

A Study on Consumer's Preference of Sustainable Marketing Practicing Business Organizations in FMCG Sector in India

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Abstract - Sustainable marketing is a business approach that focuses on promoting products or services that have positive environmental and social impacts. It involves the integration of environmental, social, and ethical considerations into marketing practices. There are two main aspects to consider when discussing sustainable marketing: marketing in a sustainable way and marketing sustainability. The study will use a mixed-methods approach, including a survey of consumer's the perception about business organizations in the FMCG sector. The survey will have hypothesis based on the collected data on the the perception of sustainable marketing practices. The study will contribute to the understanding of the consumer's perception on sustainable marketing practices for businesses in the FMCG sector. The findings of the study will be useful for businesses in the FMCG sector, policymakers, and other stakeholders interested in sustainable marketing.

Index Terms – Sustainable Marketing, Fast-Moving Consumer Goods (FMCG), Consumer Package Goods (CPG), Marketing Practices, Innovation

I. INTRODUCTION

Fast-Moving Consumer Goods (FMCG) refer to products that are sold quickly and at relatively low cost. These goods are consumed on a regular basis and have a short shelf life. FMCG products include a wide range of items such as food and beverages, toiletries, cleaning products, personal care items, and over-the-counter drugs. The characteristics of FMCG include:

1. Rapid Consumption:

- FMCG products are items that consumers use daily or frequently, leading to quick turnover and high sales volume.

2. Low Cost:

- These products are relatively inexpensive and affordable for most consumers, making them accessible to a wide market.

3. Short Shelf Life:

- FMCG goods often have a limited shelf life due to factors like perishability or changes in consumer preferences, which require frequent replenishment and product turnover.

4. Frequent Purchases:

- Consumers tend to buy FMCG items regularly, ensuring a constant demand for these products in the market.

5. Brand Loyalty and Advertising:

- Brand loyalty is crucial in the FMCG sector. Effective advertising and marketing strategies are employed to maintain and attract customers, often through branding, promotions, and product differentiation.

6. Distribution and Supply Chain:

- FMCG products require efficient and widespread distribution networks. Supply chains are optimized to ensure products reach retailers and consumers quickly and in good condition.

7. Retail Presence:

- FMCG products are commonly found in various retail outlets, including supermarkets, convenience stores, pharmacies, and online platforms. They are strategically placed for easy access and impulse purchases.

8. Packaging and Presentation:

- Attractive and functional packaging is crucial for FMCG products. Packaging serves both practical (protection, preservation) and marketing (branding, visibility) purposes.

9. Seasonal Variations:

- Some FMCG products experience fluctuations in demand due to seasons or specific occasions (e.g., holidays, festivals), requiring adaptable marketing and production strategies.

10. Constant Innovation:

- FMCG companies invest heavily in research and development to introduce new products, flavors, or variations to cater to changing consumer preferences and market trends.

11. Global Market Presence:

- Many FMCG brands have a global presence, operating in multiple countries and adapting their products to suit local tastes and preferences.

The FMCG sector is highly competitive, and companies within this industry focus on building strong brand recognition, understanding consumer behavior, optimizing supply chains, and staying responsive to market dynamics. Due to the nature of FMCG products and their constant demand, companies need to be agile, innovative, and consumer-focused to maintain a competitive edge in the market.

The FMCG industry in India has undergone a dramatic transformation over the past two decades. This is due to a number of factors, including rising digitization and multiple channels of trade, increasing government initiatives, changes in traditional culture and lifestyle, policy and regulatory changes, rising advertising costs by FMCG companies, rising income levels, urbanization, and shifting consumer behavior.

Consumer Package Goods (CPG) is another name for FMCG. These goods are characterized by their short shelf life and are offered for sale immediately at very low prices. FMCG has an extremely short product lifecycle due to rising consumer demand and extensive product use.

Perishables, consumer products, and FMCG are all included. This study examines the overall sustainable initiatives of several organizations. Businesses are now making a point of becoming environmentally friendly in every aspect of their operations. The sustainable industry typically ignores the detrimental effects on the environment in the FMCG sector in favor of maximizing profits. Sustainability becomes a critical component of decision-making for executives within a firm. The sustainable color is a popular and effective marketing strategy. Companies interested in utilizing environmental tactics can learn new ideas from these organizations' sustainable initiatives. The findings of this study can be used by future firms wanting to enter the FMCG sector to design their strategy, as FMCG is an ever-sustainable industry.

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There are two ways to think about sustainable marketing:

- Marketing in a sustainable way refers to the practice of using sustainable marketing practices in the day-to-day operations of a business. This includes things like using recycled materials, reducing packaging waste, and promoting sustainable transportation options.

a. Green Marketing:

- Green marketing refers to the development and marketing of products that are environmentally friendly. This can include products made from recycled materials, energy-efficient products, or those with reduced carbon footprints. The goal is to meet consumer needs while minimizing environmental impact.

b. Ethical Marketing:

- Ethical marketing involves promoting products or services in a morally responsible manner. This includes ensuring fair labor practices, avoiding exploitative advertising, and being transparent about sourcing and production methods.

c. Socially Responsible Marketing:

- Socially responsible marketing focuses on contributing to social issues or communities. Companies engage in initiatives such as supporting local charities, promoting education, or addressing social inequalities. These activities can enhance brand reputation and consumer trust.
- Marketing sustainability refers to the practice of promoting the concept of sustainability to consumers. This can be done through advertising, public relations, and social media.

In a world that is uncertain and unstable, it is more important than ever to find new ways to conduct business that do not have a negative impact on society or the environment. This study aims to analyze the sustainability initiatives of India's top FMCG companies across a variety of sustainability-related variables.

The study found that there is a large amount of variation in reporting, both in terms of the annual turnover of businesses in 2012 and the variables that were reported. The variables associated with corporate governance had the most reports, followed by the variables associated with CSR activities and those associated with steps to increase operational efficiency.

The majority of CSR projects focused on four areas: community livelihood, education, healthcare, and infrastructure development. Operationally relevant metrics included conservation of resources (such as electricity, water, and paper) and control of waste (emissions, solid waste, water). Less than 20% of the companies that were asked to participate in the study currently provide information on sustainability concerns that are relevant to the supply chain. There was also a lack of voluntary sustainability reporting.

Disclosures regarding the financial situation and contributions of CSR were also difficult to come by. This research study examines the sustainability initiatives that the most valuable FMCG companies in India have published on their own websites. These initiatives include annual reports, sustainability reports, policies, and other codes. The goals of this research are to determine what kinds of information organizations are currently disclosing about their business operations and sustainability, and to map those kinds of disclosures to the different kinds of industries and sectors.

As a result of the scanning, it was discovered that the features of fast-moving consumer goods (FMCG) products had a significant impact on Indian consumers, in terms of the requisite qualities and different dimensions. This appears to be the primary driver of the performance of the FMCG sector, followed by the brand awareness and brand recognition component.

II. LITERATURE SURVEY

Since sustainability first became recognized as a problem of vital importance many years ago, advocates for sustainability have been active for a sizable length of time. "Modern marketing is the outcome of the industrial revolution, and from the beginning of the time of mass production; the techniques and the philosophy of marketing have significantly expanded," claim **Martin and Schouten (2012)**. Industrialization led to the development of modern marketing. A marketing strategy must be founded on socially and environmentally responsible actions to be called sustainable. It must also be able to meet the demands of businesses and consumers in the present without compromising the needs of future generations. In the last 60 years, marketing has evolved, moving from a strategy known as "Marketing 1.0" that was driven by goods and focused on quickly growing sales to one that is driven by consumers (Marketing 2.0). In the current phase, we are witnessing the emergence of a new era that is known as marketing 3.0, a value-driven era in which people are no longer seen as considerate and cognitive partners with emotions, feelings, and particular spiritual values but rather as target consumer markets based on demographic factors. This new age will be distinguished by a higher focus on the

caliber of interactions between companies and their clients. **Martin and Schouten (2012)** claim that the industrial revolution operated on the maxim "If we can create it, we can sell it." Due to the strong sales and promotion strategies employed by businesses to compete with one another, this shifted to "let the customer beware."

The consumer's requirements and wishes took centre stage in the third generation, and the marketing idea began to control philosophy moving forward. **Gordon (2011)** asserts that "marketing is essential to global society and, when managed well, may inspire us to salvage, reclaim, buy Fairtrade, eat healthily, drink responsibly, save energy, and support good causes." The expanding impact of the sustainability plan from all sides, according to **Emery (2012)**, "helps us to comprehend the huge possibilities that are happening in marketing." "An understanding of marketing fundamentals helps us to understand the significant changes that are occurring in marketing as a result of the growing societal awareness of marketing. Putting aside the fragmentation of marketing approaches that have emerged over the years for the moment (such as sustainable marketing, societal marketing, viral marketing, guerrilla marketing, etc.), The nature of the connection between business organizations and the business environment in which they operate has undergone a substantial change.

Additionally, changes are being made to how consumers interact with different business organizations. To be successful, a marketer must have the abilities required to handle the new difficulties brought forth by sustainability. According to conventional definitions, marketing is a process that tries to satisfy client needs while simultaneously enhancing an organization's bottom line. However, the current notion of marketing has undergone major adjustment in light of the significant changes in the economic environment.

Arora and Agarwal (2018) conducted a survey with 200 participants to determine the amount of consumer demand for environmentally friendly products and the various sustainable marketing methods used by the company. We used both the weighted mean and the percentage for analyzing the data. Customers reportedly prefer to buy items that have a less detrimental impact on the environment, according to poll results. To a certain extent, consumers are willing to part with extravagant quantities of money. This indubitably demonstrates that consumers are price-sensitive, making "Price of the Product" the most crucial factor to take into account in this game. Additionally, it was discovered that consumers who shop online have easy access to a wealth of information on the products they purchase. However, very few customers have said that "No Information at all" is available at the time of purchase. It was discovered that a significant portion of the public learned about sustainable marketing thanks in large part to television. It was a recent discovery that led to this discovery.

Mani and Bhandari (2019) conducted a study with the goal of offering examples of the idea of sustainable marketing as well as the strategies used by a number of famous Indian businesses. The exploratory study mainly depends on secondary data for its information. The websites of several businesses have offered helpful advice on environmentally friendly marketing strategies. The survey's results indicate that "sustainable marketing" is still in its formative years. Quite an amount of work still must be done.

Governmental authorities have exerted considerable pressure on businesses to use environmentally friendly marketing strategies. The reasons for the lack of widespread acceptance may be linked to problems that are only partly resolved. Two significant causes of worry are investing in cutting-edge technology and R&D. The lack of information among the public is another issue. Sometimes the cost of the recyclable material is substantial. Because they believed it was their duty to safeguard the environment, consumers were unwilling to pay a greater premium for products that were more ecologically friendly.

The effectiveness, viability, and compatibility of FMCG firms' environmental efforts with the socio-economic norms required for a sustainable future were the subjects of study by **Mehta et al. in 2020**. The report reveals that the FMCG sector is working hard to reduce pollution. To guarantee that those who need it have access to safe drinking water, these initiatives include improving packaging, reducing the use of plastics, encouraging the use of recyclable materials wherever feasible, and giving financial help to areas that are facing water stress. More and more companies are becoming aware of the issue, and therefore, they are actively taking part in campaigns to spread the word about it and make sure that the appropriate steps are taken.

Reuter (2020) asserts that building a brand requires constant work. Every business aspires to build a solid brand in order to elevate the perceived value of the products it offers in the eyes of customers. This effort requires completing a thorough study and making sure that customers can remember what they got from the market; as a result, low-cost brand creation is crucial in this context. The goal of an FMCG firm is to generate as much revenue as possible in a particular quarter while simultaneously building a solid brand that offers the highest level of care and exceptional service. All organizations that work in the FMCG sector share this objective.

According to **Miryala and Mennakanti (2016)**, it is critical to develop goods and services in the present climate that not only satisfy customer requirements but also benefit the environment. The answer is to use sustainable marketing strategies. Local or sustainable marketing strategies have changed to tangible initiatives to enhance ecological behavior and sustainable marketing strategies because of legislative pressure from neighborhood organizations (Sen, 2014). According to (Nadaf et al., 2014), several worldwide firms effectively use sustainable marketing strategies across a range of industries. According to Oburu (2010), sustainable usage is fully using resources possible to guarantee their sustainability.

Sustainable marketing strategies emphasize environmental sustainability. Sustainable marketing methods, as defined by Sing and Pandey (2012), encompass a variety of elements, such as environmentally friendly and safe goods, as well as ecologically friendly production, advertising, and packaging. In 2015, Kimani stated: "In order to achieve sustainable growth in the area as a whole, sustainable marketing techniques call for collaboration between suppliers and sellers, partners and rivals, and at the same time urge for increased cooperation. Profitability and longevity, as well as making contributions to the local community and the environment, are the two main concepts that drive business.

Environmentally friendly goods and logistics, ethical advertising and pricing, and environmentally friendly consumption are only a few of the organizational tasks involved in sustainable marketing strategies (**Zhanglan, 2016**). Eco-labeling, product return programmes, reverse logistics, pollution control, sponsorship of environmental endeavors, environmental management systems, a reduction in the amount of raw materials used in product design, and adherence to sustainable procurement policies are additional examples of sustainable marketing practices (**Oburu, 2010**). Sustainable marketing strategies also require building a connection between the company and the client (Ko, Hwang, and Kim, 2013).

Additionally, **Siddique, Hayat, Akbar, and Cheema (2013)** assert that both marketers and consumers have a role in shaping sustainable marketing strategies. However, **Mishra and Sharma (2010)** point out that creating a successful sustainable marketing plan and doing away with harmful practices are the responsibility of both the sustainable vendor and the sustainable customer.

Sustainable marketing strategies "provide a chance to engage individuals and promote sustainable lifestyles," according to **Eltebrandt (2010)**. According to **Fuentes (2015)**, sustainable marketing strategies are only ethical when they provide a diversity of environmentally friendly goods and messages. Sustainable marketing strategies, according to **Sahay et al. (2006)**, guarantee that consumers' requirements are directed by technological advancements to environmentally friendly activities and goods. Sustainable marketing techniques, according to **Miryala and Mennakanti (2016)**, are beneficial to health, save time and money, and lessen waste.

According to **Amegbe et al. (2017)**, businesses who engage in sustainable marketing strategies might get several advantages. For instance, firms with a sustainable mindset should anticipate to grow revenue and market share, employee dedication, performance, and capacity. Scholars like **Luo and Battacharia (2006)**, who contend that sustainable marketing may boost consumer happiness, improve value, and eliminate undesirable risk, and **Lash and Wellington (2007)**, who emphasized that companies profited from sustainable practices via cost savings, have previously backed this. Furthermore, **Juwaheer's (2012)** research found that companies with high levels of sustainable marketing practices outperform companies with low levels of practices in terms of sales return, total sales, growth, overall company performance, and market shares. **Eneizan et al. (2015)** also mention other advantages of adopting sustainable advantages, such as increased financial success and market share, high levels of worker promise, and economic gain.

III. RESEARCH METHOD

Data collection is a crucial part of any study, whether in the sciences or social sciences. The researcher must choose a method for collecting data that will allow them to achieve the intended findings or meet the objectives of the research or hypothesis. The research method is the procedure through which the researcher will conduct the study. In this research study, the researcher applied and utilized numerous parameters while conducting research using the quantitative research method. Data for the following study subject was gathered using the secondary data collection method (Ledford & Gast, 2018). As a result, analytical and exploratory methodologies are employed here.

RESEARCH QUESTION

The research questions and sub questions are as follows:

- How the FMCG sector perceives Sustainability and Sustainable Business practices?
- How important are sustainable marketing practices for business organizations in the FMCG sector in India?
- What are the Sustainable Marketing practices implemented by FMCG companies?
- What are the benefits of implementing sustainable marketing practices?

HYPOTHESIS

Ho: Consumers do not prefer business organizations incorporating sustainable marketing practices in FMCG sector

H1: Consumers prefer business organizations incorporating sustainable marketing practices in FMCG sector.

IV. DATA COLLECTION METHOD

This research project will use secondary data collection methods. This method was chosen because it is less time-consuming and allows the researchers to investigate the matter more thoroughly. The researchers will have access to more information on this topic by using different websites of various museums to research cultural relics. This method was carefully chosen so that the researchers can gain as much information as possible on the mentioned topic (Mishra & Alok, 2017). The research will use this method to provide information that is very important to the context of the research.

V. DATA ANALYSIS

Ho: Consumers do not prefer business organizations incorporating sustainable marketing practices in FMCG sector

Consumer preferences are undergoing rapid transformations in the modern world, and the importance of sustainability in their decision-making process cannot be overstated. Today, consumers are highly conscious of the environmental and social impact of their purchases, leading them to seek out products and services that align with their values. In the fast-moving consumer goods (FMCG) sector, sustainability has emerged as a key determinant of consumer preference, with a significant number of individuals preferring to support companies that prioritize sustainable practices.

Contrary to the suggestion that consumers do not favor businesses embracing sustainable marketing practices in the FMCG sector, a wealth of research indicates otherwise. For instance, a global study conducted by Nielsen revealed that 66% of consumers worldwide are willing to pay a premium for products and services from companies committed to sustainability. Similarly, a study by Cone Communications found that 87% of US consumers would choose to purchase a product because a company advocates for an issue they care about.

Furthermore, sustainability has assumed a crucial role in fostering brand loyalty. Consumers are more inclined to remain loyal to brands that share their values and actively contribute to positive environmental and societal impacts. By incorporating sustainable marketing practices, businesses can establish trust and credibility with their customers, cultivating long-term relationships and fostering heightened customer loyalty.

Implementing sustainable marketing practices in the FMCG sector can also lead to positive word-of-mouth advertising for businesses. Satisfied consumers who are impressed by a company's commitment to sustainability are more likely to share their positive experiences with others, resulting in increased brand awareness and customer acquisition.

Moreover, adopting sustainable marketing practices can yield long-term cost reductions for businesses. Implementing energy-efficient processes and waste reduction strategies can lead to tangible cost savings and increased profitability. Furthermore, sustainable practices help businesses sidestep expenses associated with environmental and social damage, such as fines or reputational harm.

Additionally, prioritizing sustainability enables businesses to attract and retain top talent. Many employees today seek out companies that align with their personal values and contribute positively to society and the environment. By prioritizing sustainability, businesses can offer a compelling value proposition to employees, leading to heightened job satisfaction and improved employee retention.

In conclusion, the notion that consumers do not prefer businesses that embrace sustainable marketing practices in the FMCG sector lacks support from the available evidence. Consumers are actively seeking out products and services from companies committed to sustainability. Businesses that adopt sustainable marketing practices stand to benefit from increased customer loyalty, positive word-

of-mouth advertising, cost savings, and enhanced employee retention. Therefore, it is imperative for FMCG businesses to prioritize sustainability and incorporate sustainable marketing practices into their operations to maintain competitiveness in today's market.

H1: Consumers prefer business organizations incorporating sustainable marketing practices in FMCG sector.

The significance of sustainable marketing practices in the FMCG sector is growing worldwide as consumers become increasingly aware of the environmental and social impact of their purchasing decisions. Today's consumers seek products that not only fulfill their needs but also align with sustainability and eco-friendliness. Consequently, FMCG businesses are embracing sustainable marketing practices to meet this demand and gain a competitive advantage in the market.

Consumers' preference for businesses that adopt sustainable marketing practices in the FMCG sector is primarily driven by their alignment with consumer values and beliefs. The modern consumer is well-informed about environmental issues, social responsibility, and sustainability, and they actively seek to support businesses that share these values. By integrating sustainable marketing practices, FMCG businesses can demonstrate their commitment to these concerns and show consumers that they are taking tangible steps to address them.

Another reason why consumers prefer businesses with sustainable marketing practices in the FMCG sector is the establishment of trust and loyalty. When businesses communicate their sustainable initiatives and practices, consumers feel a stronger connection to the brand and are more inclined to trust it. This trust can foster increased brand loyalty and repeat purchases, ultimately leading to higher revenues for the business.

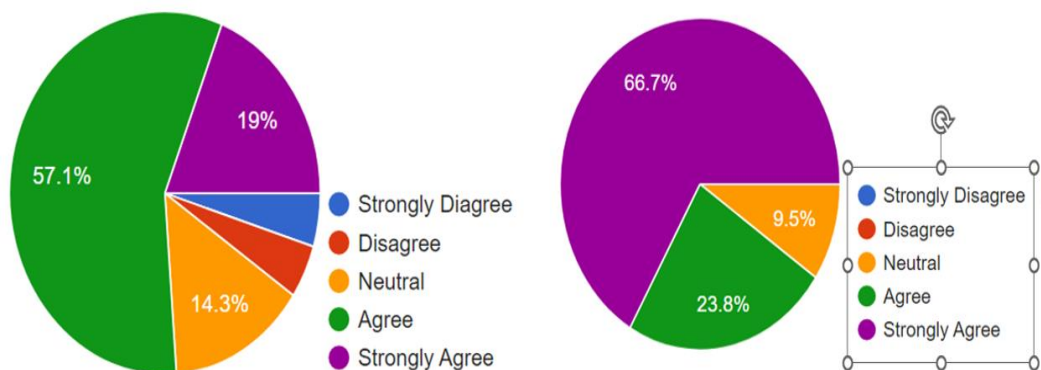
Furthermore, incorporating sustainable marketing practices in the FMCG sector helps businesses attract new customers. Many consumers actively seek out sustainable products and services and are willing to pay a premium for them. By integrating sustainable practices and effectively communicating them, FMCG businesses can capture the attention of these consumers and gain a competitive edge in the market.

Lastly, incorporating sustainable marketing practices in the FMCG sector enables businesses to reduce their environmental footprint and save costs. Using sustainable packaging, waste reduction, and implementation of energy-efficient practices, businesses can minimize their environmental impact while also achieving long-term cost savings. These actions also contribute to improving the reputation and image of businesses among consumers who are increasingly concerned about environmental issues.

In conclusion, consumers prefer FMCG businesses that embrace sustainable marketing practices. By adopting sustainable practices, businesses can align themselves with consumer values, build trust and loyalty, attract new customers, and reduce their environmental impact while saving costs. Given the growing importance of sustainability in the FMCG sector, businesses that neglect to incorporate sustainable marketing practices run the risk of losing customers and falling behind their competitors.

Ho: Consumers do not prefer business organizations incorporating sustainable marketing practices in FMCG sector

H1: Consumers prefer business organizations incorporating sustainable marketing practices in FMCG sector.



VI. Figure:2: Comparative pie chart for hypothesis 2

The Significance of the P-Value in Statistics

P 0.0001 when using a two-tailed test.

This disparity is often regarded as quite significant statistically.

Interval of confidence:

Average of It is hypothesized that the inflow of FDI into the host country is affected by market size and real GDP growth, both of which are correlated with Indian FDI. It has been hypothesized that market size and real GDP growth in the host country will influence the amount of FDI flowing into India, but no such correlation has been found. The value of ρ is -0.82

Confidence interval at 95% for this dissimilarity: Dropping from -1.17 to -0.47

Calculated values at intermediate stages:

$$t = 4.6472 \text{ df} = 137$$

0.177 is the standard error of the mean.

It is deemed statistically significant if the p-value is less than 0.05. With a confidence level of less than 5%, the research may reject the null hypothesis. The alternative hypothesis is supported at $p = 0.05$, whereas the null hypothesis is rejected at $p = 0.0001$.

VII. CONCLUSIONS

The study's findings and subsequent discussions reveal that organizations in the fast-moving consumer goods (FMCG) industry are actively involved in sustainability initiatives, both internally and externally. According to all the surveyed businesses, sustainability and eco-friendly advertising strategies are highly regarded. The FMCG industry firmly believes that embracing eco-friendly advertising is crucial for a sustainable future on Earth. Regardless of their annual revenue, these companies have demonstrated unwavering commitment to long-term viability. Moreover, they have voluntarily undertaken community improvement projects, driven by their genuine altruism. Thus, the initial objective of the investigation has been substantiated.

The participating organizations in this research firmly believe that the adoption of sustainable marketing practices (H1) is essential for gaining a competitive advantage in the fast-moving consumer goods (FMCG) sector. They also recognize that consumers prefer FMCG organizations that incorporate sustainable marketing practices (H2). Additionally, companies in the FMCG industry concur with the third hypothesis, which suggests a positive relationship between incorporating sustainable marketing practices and ensuring sustainability in the FMCG market. These businesses are confident that by adopting sustainable policies and procedures, they can contribute to the economic growth, social development, and environmental conservation within the sector. This reaffirms the validity of the study's second hypothesis.

This research utilizes questionnaires and interviews to assess the perspective of companies operating in the fast-moving consumer goods (FMCG) industry regarding the implementation of Sustainable Marketing strategies. With India being a developing economy with a significant population, it grapples with substantial resource limitations. Hence, commendation is due to companies in the FMCG industry for their unwavering commitment to sustainability. These companies believe that by adopting sustainable marketing strategies, they can minimize their environmental impact and enhance overall operational efficiency. Furthermore, they have gained a competitive advantage through the adoption of eco-friendly advertising approaches.

By implementing sustainable marketing methods across all three dimensions, businesses can cultivate positive customer sentiment. In an era of rapidly diminishing resources, it is essential for companies to integrate sustainable practices at their core. Through process optimization, companies can undergo transformative changes that enhance their ability to compete on a global scale and expand their presence worldwide.

Most of you are familiar with the concept of "green practices" and recognize that product, packaging, location, and promotion play crucial roles in green marketing, influencing your purchasing decisions. The majority of respondents express willingness to purchase goods if they are assured of proper disposal methods after use. While advertising was previously believed to be the sole factor influencing customer purchasing decisions, research has revealed that other factors such as product packaging, reliability, and ease of disposal are equally significant.

VIII. SUGGESTIONS

Maintaining positive public perception may be aided by using eco-friendly techniques. Businesses are becoming green because they want to preserve the planet from the effects of global warming. Green advertising initiatives showcase the better eco-friendliness of a company's products or services. Commonly emphasized features are those that lessen environmental impact in some way, whether it via reduced waste in packing, greater energy efficiency of the ware in use, decreased use of pesticides in farming, or reduced release of toxic emissions and other pollutants in manufacture.

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