convert into a tangible revenue perspective or any other potential desired outcome. It is important to look as a complete business with a new lifecycle perspective, which also does not imply that everything done till this stage must be written off or every potential investment the process should be counted as a loss. Here the analysis should be done with the perspective of "gains" (Daniel Kahneman, 2014).

#### Examples

*The green project of State Bank of India:* Green IT@SBI used eco and power-friendly equipment in its 10,000 new ATMs; by the bank saved power costs and earned carbon credits. SBI has also introduced a green service known as Green Channel Counter. SBI has also minimized the use of paper. All these transaction has been done through SBI shopping & ATM cards. State Bank of India turns to wind energy to reduce emissions: The State Bank of India became the first Indian bank to harness wind energy through a 15-megawatt wind farm developed by Suzlon Energy. The wind project is the first step in the State Bank of India's Green banking program dedicated to the reduction of its carbon footprint, especially among the bank's client. Another example is of Eco-friendly Rickshaws, which were initially started in Delhi but now are been used all over

India, also called as battery-operated rickshaw, to promote eco-friendly transportation in the cities. Similarly, Wipro the Indian MNC in its quest for a sustainable tomorrow- reduced costs and reduced carbon footprints and became more efficient and saved the planet from the perilous effects of environmental degradation in the process. Therefore it can be concluded that to be competitive in the present scenario it is important that the companies, along with earning, profits should also give due importance to the environmental problems which has been caused due to pollution.

## XII. RECOMMENDATIONS

Analysis is done and the conclusions drawn, as suggested in the preceding chapters, three major recommendations are proposed through this research work:

- a. Generation and standardization of the benchmarks about Green Marketing and Green Marketing Strategies along with a process of associated evolution of the same.
- b. Augmentation of the current practices.
- c. Redefining marketing in terms of Green.

## XIII. PROCESS OF ACHIEVEMENT OF THE ABOVE SAIDRECOMMENDATIONS

The above recommendations can be achieved by the sincere efforts of the companies, and there should be Generation of Green Marketing benchmarks that are associated with the complete value chain of any business. Analysis of business procedures and marketing resultants should be done with the perspective of Green that is even the accounting procedures must incorporate elements of green processes. Hence new generations of accountants for analyzing business and profits concerning Green must be developed at a universal level. Business management curriculum should be revamped through green perspective and definitional perspective of efficiency and effectiveness should include 'Green' as an element. Since the academic Conferences and deliberations along with the researchers are in Silos, it should be recommended that interdisciplinary conferences should be organized factoring a Green Marketing perspective in terms of business and management organized by academic forums with a concentricity of green. It's recommended that the value chains of different industries must be reevaluated with the perspective of inception of green in the processes, and though it seems hypothetical at this stage, steps where green has to be incorporated not as a concept but as action should be enumerated. For Example: All the business getting initiated through mining procedures should be reevaluated through the green perspective



because of the reason that exploitation of the natural resources is a non green action and hence the constituent marketing procedures however green it may seem is not green. The preceding recommendations propose for a whole lot of generation for finding alternative processes/Product, Alternative practices for supplementing whatever out of there is not green. The context of above recommendations is that the earth should be foreseen as it was a hundred years ago and that can be an important benchmark. For example few cities in Europe have started becoming vehicle less and this effort is like revisiting the old days. In the process some of the products would inevitably suffer but historically, such companies would reshape themselves.

#### XIV. CONCLUDING REMARKS

The process of revamping and benchmarking require a transitionary phase, and hence, augmentation processes have to precede the same. Therefore, once the benchmarking is done while focusing the ultimate target of regaining the old days, the actions to be taken towards achieving those benchmarks are to be complemented. On the consumer side Mahatma Gandhi demonstrated purchase on utility and rationale basis, which have a lesser disposability meaning there by that furniture well maintained can be used for a longer time and so does an automobile which explains the points that sustainability is slightly anti-consumerism. Hence, his principles talk of inclusive growth and inclusive market development. This can be further elaborated by an article in Harvard business review which talks of affordability and sustainability which should replace premium pricing and abundance as innovation's drivers. Companies must make their offerings accessible to a greater number of people by selling them cheaply and must develop more products and services with fewer resources. Western countries are struggling to tackle this challenge, but some organizations in developing countries, like India, are showing the way by practicing three types of innovation as propounded by Mahatma Gandhi. They are as follows:

- a. Disrupting business models.
- b. Modifying organizational capabilities.
- c. Creating or sourcing new capabilities.

Companies anywhere in the world can follow suit by striving for inclusive growth, establishing a clear vision, setting stretch targets, exercising entrepreneurial creativity within constraints, and focusing on people, not just profits or shareholder wealth, (C.K. Prahalad, R.A. Mashelkar, 2010). This paper has worked on the basis of observations and primary database understanding and moving through interdisciplinary literature it is recommended from the study that the term "Value" mentioned in the 2007 definition of American Marketing Association, which should be referred to with the context of:

- a. Values
- b. Sustainable Value Chain

So, the definition of marketing can be redefined as in context of green as follows:

"Marketing is an '*activity*', for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."

"Marketing is a '*process*', for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."&"Marketing is a '*set of institutions*', for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."The definition implies that 'Value' must be read as 'Value(s)' for its logical and sustained achievement. This implies that if the value is to be derived from values than sustainability and the radical basis of Green emerges by itself. 'Value chain' can be enumerated in economic term though 'value' can only be experienced in contextual terms.

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