

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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**BUSINESS DEVELOPMENT & GREEN MARKETING****DR. R. KARUPPASAMY****DIRECTOR****DEPARTMENT OF MANAGEMENT STUDIES AND RESEARCH****SNS COLLEGE OF TECHNOLOGY****COIMBATORE****C. ARUL VENKADESH****ASST. PROFESSOR****DEPARTMENT OF M.B.A.****COIMBATORE INSTITUTE OF ENGINEERING & TECHNOLOGY****VELLIMALAIPATTINAM, NARASIPURAM (POST)****ABSTRACT**

*Business development means different things to different people. That's why it is appropriate to define the term beforehand. For some it simply means prospecting, to others it can mean developing a new product or technology, while to others it can mean investing or divesting corporate assets. All have their own right to claim that their activity is business development, that's why it is necessary to dissect the term. "Business development is about bringing discontinuity into the normal operations of an organization. It's about bringing, doing or developing new things the organization didn't do before." Business Development professionals frequently have had earlier experience in financial services, investment banking or management consulting; although many find their route to this area by climbing the corporate ladder in functions such as operations management or sales. Skills and experience for business-development specialists usually consist of a mixture of the following (depending on the business requirements): Marketing, Legal, Strategy, Finance, Proposal management or capture management, Sales experience. The "pipeline" refers to flow of potential clients which a company has started developing. Business-development staff assign to each potential client in the pipeline a percent chance of success, with projected sales-volumes attached. Planners can use the weighted average of all the potential clients in the pipeline to project staffing to manage the new activity when finalized. Enterprises usually support pipelines with some kind of CRM (customer relationship management) tool or CRM-database, either web-based (such as the salesforce.com software-as-a-service solution) or an in-house system. Sometimes business development specialists manage and analyze the data to produce sales management information (MI). Such MI could include: Reasons for wins/losses, Progress of opportunities in relation to the sales process, Top performing salespeople/sales channels, Sales of services/products. For larger and well-established companies, especially in technology-related industries, the term "business development" often refers to setting up and managing strategic relationships and alliances with other, third-party companies. In these instances the companies may leverage each others' expertise, technologies or other intellectual property to expand their capacities for identifying, researching, analyzing and bringing to market new businesses and new products, business-development focuses on implementation of the strategic business plan through equity financing, acquisition/divestiture of technologies, products, and companies, plus the establishment of strategic partnerships where appropriate. The effective green marketing requires applying good marketing principles to make green products desirable for consumers. Now the question that remains, however, is, what is the future of green marketing? Historically green marketing has been a misunderstood concept. The rising price, growing pollution and resource consumption in Asia and political pressure to address climate change are driving innovation toward healthier, more-efficient, high performance products. In shorts all marketing will incorporate elements of green marketing. At the same time to avoid green marketing myopia, the future success of product dematerialization i.e. shift from "sales of goods" to the "sales of services", and more sustainable services will depend on credibly communicating and delivering consumer- desired value in the market place. Only then, product dematerialization will steer business on to a more sustainable path.*

**KEYWORDS**

Green marketing, Business development, green product, eco-friendly business.

**INTRODUCTION**

**I**n this contemporary world, an ecological issue such as global warming interests both the marketing practitioners as well as the consumers. The term "green marketing" simply denotes all the activities intended to generate as well as facilitate any exchange in order to satisfy human needs such that satisfying these needs happen with the most minimal input on the environment. Companies all across the globe have started differentiating their products and services by using go-green concern and have started utilizing ecological marketing approach as a mere competitive edge. This green marketing approach is largely used as a gimmick by the gigantic corporate houses in order to make a difference in the consumer's point of view when it comes to major market decisions. "According to the American Marketing Association, green marketing is the marketing of products that are presumed to be environmentally safe. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising." Green or Environmental Marketing consists of all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such that the satisfaction of these needs and wants occurs, with minimal detrimental impact on the natural environment. Yet defining green marketing is not a simple task where several meanings intersect and contradict each other; an example of this will be the existence of varying social, environmental and retail definitions attached to this term. Other similar terms used are Environmental Marketing and Ecological Marketing.

The term Green Marketing came into prominence in the late 1980s and early 1990s. The American Marketing Association (AMA) held the first workshop on "Ecological Marketing" in 1975. The proceedings of this workshop resulted in one of the first books on green marketing entitled "Ecological Marketing".

The first wave of Green Marketing occurred in the 1980s. Corporate Social Responsibility (CSR) Reports started with the ice cream seller Ben & Jerry's where the financial report was supplemented by a greater view on the company's environmental impact. In 1987 a document prepared by the World Commission on Environment and Development defined sustainable development as meeting "the needs of the present without compromising the ability of future generations to meet their own need", this became known as the Brundtland Report and was another step towards widespread thinking on sustainability in everyday activity. Two tangible milestones for wave 1 of green marketing came in the form of published books, both of which were called Green Marketing. They were by Ken Peattie (1992) in the United Kingdom and by Jacquelyn Ottman (1993) in the United States of America. [citation needed]

According to Jacquelyn Ottman, (author of Green Marketing: Opportunity for Innovation) from an organizational standpoint, environmental considerations should be integrated into all aspects of marketing — new product development and communications and all points in between. The holistic nature of green also suggests that besides suppliers and retailers new stakeholders be enlisted, including educators, members of the community, regulators, and NGOs. Environmental issues should be balanced with primary customer needs. [citation needed] The past decade has shown that harnessing consumer power to effect positive environmental change is far easier said than done.

The so-called "green consumer" movements in the U.S. and other countries have struggled to reach critical mass and to remain in the forefront of shoppers' minds. While public opinion polls taken since the late 1980s have shown consistently that a significant percentage of consumers in the U.S. and elsewhere profess a strong willingness to favor environmentally conscious products and companies, consumers' efforts to do so in real life have remained sketchy at best.

One of green marketing's challenges is the lack of standards or public consensus about what constitutes "green," according to Joel Makower, a writer on green marketing.

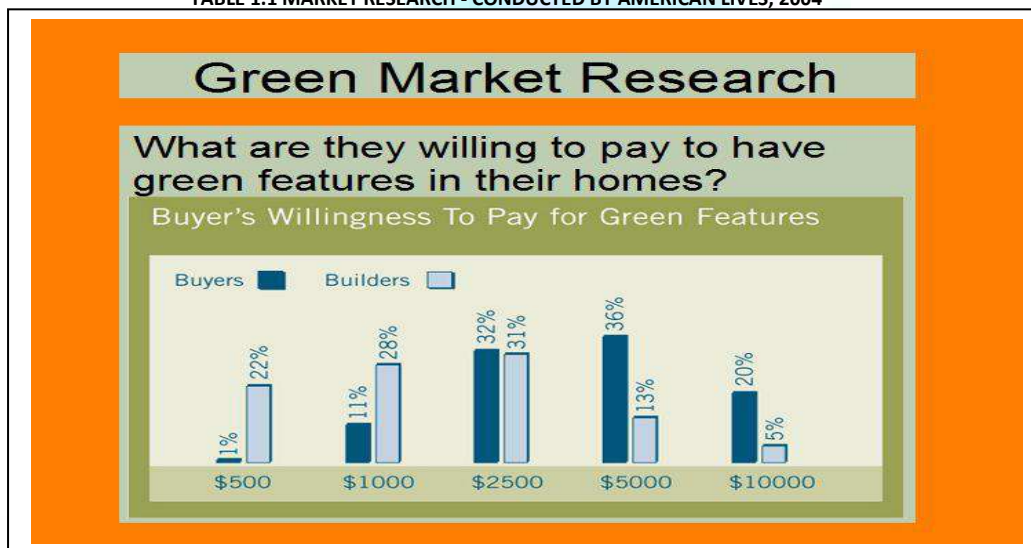
FIG 1.1: GREEN BUSINESSES – ENERGY SAVING CAMPAIGN OF SUN CHIPS



**HISTORY**

In essence, there is no definition of "how good is good enough" when it comes to a product or company making green marketing claims. This lack of consensus—by consumers, marketers, activists, regulators, and influential people—has slowed the growth of green products, says Makower, because companies are often reluctant to promote their green attributes, and consumers are often skeptical about claims. Despite these challenges, green marketing has continued to gain adherents, particularly in light of growing global concern about climate change. This concern has led more companies to advertise their commitment to reduce their climate impacts, and the effect this is having on their products and services. The first wave of Green Marketing occurred in the 1980s. Corporate Social Responsibility (CSR) Reports started with the ice cream seller Ben & Jerry's where the financial report was supplemented by a greater view on the company's environmental impact. In 1987 a document prepared by the World Commission on Environment and Development defined sustainable development as meeting "the needs of the present without compromising the ability of future generations to meet their own need", this became known as the Brundtland Report and was another step towards widespread thinking on sustainability in everyday activity. Two tangible milestones for wave 1 of green marketing came in the form of published books, both of which were called Green Marketing. They were by Ken Peattie (1992) in the United Kingdom and by Jacquelyn Ottman (1993) in the United States of America.

TABLE 1.1 MARKET RESEARCH - CONDUCTED BY AMERICAN LIVES, 2004



**WHY GREEN BUSINESS IS IMPORTANT**

Economics is the study of how people use their limited resources to try to satisfy unlimited wants. [McTaggart, Findlay and Parkin 1992, 24] Thus mankind has limited resources on the earth, with which she/he must attempt to provide for the worlds' unlimited wants. (There is extensive debate as to whether the earth is a resource at man's disposal, for example, see Gore 1993.) While the question of whether these wants are reasonable. Important, this issue will not be addressed in this paper. In market societies where there is "freedom of choice", it has generally been accepted that individuals and organizations have the right to attempt to have their wants satisfied. As firms face limited natural resources, they must develop new or alternative ways of satisfying these unlimited wants. Ultimately green marketing looks at how marketing activities utilize these limited resources, while satisfying consumers wants, both of individuals and industry, as well as achieving the selling organization's objectives. According to a recent McKinsey survey: "consumers say they are very concerned about climate change, and they connect the dots back to their own purchases, according to a 2007 mckinsey survey of 7,751 people in brazil, Canada, China, France, Germany, India, the united kingdom, and the united states. Indeed, the poll shows that 87 percent of consumers worry about the environmental and social impact of the products they buy.



The life stage of product would include the following:

|           |   |
|-----------|---|
| Stage- I  | Development stage: traditionally characterized as the acquisition of raw materials, component parts, and subassemblies. The alternative approach advocated here encourage manufacturer to check the environmental programs of suppliers, to require minimal packaging of inputs, and to consider sources of materials that could be easily replenished or are recyclable. |
| Stage-II  | Production stage: manufacturing companies are encourage to reduce emission, toxicity and waste , and to conserve water and energy. They are also encourage to seek and develop alternative uses for waste products, to revise the manufacturing process, to minimize waste generation, to minimize energy use or to attempt to find alternative sources of energy.        |
| Stage-III | Consumption stage: minimization of packaging, conservation of energy and minimization of waste from product maintenance and service are strongly urged.   |
| Stage-IV  | The final stage of a product is its disposal, green marketing introduce the concepts of reuse and recyclability, in addition to the concept of waste reduction.   |

### WHY ARE FIRMS USING GREEN MARKETING?

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

1. Organizations perceive environmental marketing to be an opportunity that can be used to Achieve its objectives [Keller 1987, Shearer 1990];
2. Organizations believe they have a moral obligation to be more socially responsible [Davis 1992, Freeman and Liedtka 1991, Keller 1987, McIntosh 1990, Shearer 1990];
3. Governmental bodies are forcing firms to become more responsible [NAAG 1990];
4. Competitors' environmental activities pressure firms to change their environmental Marketing activities [NAAG 1990]; and
5. Cost factors associated with waste disposal, or reductions in material usage forces firms to Modify their behavior [Azzone and Manzini 1994].

### OPPORTUNITIES – GREEN MARKETING

It appears that all types of consumers, both individual and industrial are becoming more concerned and aware about the natural environment. In a 1992 study of 16 countries, more than 50% of consumers in each country, other than Singapore, indicated they were concerned about the environment [Ottman 1993]. A 1994 study in Australia found that 84.6% of the sample believed all individuals had a responsibility to care for the environment. A further 80% of this sample indicated that they had modified their behavior, including their purchasing behavior, due to environmental reasons [EPA-NSW 1994]. As demands change, many firms see these changes as an opportunity to be exploited. Given these figures, it can be assumed that firms marketing goods with environmental characteristics will have a competitive advantage over firms marketing non-environmentally responsible alternatives.

There are numerous examples of firms who have strived to become more environmentally responsible, in an attempt to better satisfy their consumer needs.

- McDonald's replaced its clam shell packaging with waxed paper because of increased consumer concern relating to polystyrene production and Ozone depletion [Gifford 1991, Hume 1991].
- Tuna manufacturers modified their fishing techniques because of the increased concern over driftnet fishing, and the resulting death of dolphins [Advertising Age 1991].
- Xerox introduced a "high quality" recycled photocopier paper in an attempt to satisfy the demands of firms for less environmentally harmful products.

This is not to imply that all firms who have undertaken environmental marketing activities actually improve their behavior. In some cases firms have misled consumers in an attempt to gain market share. In other Polonsky: An Introduction To Green Marketing cases firms have jumped on the green bandwagon without considering the accuracy of their behavior, their claims, or the Effectiveness of their products.

This lack of consideration of the true "greenness" of activities may result in firms making false or misleading green marketing claims.

FIG 1.2: GREEN MARKETING AD OF TUMI INC.

## Tumi's Cheap Shot at Green Marketing

Posted by: Burt Helm on May 06, 2008



Introducing  
**ALPHA**  
COLLECTION

### GO GREEN, GET GREEN

Help Plant 100,000 Trees

**Receive a \$100 Tumi Gift Certificate**  
with a single, full-priced Tumi purchase of \$495 or more.

shop alpha ›    shop travel ›    shop business ›    shop handbags ›  
tumi's environmental commitment ›

Tumi introduces Alpha, the definitive collection for business and travel, with a special event that benefits you and your world. The "Go Green, Get Green" event rewards you with a \$100 Tumi.com Gift Certificate with your on-line purchase of a single, full-price Tumi item of \$495 or more. Working with Global ReLeaf, Tumi is committed to combating climate change by planting and caring for trees around the world. "Go Green, Get Green" runs from April 18 - June 15, 2008. All Tumi.com gift certificate redemptions must be made on-line by June 30, 2008.

Over at [Seth's Blog](#), Seth Godin gripes about a Tumi ad, pictured, that never explains why more luggage equals more trees, or acknowledges that manufacturing luggage likely cancels out the trees' contribution to the environment. He writes:

"The easiest marketing promise to make is to say you'll do something green if people consume what you sell. That you'll support one green cause or another. No one is in charge of checking out your story, and my guess is that 90% of the time, it leads to a net negative—more landfill, more carbon, more waste."

### CHALLENGES/ISSUES WITH GOING GREEN MARKETING

No matter why a firm uses green marketing there are a number of potential problems that they must overcome. One of the main problems is that firms using green marketing must ensure that their activities are not misleading to consumers or industry, and do not breach any of the regulations or laws dealing with environmental marketing. For example: Marketers in the US must ensure their green marketing claims can meet the following set of criteria, in order to comply with the FTC's guidelines.

#### Green marketing claims must;

- Clearly state environmental benefits;
- Explain environmental characteristics;
- Explain how benefits are achieved;
- Ensure comparative differences are justified;
- Ensure negative factors are taken into consideration; and
- Only use meaningful terms and pictures.

Another problem firm's face is that those who modify their products due to increased consumer concern must contend with the fact that consumers' perceptions are sometimes not correct. Take for example the McDonald's case where it has replaced its clam shells with plastic coated paper. There is ongoing scientific debate which is more environmentally friendly. Some scientific evidence suggests that when taking a cradle-to-grave approach, polystyrene is less environmentally harmful. If this is the case McDonald's bowed to consumer pressure, yet has chosen the more environmentally harmful option. When firms attempt to become socially responsible, they may face the risk that the environmentally responsible action of today will be found to be harmful in the future. Take for example the aerosol industry which has switched from CFCs (chlorofluorocarbons) to HFCs (hydro fluorocarbons) only to be told HFCs are also a greenhouse gas. Some firms now use DME (dimethyl ether) as an aerosol propellant, which may also harm the ozone layer [Debets 1989]. Given the limited scientific knowledge at any point in time, it may be impossible for a firm to be certain they have made the correct environmental decision. This may explain why some firms, like Coca-Cola and Walt Disney World, are becoming socially responsible without publicizing the point. They may be protecting themselves from potential future negative backlash, if it is determined they made the wrong decision in the past. While governmental regulation is designed to give consumers the opportunity to make better decisions or to motivate them to be more environmentally responsible, there is difficulty in establishing policies that will address all environmental issues.

For example, guidelines developed to control environmental marketing address only a very narrow set of issues, i.e., the truthfulness of environmental marketing claims [Schlossberg 1993]. If governments want to modify consumer behavior they need to establish a different set of regulations. Thus governmental attempts to protect the environment may result in a proliferation of regulations and guidelines, with no one central controlling body. Reacting to competitive pressures can cause all "followers" to make the same mistake as the "leader."

A costly example of this was the Mobil Corporation who followed the competition and introduced "biodegradable" plastic garbage bags. While technically these bags were biodegradable, the conditions under which they were disposed did not allow biodegradation to occur. Mobil was sued by several US states for using misleading advertising claims [Lawrence 1991]. Thus blindly following the competition can have costly ramifications. The push to reduce costs or increase profits may not force firms to address the important issue of environmental degradation. End-of-pipe solutions may not actually reduce the waste but rather shift it around. While this may be beneficial, it does not necessarily address the larger environmental problem, though it may minimize its short term affects. Ultimately most waste produced will enter the waste stream, therefore to be environmentally responsible organizations should attempt to minimize their waste, rather than find "appropriate" uses for it.

## CONCLUSION

Our understanding to green marketing is still in its infancy, perhaps due to the multidisciplinary nature of the enterprises. Marketing scholars focus on a host of business-strategy and public policy issues, including eco-level and market segmentation and the role of structural factors and economic incentives in influencing consumer behaviour. For environmental economists, green marketing signifies a broader trend in the evolution of environmental policies that focus on information disclosure. Political economists focus on collective action dilemmas inherent in green marketing at the consumer and producer level. Clearly there are many lessons to be learned to avoid confusion i.e. what you can say as "Green Marketing Myopia". The green marketers must understand the fact that they have to satisfy two objectives: improved environmental quality and customer satisfaction. Misjudging either or overemphasizing the former at the expenses of the latter may cause a fatal result for companies. Research indicates that many green products have failed because of green marketing myopia; marketers myopic focus on their product's greenness over the broader expectations of consumers. For example Whirlpool (in 1994) launched the "Energy Wise" refrigerator, the first CFC free cooler and one that was 30% more efficient than the U. S. Department of Energy's highest standard. For its innovation Whirlpool won the prestigious "Golden Carrot", a \$30 million award package. Unfortunately, Energy Wise's sales languished because the CFC-free benefit and energy saving did not offset its \$100 to \$150 price premium and the refrigerator did not offer additional features or new styles that consumers desired. Roper ASW's 2002 "Green Gauge Report" finds that the top reasons consumers do not buy green products included beliefs that they require sacrifices- inconvenience, higher cost, lower performance- without significant environmental benefits.

The effective green marketing requires applying good marketing principles to make green products desirable for consumers. Now the question that remains, however, is, what is the future of green marketing? Historically green marketing has been a misunderstood concept. The rising price, growing pollution and resource consumption in Asia and political pressure to address climate change are driving innovation toward healthier, more-efficient, high performance products. In short all marketing will incorporate elements of green marketing. At the same time to avoid green marketing myopia, the future success of product dematerialization i.e. shift from "sales of goods" to the "sales of services", and more sustainable services will depend on credibly communicating and delivering consumer- desired value in the market place. Only then, product dematerialization will steer business on to a more sustainable path.

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